

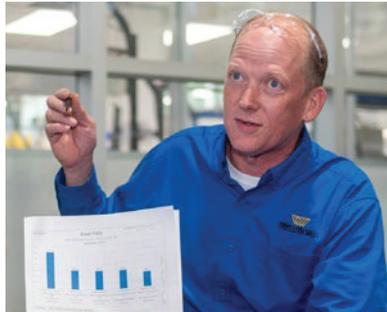
Social disclosures

The *Social disclosures* section of the Sustainability Statement describes Trelleborg’s work on material matters in the area in terms of policies, actions, targets and outcomes for the year. The main topics are *Own workforce* and *Workers in the value chain*. Some of the highlights of the year are listed below.

SIGNIFICANT EVENTS IN 2025 – SOCIAL DISCLOSURES

Health and safety

In 2025, Trelleborg prioritized reducing the risks that caused the most accidents, with a particular focus on slips, trips and falls. Local awareness initiatives were implemented in several units, leading to further improved outcomes in this area. Read more on pages 83–84.



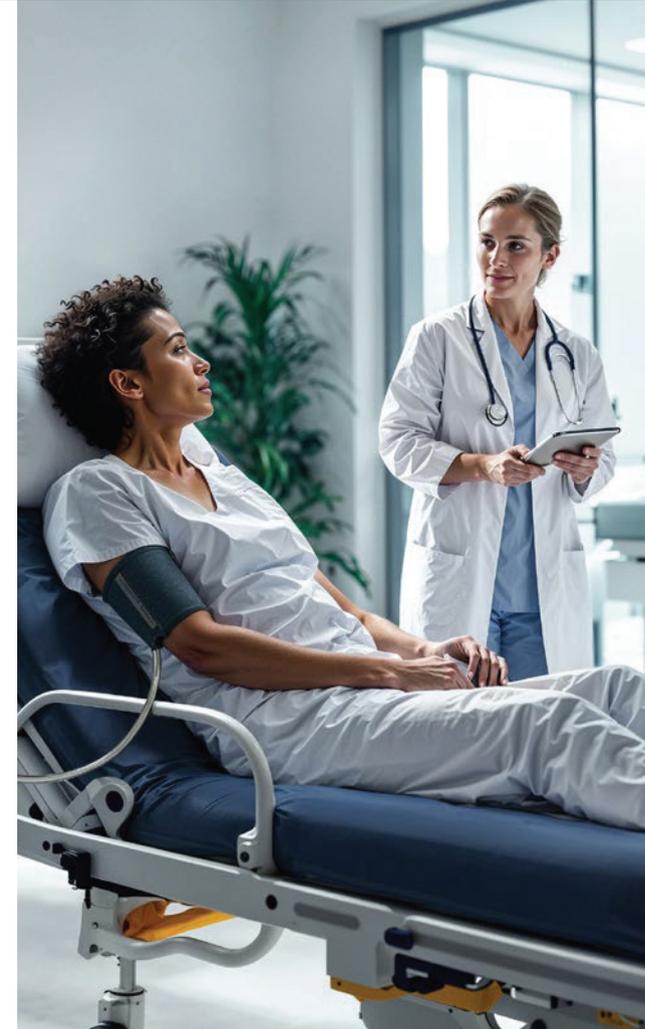
Sustainable sourcing

In 2025, work continued on developing Trelleborg’s sustainable sourcing framework. A risk assessment and in-depth analysis of the 100 key suppliers was also carried out to improve transparency and compliance. Read more on pages 89–91.



Diversity

In 2025, diversity was integrated into Trelleborg’s strategic plans, and local units developed their individual action plans. The focus is now on monitoring relevant key indicators in line with other components of strategic planning. Read more on pages 85–88.



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Social – Own workforce

Material impacts, risks and opportunities

The *Own workforce* area relates wholly to own operations and, in addition to own employees, also covers non-employees in areas such as health and safety. Trelleborg's diversity and safety work is crucial to being an attractive employer and to the company's ability to attract and engage competent personnel.

The latest double materiality assessment confirmed that negative impacts in health and safety (more on page 83) and financial risks related to diversity (more on page 85) remain material. Human rights remain a central domain in Trelleborg's due diligence efforts, see more on page 56.

Trelleborg's work in health and safety as well as training and development creates positive effects for employees as well as non-employees. Through Safety@Work and other parts of Manufacturing Excellence, the work environment is improved and the risk of accidents is reduced. Training in ethics and leadership is

widely offered, promoting skills and career opportunities. These activities contribute to increased safety, an improved work environment and long-term employability of the entire workforce.

Any failures in terms of workplace safety, development opportunities, human rights or other key issues in the *Own workforce* area carry potentially material risks related to legal consequences and brand damage. Accordingly, efforts in the areas of health and safety, diversity, training and development are a strategic priority.

No material impacts for employees have been identified as a result of Trelleborg's climate transition plans described on pages 67–68.

