

Operations: Employee safety, diversity and development

The most important Group-wide program to achieve a safe workplace is Safety@Work, which is part of Manufacturing Excellence. A documented broad range of nationalities at management level and greater gender equality with more female managers is a part of work with diversity and inclusion. Furthermore, individual opportunities for employees to become engaged, learn and grow in order to advance their careers are also prioritized.

Work environment – health and safety

Trelleborg's longstanding occupational health and safety program Safety@Work aims to create a shared safety culture and to prevent occupational accidents and injuries at all of the Group's production units. Safety@Work is monitored by performing annual internal audits whereby the facilities are assessed on a scale in relation to the target: a fully established safety culture in which all procedures are fully implemented in terms of occupational health and safety management, machine safety and accident follow-ups, with the aim of completely avoiding a recurrence of a certain type of incident.

The program includes all staff, both employees and insourced, without exception. The global Safety Day could be held in 2022 for the first time since the pandemic, with more than 90 percent of facilities taking part. The relaunch of the program, started in 2020, continued under the theme of "Team up for Safety," an activation of the safety program through local initiatives and workshops that further deepens risk awareness and preventive efforts among employees.

No fatal accidents occurred in 2022 (2021: 0). Refer to page 129.

A number of operations were divested during the year, which impacted the outcome, but new operations were also added to safety activities in 2022 due to the acquisitions that were carried out. The total outcome for the year for OHS-related indicators is shown in the table on page 129, including the share of sites that have a safety committee, as well as entities with certified systems for occupational health and safety according to OHSAS 18001/ISO 45001.

Diversity & inclusion

The Diversity Policy at Group level recognizes that diversity and inclusion is a strength for the Group. Increased diversity and inclusion has the potential to further drive Trelleborg's performance and results, both at team level and individually. Better communication with customers and problem solving are only a few such examples of the advantages of diversity and inclusion.

Trelleborg therefore works to achieve a balanced mix in regard to such factors as ethnicity, age and gender, taking into consideration the type of operation being pursued. Diversity and inclusion are generally seen as important elements in situations such as recruitment, training, evaluation, pay structures and succession planning.

Alongside the fundamental rules against special treatment and discrimination in the Code of Conduct (read more about the Code of Conduct on page 131), the company values knowledge wherever it is found, with no other criteria than the fundamental view that all people are equal and have the same rights. Read more about discrimination on pages 9 and 131.

Ethnicity

A basic rule is that the company's senior management and other managers should have local roots, which naturally leads to ethnic diversity in the management of a company that operates in some 50 countries.

A survey in 2022 found that managers down to level 4 in the organization (when level 1 is the President, level 2 individuals who report to the President, level 3 individuals who report to level 2 etc.) include a total of 39 different nationalities.

Age

A core issue for all knowledge organizations, including Trelleborg, is the ability to recruit young talent. For a number of years now, Trelleborg has increased

focus on the younger generations – employees born 1980 and later (Generation Y and Z), and different initiatives have been carried out. In addition to this, the Group has expanded its Graduate Program to two programs per year instead of one.

Gender

In an engineering-dominated company like Trelleborg, efforts to achieve a gender balance present challenges that require work at all levels. Higher Group and business area levels remain dominated by men, but the gender distribution is more balanced in the operations.

A key figure was introduced to measure the percentage of female managers down to level 4 in the organization, with the ambition to raise the percentage of women managers at these levels from year to year, which over time, is aimed at creating a better gender-balanced recruitment base at higher levels.

Efforts to achieve an improved gender balance include actively seeking women candidates for all executive and managerial positions, and for all of the Group's training and development programs, particularly its leadership.

Employer Branding

Trelleborg has also put emphasis on *Employer Branding*, meaning the type of employer the company is and how it wants to be perceived, both internally and externally. To this end, a motto has been written that reflects Trelleborg's promise as an employer as part of an initiative to increase focus on attracting, retaining and developing talented people. This motto – *Shaping industry from the inside* – is used internally and externally, in both digital channels and in print as well as at career days, trade fairs and other events.

In 2022, Trelleborg received for the second consecutive year the *Karriärföretagen* award ("Career Companies") from Swedish company *Karriärföretagen* with the reasoning that:

"Trelleborg continues to expand and evolve their employer brand, offering a range of possibilities for employees to further develop competence and skills. We can identify a clearly diverse and inclusive corporate culture that gives employees the support they need to evolve and thrive within the company. Trelleborg takes pride in their employees and this can be clearly observed in their media channels. Trelleborg is, quite simply, an employer with great leadership."

Qualifications

Trelleborg Group University, the Group's shared training initiative, continued its development and delivered relevant, high-quality training courses in 2022. Never before has Trelleborg Group held more mentor-supervised training days than in 2022, an increase of 40 percent.

In total, 27,827 training courses (30,020) were carried out, about a 7-percent reduction since the preceding year. The overall reduction reflects the fact that no new e-learning course was launched during the year. (Note that the same employee may have completed several training courses.)

