

FOR DIVERSITY AND DEVELOPMENT



The *Diversity* focus area is clearly linked to the UN goals in categories 5 and 8. Read more about the connection to each goal on page 49.

Trelleborg believes in offering employees opportunities to become engaged, learn and grow to advance in their careers. Greater gender equality and more female managers is an integrated part of work with diversity and inclusion.

38%

The proportion of women on the Board in 2019 was 38 percent (38).

The Diversity Policy at Group level recognizes that diversity is a strength for the Group. Enhanced 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.

Trelleborg therefore works to achieve a balanced mix of ethnicities, ages and genders, 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. Trelleborg is continuing the work started to identify and establish targets and key figures in the focus area of Diversity, for continuous follow-up and reporting.

Alongside the fundamental rules against special treatment and discrimination in the Code of Conduct (see page 22), 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. See more about discrimination on pages 21 and 36.

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.

Age. A core issue for all knowledge organizations, including Trelleborg, is the ability to recruit young talent.

Trelleborg has for a number of years increased focus on the younger generations – employees born 1980 and later (Generation Y), and different initiatives have been carried out, for example, that selected young employees take part in the *One Young World Summit*, an annual global congress on the theme of sustainability, innovation and diversity. In addition to this, the Group has expanded its Graduate Program to two programs per year instead of one.

Trelleborg has also established an internal key figure to measure the retention of young talent within the organization.

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

An internal key figure was introduced to measure the number of female managers down to management level 5 in the organization, with the ambition to raise the percentage of women managers at these levels from year to year, and over time create 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.

Trelleborg has also put new emphasis on Employer Branding, meaning the type of employer the company is and how its 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.

Trelleborg Group University, the Group's joint training organization, increased the number of training participants during the year by 24 percent, to a total of 27,904 (the same employee may have completed several training courses). The number of hours in classroom training had fallen due to the greater focus on virtual learning and e-learning.

Leadership is the learning area that increased most during the year. More than 1,000 managers have completed the new Local Leadership program, of which 500 supervisors from production.

The Excellence program remains by far the largest learning area in the portfolio.

TRELLEBORG'S GLOBAL PRESENCE

The number of employees in the Group at year-end, including insourced and temporary employees, was 23,935 (24,045). Of the total number of employees, 95 percent work outside Sweden.

During the year, the average number of employees in the Group's operations increased to 22,952 (22,420), of whom women accounted for 25 percent (25). Refer to the Annual Report 2019, Note 10, page 89.

Salaries and other benefits for employees (excluding insourced employees) in the Group's operations amounted to SEK 8,733 M (7,770).

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

Distributions by country	2019	2018
Czech Republic	3,964	4,561
US	3,303	2,911
UK	2,017	1,631
China	1,599	1,693
Italy	1,338	1,316
Sweden	1,181	1,240
Germany	1,141	1,116
France	1,054	1,051
Sri Lanka	945	937
Slovenia	925	942
Other	6,468	6,647
Total	23,935	24,045

¹ Including insourced and temporary employees.

MORE DIVERSITY AND DEVELOPMENT INITIATIVES IN 2019

In 2019, Trelleborg undertook several initiatives related to diversity and development:

- » The Group e-learning program on the topic of diversity and inclusion to increase awareness of the significance of diversity and unconscious prejudices was expanded to 13 languages. A total of about 3,600 employees have completed the course. The Group's training course on core values was also expanded to 13 languages in 2019.
- » Questions were added to the Group's annual employee survey regarding diversity and inclusion with the aim of identifying specific areas of improvement, globally and locally. The outcome in 2019 reflects a better understanding of the importance of diversity.

- » The Group noted a positive and strong move toward greater gender balance in the recurring programs for graduates, where the average for the two latest programs launched in 2019 comprised 60 percent men and 40 percent women. Trelleborg has chosen to incorporate a stronger focus on cultural differences in the accompanying training material.
- » In general, the Group can see improvements in gender balance in the global leadership programs run by Trelleborg Group University, where the proportion of women has gradually increased every year.
- » Trelleborg has also increased focus on inclusive leadership in the global leadership programs.