Employee dialog

Trelleborg's employees are one of the company's key stakeholder groups. Historically, the emphasis has been on material negative impacts for the company's own workforce and Trelleborg is actively engaged in Group-wide programs and actions to prevent and eliminate actual and potential negative impacts.

Employee engagement is conducted directly through dialogs with individual employees as well as indirectly through workers' representatives in trade union dialogs. Dialogs with union representatives follow national and regional practices. Read more about collective bargaining agreements and workers' representation on page 82. The employee dialog is held at various levels in the organization. It is continually in progress via a number of different channels, not only centrally but in the business areas as well; see more below. Senior Vice President Communications and Human Resources is responsible for ensuring that this employee engagement takes place and that the outcomes are taken into account in the company's decisions.

The effectiveness of employee engagement is evaluated annually through a Group-wide Engagement Survey, with a high response rate (latest, 85

percent) for all employees, that evaluates their perception of factors such as leadership, communication, innovation and well-being in the organization both locally and at Group level. The outcomes for the individual teams are evaluated and used as a basis for improvement work in the local organization, and the aggregated results are presented on Trelleborg's intranet. Trelleborg uses the Engagement Survey to assess employee perspectives, including among potentially vulnerable groups. The insights are complemented by dialogs in health and safety committees and are used to drive improvements.

The annual performance review process, employee surveys and whistleblower system are important channels for identifying and addressing any negative impacts of the operations for individual employees or for certain groups. Monitoring is based primarily on two data sources: cases reported through the whistleblower system that are investigated by Trelleborg's Senior Vice President General Counsel and Senior Vice President Communications and Human Resources, and cases reported by the Group's units in the common reporting system as at June and December. The Board receives reports

two times per year to ensure that relevant actions are taken where needed, read more on page 54.

Trelleborg manages any negative impacts in accordance with local legal practices. Employee awareness of and trust in reporting channels is ensured through internal communication, training and the Code of Conduct. Effectiveness is assessed through case follow-ups, Engagement

Survey response rates and dialogs in health and safety committees. These insights are used to verify that the processes are known, accessible and perceived as reliable. Read more about Trelleborg's training initiatives on pages 21 and 95–96.

PROCESSES FOR CONTACT WITH OWN WORKFORCE

The following channels are used to create dialog with employees about actual and potential impacts associated with the operations:

- » Workplace meetings for the local group take place regularly throughout the organisation.
- » All employees should have an ongoing dialog with their line manager about material risks and impacts, such as health and safety, development, and diversity.
- » People, Engagement & Performance (PEP) reviews between managers and employees are arranged at a certain time each year and provide an opportunity to raise, discuss and document important issues.

Issues that were discussed in previous PEP reviews are also followed up on.

- » All employees are encouraged to contact relevant managers/internal stakeholders as soon as a need arises. Depending on the issue, contact can take the form of participation, consultation or information.
- » The Group's whistleblower system (Trelleborg Whistleblower Hotline, read more on page 94) is intended for reporting suspected violations of laws, human rights or the Code of Conduct, such as corruption, fraud or discrimination.

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Key indicators for Own workforce

Relevant data on own workforce, including non-employees, is collected by Trelleborg's units and reported in the Group's common reporting system. Reporting is done locally and consolidated up to

Group level. Data is reviewed at both business area and Group level and forms an important part of Trelleborg's annual reporting. All data is based on actual reported data from the units, without the use

of estimates or standard factors. Employees and non-employees are counted based on local employment contracts. No significant assumptions have been made in the calculations.

EMPLOYEES BY CONTRACT TYPE AND GENDER

At the end of the year, Trelleborg had a total of 16,291 employees¹.

	2025			2024		
	Women	Men	Total	Women	Men	Total
Number of permanent employees	5,391	10,329	15,720	5,190	10,160	15,350
Number of temporary employees	178	357	535	165	357	522
Number of non-guaranteed hours employees	21	15	36	8	15	23
Total	5,590	10,701	16,291	5,363	10,532	15,895

Employees leaving Trelleborg and employee turnover

In 2025, a total of 2,563 employees left Trelleborg, of whom 1,665 voluntarily. Overall employee turnover was 16.5 percent, and 10.7 percent for employees who left voluntarily.

Non-employees²

At the end of 2025, Trelleborg had a total of 946 (887) non-employees engaged by third-party companies (sole proprietors or staffing agencies). Most of these worked in the Group's production processes, and a smaller portion in administration.

Collective bargaining agreements and union representation

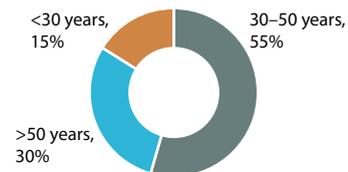
Trelleborg's policy is to permit trade unions and the right to collective bargaining. No units are deemed to be at serious risk for victimization in this area. In China, however, certain legal restrictions related to freedom of association apply. At the end of 2025, 44 percent (43) of all employees had collective

bargaining agreements, and 45 percent (46) were represented by employee representatives. See the table to the right for employees covered by collective bargaining agreements by country.