As before, the aim is to move classroom training online and/or as hybrid teaching – a total of 95 percent (99) of participation was digital.

The focus remained on Trelleborg's Excellence programs, and many parts of the training related to this were delivered online.

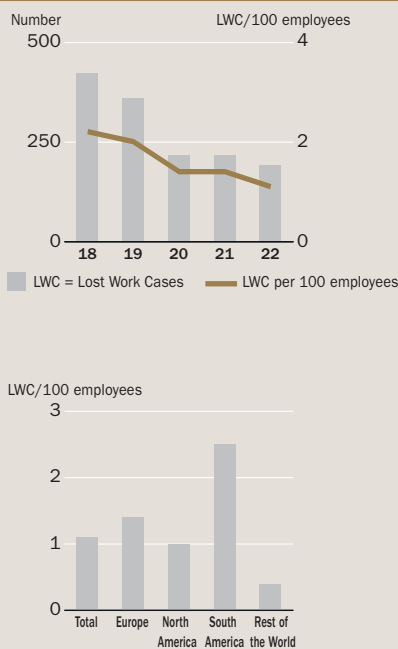
EDUCATIONAL AND DEVELOPMENT INITIATIVES IN 2022



- » In 2022, there was extra focus on the Trelleborg International Management Program (TIMP), which is Trelleborg's leadership program for middle management. 161 managers took part in TIMP in 2022.
- » A new training program was also developed with internal mentors to support leadership by coaching. The program was introduced for middle management in the fourth quarter.
- » During the year, Trelleborg continued to work with the People Excellence initiative to advance leadership within the Group, refer to image. The initiative, which is based on a self-assessment tool and self-motivated learning, comprises six individual programs, of which one program focuses on diversity and inclusion. Part of the People Excellence initiative has been to open up courses on the Group's shared learning platform, Learning Zone. The aim is to make material available in the form of a library of tools for managers.
- » Trelleborg's Learning Zone (Totara) was developed further in 2022. The various training courses are more readily available as Trelleborg's various business areas have opened up their training courses to a wider internal audience outside of the individual business areas. The update also entails an improved user interface.

OUTCOME IN 2022 IN THE AREA OF OPERATIONS: EMPLOYEE SAFETY, DIVERSITY AND DEVELOPMENT

Employees	Where?	Outcome 2022	Goals and main governance
HEALTH AND SAFETY			
Fatal accidents (insourced staff are reported separately)	Internal, all units	No fatal accidents (0) occurred during the year, neither among Trelleborg's own nor insourced staff.	<p>The number of accidents is to steadily decrease. For the full-year 2022, the target was to achieve an LWC of <1.0 in the production units and to also start to present performance measures for non-manufacturing units.</p> <p>The Safety@Work program aims to establish a shared safety culture through improvement programs and preventive measures at all production units. Self-assessment is combined with internal and external audits. As of 2020, the program has been relaunched under the "Team up for Safety" theme.</p> <p>The LWC performance measure that reflects the lost work days was adjusted to international standards; the LWC frequency is the number of lost work days per 100 employees due to work-related injury/illness during the year.</p> <p>The three most common injury categories in 2022 were: trips and falls, contact with moving machinery and work tasks with poor ergonomics. These categories represent more than 50 percent of LWCs during the year.</p> <p>This performance measure was introduced in 2021 to increase the number of women who can be recruited to higher levels. A target level will be set in 2023.</p> <p>This performance measure was introduced in 2021 to highlight ethnic diversity as a success factor. A target level will be set in 2023.</p>
LWC	Internal, all production units	In production units, 175 cases (217) resulting in at least one day's absence (LWC). Of these, 10 (12) were insourced staff, and 36 (36) women. No LWC cases pertained to work-related illness in the production units in 2022. For the Group as a whole, including salaried employees, the LWC for the year was 192.	
LWC per 100 employees	Internal, all production units	1.1 LWC per 100 employees in production (1.4). For insourced staff, the figure was 0.6 (0.8), and for women 0.7 (1.2). See the diagram to the right for the regional situation. For the Group as a whole, including salaried employees, the LWC for the year was 0.9 per 100 employees.	
LWD per 100 employees	Internal, all production units	33 lost work days (47) per 100 employees (= per 200,000 working hours).	
Safety committee	Internal, all production units	85 percent of facilities have a safety committee (89) with representatives from both employers and employees.	
Absenteeism in Sweden	Internal, certain units	7.4 percent of normal working hours (7.2).	
Systems for occupational health and safety management	Internal, all production units	At the end of 2022, 41 units (31) were certified under OHSAS 18001 or ISO 45001, corresponding to 34 percent (30) of all facilities.	
Percentage of women at manager levels 1-4	Internal, all units	The percentage of women at manager levels 1-4 of the organization was 27 percent (22) at the end of 2022.	
Number of nationalities at manager levels 1-4	Internal, all units	The number of nationalities at manager levels 1-4 was 39 (38) at the end of 2022.	



Symbols: ■ = Internal, all units ■ = Internal, all production units ■ = Internal, certain units □ = External, suppliers