

OPERATIONS: EMPLOYEE SAFETY, DIVERSITY AND DEVELOPMENT

The most important Group-wide program to achieve a safe workplace is Manufacturing Excellence, which includes the occupational health and safety program Safety@Work. A broad range of nationalities at management level and greater gender equality with more female managers is an integrated 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. The highest priority in dealing with the ongoing pandemic situation in 2021 at all Trelleborg workplaces was employee safety. Local restrictions were addressed and a certain degree of global and national coordination was applied as a continuation of work in 2020.

Safety@Work program. 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 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 avoiding a recurrence of a certain type of incident.

The program includes all staff, both employees and insourced, without exception. In 2020, the relaunch of the program began under the "Team up for Safety" theme. This activation through local initiatives and workshops that further deepen risk awareness and preventive efforts among employees continued in 2021, when an improved online reporting procedure and more frequent meetings for exchange of experiences were also introduced.

No fatal accidents occurred in 2021 (2020: 0). Refer to page 132.

The total outcome for the year for OHS-related indicators is shown in the table on page 132, 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 better problem solving are only a few 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 on page 45), the company values knowledge wherever it is found, with no other



The People part of the Operations focus area is clearly linked to the UN Sustainable Development Goals (SDGs) in categories 5 and 8. Read more about the connection to the goals on pages 124–126.

LWD

A key figure, Lost Work Days, has been introduced for the number of working days lost per 100 employees due to occupational injuries and illnesses. Refer to page 132.

43%

The proportion of women on the Board in 2021 was 43 percent (43).

TRELLEBORG'S GLOBAL PRESENCE AND GENDER DISTRIBUTION 2021

The number of employees in the Group at year-end, including insourced and temporary employees, was 21,840 (22,209), including both continuing and discontinuing operations. Of the total number of employees, 95 percent (95) work outside Sweden.

During the year, the average number of employees in the Group decreased overall to 20,995 (21,425), of whom women accounted for 25 percent (26). Refer to Note 10, page 87.

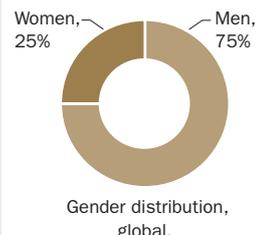
Salaries, other benefits and payroll overheads for employees (excluding insourced staff) in the Group's operations amounted to SEK 9,988 M (9,838).

Personnel turnover (not taking terminations and retirements into consideration) varies between countries and facilities, and usually reflects the local labor situation.

NUMBER OF EMPLOYEES AT YEAR-END ¹

Distribution by country	2021	2020
US	3,029	2,923
Czech Republic	2,734	3,593
China	1,715	1,534
UK	1,497	1,751
Italy	1,413	1,345
Germany	1,141	1,111
Sri Lanka	1,064	962
Sweden	1,039	1,044
France	1,003	967
Slovenia	852	845
Other	6,353	6,134
Total	21,840	22,209

¹ Including insourced and temporary employees.



criteria than the fundamental view that all people are equal and have the same rights. Read more about discrimination on pages 44 and 133.

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 2021 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 38 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 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 women down to level 4 in the organization, with the ambition to raise the percentage of women at these levels from year to year, which over time, is aimed at creating a better gender-balanced recruitment base at higher levels. Refer to page 132.

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.

For its overall work during the year to be an attractive employer for young talent, Trelleborg received the “Karriärföretag 2022” award from Karriärföretagen (“Career Companies”), which is a positive starting point for the continued recruitment of future talent.

EDUCATIONAL AND DEVELOPMENT INITIATIVES IN 2021

- » Trelleborg Group University, the Group’s shared training platform, continued its development and delivered relevant, high-quality training courses even during a pandemic year such as 2021; a total of 30,020 training courses (21,878), a 37-percent increase on the preceding year. Note that the same employee may have completed several training courses. The aim was to move classroom training online – a total of 99 percent (98) of participation was virtual.
- » In 2021, Trelleborg continued 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. In 2021, 48 percent of the number of managers in question commenced People Excellence training, and 37 percent of this number completed at least one training program.
- » As an expansion of the People Excellence initiative and to further strengthen the leadership culture at Trelleborg, management role models from the business areas will in the future train their colleagues in leadership by coaching.
- » As part of efforts to support lifelong learning, Trelleborg uses a model where 10 percent of development/ learning for the employee consists of training in course format, 20 percent through social learning via, for example, colleagues or mentors, and 70 percent within the context of work duties. As a natural step in this work, development plans for Trelleborg employees will also continue to follow this structure to emphasize the importance of continuous development for all employees.