Distribution of employees by age group

The majority of Trelleborg's employees belong to the age groups 30–50 and 50+.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP



EMPLOYEES IN THE LARGEST COUNTRIES, BY REGION

	Permanent employees	Temporary employees	Non-guaranteed hours employees	Total employees	Collective bargaining agreement, share %
Europe					
UK	1,554	28	–	1,582	43%
Germany	1,142	105	15	1,262	61%
Sweden	943	17	6	966	99%
France	817	24	–	841	100%
Rest of Europe	3,587	239	10	3,836	62%
Total	8,043	413	31	8,487	66%
North and South America					
US	3,222	29	–	3,251	8%
Mexico	661	–	–	661	52%
Other North and South America	155	–	–	155	46%
Total	4,038	29	–	4,067	16%
Asia and Rest of the World					
China	1,630	35	–	1,665	33%
India	1,080	37	–	1,117	3%
Other Asia and Rest of the World	929	21	5	955	34%
Total	3,639	93	5	3,737	24%
Total world	15,720	535	36	16,291	44%

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¹ For the average number of employees (full-time equivalents) see Note 10 on page 123.

² ESRS terminology.

Own workforce – Health and safety

Material impacts, risks and opportunities

The health and safety of own workforce and non-employees is considered fundamental and has always been a priority for Trelleborg. Industrial production of the kind Trelleborg is engaged in involves various types of work-related risks that

the long-standing Safety@Work program and other parts of Manufacturing Excellence strive to prevent and minimize. Read more about Trelleborg's work with chemicals on pages 73–75.

The Group's vision for *Health and Safety* is zero accidents, but the statistics show that fatalities as well as serious and less serious accidents have occurred historically, and that continuous prevention is therefore of paramount importance.

Affected parts of the value chain Timeframes Interaction with strategy and business model

Material impacts in Own workforce: Health and safety			
Occupational injuries and accidents.	Own employees and non-employees	Short – medium – long term	Trelleborg's type of diversified industrial production entails a risk of occupational trips and falls, and accidents related to workplace equipment. The consequences of any accidents and other <i>negative impacts</i> for affected employees can be serious. For years, Trelleborg has been engaged in prevention with a Group-wide program Safety@Work, and with the Team up for Safety initiative.

Policy or similar steering documents

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
Health and Safety Directive				
The Health and Safety Directive is a management declaration that emphasizes the importance of health and safety for Trelleborg. The directive points out the strategic importance of reducing employment injuries and striving to achieve zero accidents. It sets out management's responsibility for this, how Trelleborg is determined to comply with all applicable laws and regulations, and continuously raise the bar for its safety measures toward achieving zero accidents. It defines clear expectations for safety at strategic level, instead of simply indicating that security is everyone's responsibility. Instead, it emphasizes leadership (Group Management), implementation (operational management and production management) and, finally, employee commitment to or compliance with established policies and procedures.	Trelleborg's Health and Safety Directive applies to all of Trelleborg's employees, non-employees, contractors and visitors to Trelleborg's manufacturing units.	The Directive is issued by Trelleborg's Group Management and implemented in the organization under the coordination of the manager of the Safety@Work program.	Trelleborg respects the International Labor Organization (ILO) Conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights. Trelleborg's Health and Safety Directive has been formulated based on input provided by internal stakeholders through health and safety committees, and is complemented by planned dialogs to ensure continuous improvement and relevance. The development of the Directive also involved internal stakeholders through Trelleborg's double materiality assessment process, with both staff functions and business areas contributing insights and priorities.	The Directive has been published on Trelleborg's intranet, and is included as part of induction training. Clarification and inquiries from stakeholders are answered by Trelleborg Group Communications.



SARA D'OFFIZI
WORKPLACE SAFETY MANAGER

“We have intensified our focus on safety, targeting the types and categories of machinery where accidents are most frequent and severe. The Safety@Work program helps us to build a strong safety culture and we will launch a project in 2026 featuring interactive workshops so that we can continue to prevent risks at all sites.”

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★ Actions and resources

Safety@Work program and the Team up for Safety initiative, part of Manufacturing Excellence, aim to create a shared safety culture and prevent accidents at all production units. The program is being implemented across the Group. In 2025, efforts in the Safety@Work program led to improvements in all health-related indicators. The key metrics are integrated into the Group’s strategic planning.

Trelleborg strengthened its safety audits in 2025. The ambition is to audit all plants every three years; approximately 30 units a year. While the audits are mainly conducted using internal resources, external parties are engaged to ensure an independent perspective. The focus is on reviewing corrective actions, ensuring regulatory compliance and supporting learning at the units. Work during the year focused in particular on slip, trip and fall risks, and risk assessment templates have been introduced. This area has been strengthened compared with previous years, when the main focus was on machinery safety. The Safety Steering Committee was convened four times to analyze results, decide on actions, review activity plans and share practices.

In addition, webinars were conducted for different target groups, and all units participated in Team up for Safety workshops, an interactive exercise in game format that inspires participants to reflect on safety culture. The near misses alert system has continued to strengthen learning and accident prevention activities.

Safety@Work mainly requires OpEx for training, risk assessments and local improvements, while CapEx may be needed for investments in safety equipment and modifications. These resources are included in the Group’s cost structure and investment budget and are recognized under functional costs and non-current assets, respectively, in the financial statements.

Key indicators for Health and safety

Selected key indicators in *Health and safety* that Trelleborg regularly monitors are presented in the table below. All occupational accidents are reported continuously, both for own employees and non-employees, as soon as they occur, in Trelleborg’s internal Safety@Work tool. Each accident is investigated without delay. The number of accidents and their underlying causes are reported on a quarterly basis in the Group-wide reporting system.

Key indicators for Health and safety	2025	2024	Commentary
Lost work cases (LWC) rate per 100 employees ¹	0.6	0.7	Initiatives taken under Trelleborg’s multi-year Safety@Work program led to improvements in all health-related indicators, including LWC, LWC per 100 employees and LWD.
Number of lost work cases (LWC)	103	112	
Number of work days lost due to occupational accidents (LWD)	3,645	3,871	
Number of fatalities	0	0	No fatalities in 2025.
Share of production units with safety committees	85%	84%	85 percent (84) of the production facilities have a safety committee with representatives from both the employer and employees. The marginal increase is due to a few units, acquired in 2024, where local safety committees were established in 2025.
Share of production units covered by health and safety management systems	43%	40%	At the end of 2025, 43 percent (40) of all relevant units, corresponding to 49 units (44), were certified under ISO 45001.

¹ LWC is calculated as the number of lost work cases with absence per 100 employees and 200,000 hours worked. In 2026, Trelleborg will adapt the calculation methodology in accordance with ESRS requirements, which means that all types of incidents are included and that the frequency should be reported per 500 employees and 1,000,000 hours worked.

🎯 Targets and outcomes

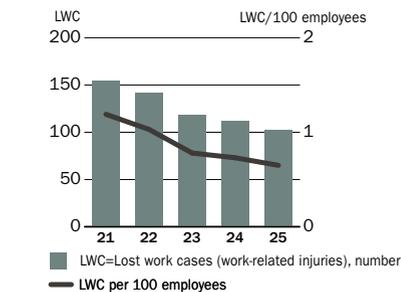
In *Health and safety*, the overall target is to reduce the number of workplace accidents in accordance with the Health and Safety Directive: the number of accidents leading to subsequent sick leave, i.e. lost work cases (LWC) per 100 employees, should be <1 on an annual basis.

The target is based on the fact that occupational injuries and illness cause suffering for employees and their families, reduce operational efficiency and increase costs – undesirable impacts that need to be minimized. The target has been developed in dialog with local health and safety committees and through a Group-wide health and safety network with representatives from all units. Consultations have taken place through regular follow-up meetings, annual webinars and on-site audits, where the views of employees and their representatives have been taken into account in setting targets and priorities. Progress is monitored quarterly and assessed against the original plan. The assessment shows that overall progress is in line with expectations, with positive trends in prevention and accident reduction. Any deviations are addressed through corrective actions that are discussed in the health and safety committees and the health and safety network. In 2025, initiatives forming part of the Safety@Work program led to continued improvements in all health-related indicators.

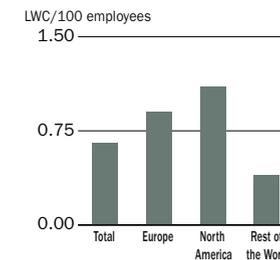
HEALTH AND SAFETY

Target	Outcome 2025
<1 LWC per 100 employees	0.6 LWC per 100 employees

LWC



LWC BY REGION



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Own workforce – Diversity

Material impacts, risks and opportunities

Diversity has many dimensions, of which gender, age, ethnicity and disability are among the most obvious. Trelleborg’s efforts to strengthen diversity span all of these dimensions. In Trelleborg, diversity and inclusion have generally been seen as important elements in situations such as recruitment, training, evaluation, salary setting and succession planning.

The Diversity, Equity and Inclusion Directive was updated in 2024. A training on avoiding unconscious bias is available to all employees on Trelleborg’s intranet.

As for most engineering companies with industrial operations, there is a challenge for Trelleborg in achieving a more balanced gender distribution throughout the organization. These

efforts are continuing also at the managerial levels (see page 87 for targets and outcomes).

Another basic rule is that the company’s senior management and other managers should have local roots, which naturally leads to a diverse management of a company that operates in some 40 countries. See also pages 87–88.

Affected parts of the value chain Timeframes Interaction with strategy and business model

Material financial risks in Own workforce: Diversity

Limited opportunities to attract and retain female managers.	Own workforce	Medium – long term	In order to be an attractive employer, Trelleborg works actively to achieve a balanced, diversified workforce with regard to gender, ethnicity, nationality and age. Like most engineering companies with industrial operations, Trelleborg has a challenge in achieving a more balanced gender distribution. If no positive development occurs in this area over the long term, Trelleborg could face difficulties in attracting and retaining competence. The risk is addressed through targeted efforts in recruitment processes, internal communication and training.
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PATRIK ROMBERG
SENIOR VICE PRESIDENT, COMMUNICATIONS AND HUMAN RESOURCES

“In 2025, Trelleborg progressively strengthened its diversity and inclusion program through increased awareness, active dialog and local ownership, with goals and activity plans set locally. Moving forward, we are focusing on further integrating diversity and inclusion across all parts of the organization so that we can continue to ensure a culture that fosters engagement and is perceived as attractive.”

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Policy or similar steering documents

Purpose and materiality	Scope	Responsibility for implementation	Third-party standards and stakeholders	Availability
People Policy				
<p>Trelleborg's People Policy is based on the company's core values: customer focus, innovation, performance and responsibility. The Policy reflects the company's commitment to its employees and what they can expect from the company.</p> <p>Trelleborg's People Policy covers the following areas:</p> <ul style="list-style-type: none"> » Employer Branding » Diversity, equity, and inclusion » Remuneration and benefits » Learning and development » Performance management <p>Material impacts and risks related to diversity are addressed in Trelleborg's People Policy.</p>	<p>Trelleborg's People Policy applies to all of the Group's employees and non-employees.</p>	<p>Senior Vice President Communications and Human Resources is responsible for issuing this Policy and for implementing the sections of this Policy.</p> <p>Trelleborg's Group function heads, business area presidents and business unit presidents are responsible for the overall adherence to the Policy within their respective areas of authority.</p> <p>All of Trelleborg's employees are expected to comply with the principles of this policy.</p>	<p>Trelleborg shall follow applicable local laws and regulations in countries of operations.</p> <p>Trelleborg respects the ILO conventions, the OECD Guidelines for Multinational Enterprises and the Universal Declaration of Human Rights.</p> <p>Trelleborg's People Policy has been formulated with regard to the interests of employees through insights obtained from the annual Engagement Survey and dialogs in the Human Resources Steering Board as well as other sources (read more on page 87). The development of the Policy also involved internal stakeholders through Trelleborg's materiality assessment, with both staff functions and business areas contributing insights and priorities.</p>	<p>Trelleborg's People Policy is available on the Group's intranet. This policy is included in induction training and ongoing training programs.</p>
Diversity, Equity and Inclusion Directive				
<p>Trelleborg's Diversity, Equity and Inclusion Directive addresses discrimination and harassment, and promotes equal opportunities for all by describing a range of grounds for discrimination, such as ethnicity, color, gender, sexual orientation, gender identity, disability, age, religion, political opinion, nationality or social origin, and other forms of discrimination covered by EU and national legislation.</p> <p>In order to be an attractive employer, Trelleborg works actively to achieve a balanced, diversified workforce with regard to gender, ethnicity, nationality and age by reflecting the environment in which the Group operates in the best possible way.</p>	<p>This Directive applies to Trelleborg's entire organization, to all of the people who work in the company, and covers all aspects of employment: employees, temporary employees and non-employees.</p>	<p>The Directive is issued by Trelleborg's Group Management and implemented by the company under the coordination of Senior Vice President Communications and Human Resources.</p>	<p>Trelleborg respects the International Labor Organization (ILO) Conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights.</p> <p>Trelleborg's Diversity, Equity and Inclusion Directive has been formulated with regard to the interests of employees through insights obtained from the annual Engagement Survey and dialogs in the Human Resources Steering Board as well as other sources (read more on page 87). The development of the Directive also involved internal stakeholders through Trelleborg's double materiality assessment, with both staff functions and business areas contributing insights and priorities.</p>	<p>The Directive is available on Trelleborg's intranet. This Directive is included in induction training and ongoing training programs.</p>

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★ Actions and resources

All actions cover own operations and are ongoing throughout the Group.

- » Trelleborg works systematically to mitigate risks related to diversity and inclusion by integrating these objectives in the Group's strategic planning and the business areas' scorecards. The targets are broken down by legal entity and supplemented with key indicators, such as recruitment levels and leadership representation, which are monitored regularly.
- » Locally, recruitment consultants are required to present a broad and inclusive candidate base, even in challenging industries. Conscious leadership, training and dialog are used to retain competence. Effectiveness is measured through key indicators linked to recruitment, employee turnover and leadership representation. Examples of actions during the year:
 - **Recruitment:** inclusive advertisements, gender-balanced candidate lists and interview panels.
 - **Development:** mentoring, leadership programs and individual development plans.
 - **Culture:** training to overcome unconscious bias and policies for flexibility and family support.
 - **Monitoring:** key indicators, salary surveys and regular talent reviews.

Diversity actions mainly require OpEx for training, recruitment processes and local initiatives, while CapEx may be necessary for digital platforms and monitoring tools. These resources are included in the Group's ordinary cost structure and investment budget and are recognized under functional costs and non-current assets, respectively, in the financial statements.

🌐 Targets and outcomes

In *Diversity*, the target relates to increasing the representation of female managers in line with Trelleborg's Diversity, Equity and Inclusion Directive: 30 percent female managers at management levels 1–5 by 2030. The target is based on the ambition to gradually increase the number of female managers to create a more inclusive and diverse organization, which is a challenge in an industry traditionally considered less attractive to women.

The target was set with the direct involvement of own workforce through the Human Resources Strategic Board – a forum for Group Human Resources and the business areas' HR functions. The process included discussions on relevant key indicators, comparisons with industry standards and analysis of external trends. The HR functions actively contributed by providing insights from employee dialogs and results from the Engagement Survey (read more on page 80), which served as a basis for formulating realistic and relevant targets. Monitoring of the diversity target and related key indicators is done every six months, with key indicators reported from all legal entities and reviewed at business area and Group level. These key indicators are included in routine reviews with the business areas and are part of strategic plans that are revised annually. Identified deficiencies and areas for improvement are communicated to local HR functions for remediation. In follow-ups, HR representatives from units are engaged to review performance against targets and provide feedback.

DIVERSITY

Target	Outcome 2025
30% female managers at management levels 1–5 by 2030	26% female managers at management levels 1–5

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Key indicators for Diversity

Selected key indicators in *Diversity* that Trelleborg regularly monitors are presented below. Internal reporting, including all HR statistics for the whole of the *Own workforce* area, has been further improved through strengthened internal reviews and clearer instructions.

PERCENTAGE OF WOMEN

Trelleborg’s strategic ambition is to increase the proportion of women throughout the Group, with a particular focus on management levels. The relevant key indicators in the area are shown below.

Percentage of women	2025	2024	Commentary
Board of Directors	43%	43%	The proportion of women on the Board in 2025 was at the same level as in the preceding year. Read more on pages 38 and 54.
Group Management	29%	29%	The proportion of women in Group Management was at the same level as in the preceding year. Group Management is defined in accordance with ESRS as levels 1 and 2, which includes Group Management and business area presidents. Read more on pages 40 and 54.
Managers at management levels 1–5	26%	23%	A stronger local ownership combined with an increased focus in the operations, along with certain organizational changes, has driven a positive development.
Proportion of female employees	34%	34%	The percentage of women for 2025 remains at the same level as in 2024.

NUMBER OF NATIONALITIES

Local leadership is a success factor and is measured by the number of nationalities found among our managers. The number of nationalities at manager levels 1–5 was 43 (45) at the end of 2025.

WORK-RELATED INCIDENTS AND REPORTS

In 2025, 23 incidents (16) of suspected discrimination, including harassment, were reported through the Group’s whistleblower system. During the year, 2 incidents resulted in formal actions. Read more about the whistleblower system on pages 81 and 94.

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Social – Workers in the value chain

Material impacts, risks and opportunities

Potential negative impacts as regards workers in the value chain are considered to include possible violations concerning work environment and human rights. Firstly, it is the workers in the

production stage of the supply chain who are deemed to be affected – factory workers, for example. The risks of child labor and forced labor are considered to be non-systematic, as

Trelleborg’s suppliers mainly operate in regions with low risk and established labor regulations. Read more about Trelleborg’s human rights due diligence work on page 56.

Affected parts of the value chain	Timeframes	Interaction with strategy and business model
Potential material impacts in Workers in the value chain		
Unsatisfactory work safety.	Supply chain	Short – medium – long term
		The <i>potential negative impacts</i> of Trelleborg’s operations on employees in the supply chain are taken into account in the Group’s purchasing strategies and are an integral part of the Purchasing Excellence program, see more on pages 16 and 91. Trelleborg’s supplier assessment activities in the form of self-assessment surveys promote positive effects in the supply chain by ensuring that suppliers meet requirements for work environment, human rights and environmental standards. Trelleborg identifies areas for improvement and will in the longer term offer suppliers support in implementing measures that strengthen safety, health and social conditions. This mainly affects production workers at raw material and component suppliers, as well as employees in logistics and transportation who are covered by these requirements.

Policies or similar steering documents

The following policies and associated steering documents are applicable to the area *Workers in the value chain*:

- » **Code of Conduct:** Trelleborg’s goal is to work only with suppliers who adopt applicable sections of Trelleborg’s Code of Conduct such as respect for regulatory compliance, human rights, and environmental and product responsibility. See below and refer to page 94.
- » **Supplier Code of Conduct:** Trelleborg takes into account the interests of its stakeholders by integrating the requirements and expectations of suppliers, customers and society into its Code of Conduct and supplier assessments. Supplier assessments take the form of a Supplier Self-

Assessment Questionnaire (Supplier SAQ, read more on pages 90–91), which is based on relevant sections of Trelleborg’s Code of Conduct and international standards. The results are used for dialog and improvement measures together with suppliers, ensuring that their perspectives and risks are taken into account in Trelleborg’s policy and monitoring. In 2026, Trelleborg is planning to produce a dedicated Supplier Code of Conduct that clearly strengthens our requirements for responsibility and sustainability in the supply chain.

- » **Whistleblower Policy:** The function for whistleblowing is also available to external stakeholders, read more on pages 81 and 94.

- » **2025 Modern Slavery, Forced Labor, Human Trafficking and Child Labor Statement:** Phenomena such as modern slavery, forced labor, human trafficking or child labor may not occur in Trelleborg’s supply chain. An annual statement, signed by the President of Trelleborg, is published regularly on Trelleborg’s website and is based on the UK Modern Slavery Act 2015, the Australian Modern Slavery Act 2018, the California Transparency in Supply Chains Act (the current US standard) and activities prohibited under US Federal Acquisition Regulation 52.222-50(b).



ANNA YELISTRATOVA
SUSTAINABILITY MANAGER

“During the year, Trelleborg reinforced the foundation for sustainable sourcing by starting to build a framework and develop tools for deeper supplier collaboration. The next step is to further develop these based on this year’s results and enhance compliance and due diligence across the supply chain.”

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Dialog with workers in the value chain

Trelleborg exercises zero tolerance for all breaches of human rights throughout the value chain. Insights from the assessment of suppliers' working conditions and risks, which is done proactively through self-assessment questionnaires (Supplier SAQ and in-depth SAQ, read more on page 91) and follow-up dialogs, are used to develop policies and initiate improvement measures in the supply chain.

Historically, Trelleborg has not received complaints, comments or reports of irregularities in its suppliers' operations. Risks of unsatisfactory working conditions among Trelleborg's suppliers are taken into account in the company's purchasing processes.

Trelleborg currently has no global framework agreements or similar agreements that specifically regulate suppliers' working conditions.

The effectiveness of engagement with workers in the value chain is assessed by following up Supplier SAQ and through complementary dialogs and audits where required, focusing on the extent to which identified improvement measures are implemented and risk levels are reduced over time. Each identified case is assessed individually at the local level and where appropriate also at Group level, and actions are taken where necessary.

The questionnaires are a critical tool for identifying and managing risks that may impact particularly vulnerable groups in the value chain. For Trelleborg's suppliers, migrant workers have been considered a more relevant risk group, while the risk of child labor and other serious human rights violations is deemed limited (see pages 56 and 89). There is currently no direct engagement with migrant workers as no cases have been reported through available channels. The questionnaires include questions on health and safety, human rights and grievance mechanisms, allowing potential vulnerabilities to be identified.

For example, suppliers are asked to indicate if the share of non-employees exceeds 50 percent of the total workforce. These responses are analyzed taking into consideration the supplier's country and industry, and identified migrant workers risks are further investigated.

In addition to the questionnaires, industry data and risk mapping are used to gain an understanding of the situation of vulnerable groups. When risks are identified, a dialog is initiated with the supplier to ensure action is taken. Suppliers are encouraged to provide grievance mechanisms that are accessible to all workers, including migrants and women.

Trelleborg ensures that negative impacts are addressed by the respective employers, and that the supplier provides remediation to its employees where appropriate and necessary.

A fundamental principle is that it should always be possible to submit reports anonymously and that no details of reports should be shared with inappropriate stakeholders. This minimizes the risk of retaliation, ensuring that the channels serve as a safe path to address concerns or needs.

Trelleborg ensures that suppliers have grievance mechanisms in place include protection against retaliation. This is assessed through the in-depth SAQ, in which suppliers are requested to describe how these processes work and are communicated.

The effectiveness of these channels is ensured through regular evaluations of response rates, the quality of the information submitted and the degree of improvement measures implemented. If a complaint is received, an action plan is activated that covers tracking of the case, documentation of actions and timeframes for handling. Effectiveness is monitored through analysis of resolution rates, feedback to the parties concerned and trend analysis of reported cases. The results are used to

improve processes and strengthen the suppliers' capacity. To date, no notifications have been received, which means that it has not been necessary to activate the plan.

To ensure that remediation processes are in place and function effectively in the event of material negative impacts, Trelleborg refers to the global whistleblower channel that guarantees anonymity and confidentiality. The channel is administered by Group Legal and accessible to external stakeholders, including staff of suppliers, who are encouraged to use it either directly or through trusted representatives, when the need arises. Vice President Group Excellence and Sustainability, also responsible for the Purchasing function, ensures that the results of these contacts are taken into account.

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★ Actions and resources

To mitigate material risks associated with value chain workers, the Group plans and implements measures such as follow-up of high-risk suppliers, requirements for improvement plans and supplementary communication efforts. Trends in risk level, supplier dialogs and audits are used to track the effectiveness of these actions. In 2026, efforts will continue to strengthen these processes and enhance the transparency of monitoring.

» **Purchasing Excellence**, which plays a key role in Trelleborg’s supply chain management, is strongly linked to the Group’s purchasing process and purchasing organization. The program is ongoing at all of the Group’s production units. Established procedures and channels in Purchasing Excellence are used to ensure that Trelleborg’s suppliers of direct and indirect materials respect applicable laws governing human rights, health and safety and other relevant areas. An important part of the ongoing program is supplier assessment and monitoring through two main types of SAQ – Supplier SAQ and in-depth SAQ (see below and refer to pages 89–90) – focusing on issues related to human rights, health and safety, environmental management and social responsibility.

- **The Supplier SAQ** is an established tool based on the Code of Conduct that Trelleborg has used for a long time to systematically evaluate its supplier base. The requirement is that a majority of suppliers agree to adhere to the relevant parts of Trelleborg’s

Code of Conduct by answering the questions in the Supplier SAQ, which is filled in every five years. Unsatisfactory responses are investigated and followed up, and remediation takes place where necessary. The proportion of audited suppliers is relatively stable. Potential negative impacts that Trelleborg may have on workers in the value chain and that are addressed by Purchasing Excellence via the Supplier SAQ could primarily be related to deficiencies in the work environment (for example, in chemical production). The results of the Supplier SAQ are reported to senior management twice a year.

- **An in-depth SAQ** aimed at the 100 most critical suppliers was launched in 2025 through an external platform. The selection was based on risk exposure linked to country of production and industry, using the platform’s risk database. The assessment mainly covered risks related to human rights, working conditions, and health and safety, but also included environmental compliance and conflict minerals. The selected suppliers were given an in-depth SAQ with more detailed questions to complement the regular Supplier SAQ. The results were analyzed at Group level and communicated to relevant stakeholders in Purchasing Excellence and to Group Management.
- » Work on developing a **supply chain due diligence framework** continued during the year. As part of this, communication material aimed

at both internal stakeholders (buyers) and external stakeholders (suppliers) was produced, and several webinars were held. The framework focuses on identifying and managing potential negative impacts on workers in the value chain, with a particular emphasis on working conditions, health and safety, bribery and corruption, and human rights. Supplier SAQ, as described above, is a key component of the framework. By using an in-depth SAQ to analyze supplier risks, Trelleborg will ensure that relevant negative impacts are detected and prevented and that remediation takes place where necessary. Unsatisfactory responses are investigated and corrective actions are initiated in close dialog with the responsible buyers. Effectiveness is monitored through documented action plans, comparisons of risk levels before and after interventions, regular supplier dialogs and, where necessary, audits to verify that actions are being implemented. The assessment is complemented by key indicators such as response rate, implementation rate of corrective actions and reduction of identified risks. Progress is reported to management as part of sustainability monitoring, and feedback from suppliers is gathered to improve the process. In 2026, activities will continue through further communication efforts and complementary activities to enhance the impact of the actions.

🎯 Targets and outcomes

The target is to manage material impacts and risks related to supply chain workers by only working with suppliers who comply with the applicable sections of Trelleborg’s Code of Conduct. Audits using Trelleborg’s Supplier SAQ (see above and on pages 89–90) must be conducted annually for at least 90 percent of the reported relevant purchasing spend, which encompasses both new and established supplier relationships. The target is based on an assumption that 90 percent of the reported relevant purchasing spend represents the majority of the recurring supplier relationships, where there is potential for effective collaboration to prevent and minimize risks. The target was developed in close dialog with the local purchasing organizations and is based on insights from supplier assessments, including Supplier SAQ, which is used to gather information on working conditions and human rights. This ensures that the perspectives of workers in the value chain are indirectly taken into account through their legitimate representatives and established processes, in target setting, monitoring and continuous improvement. Outcomes are reported twice a year to Group Management, and the results are used to assess whether the targets are being met. If necessary, improvement measures are initiated based on lessons learned from Supplier SAQ results and supplier dialogs.

The outcome for 2025 was 91 percent (90). A number of targeted initiatives were carried out during the year in the purchasing organization, as well as in newly acquired units, in order to ensure early compliance with Trelleborg’s regulations. This work has led to an improvement in the area. More information on outcomes related to compliance with international guidelines and frameworks can be found on pages 93–96.

WORKERS IN THE VALUE CHAIN

Target	Outcome 2025
Suppliers corresponding to >90 percent of the relevant purchasing spend must undergo self-assessment.	91 percent of the relevant purchasing spend.

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¹ Relevant purchasing spend refers to the total cost of purchasing raw materials, components and services critical to production.