



Social disclosures



The *Social Disclosures* section of this Sustainability Report describes Trelleborg’s initiatives around material matters in the area concerning policies, actions, targets and outcomes for the year. The main issues are in *Own workforce* and *Workers in the value chain*. Some of the highlights of the year are listed below:

SIGNIFICANT EVENTS IN 2024 – SOCIAL DISCLOSURES

Health and safety

Efforts in the multi-year Safety@Work program led to improvements in all health-related key indicators. In 2024, Trelleborg had 0.7 lost work cases (LWC) per 100 employees. Read more on page 147.

Diversity

During the year, the number of diversity initiatives increased and the data collection process was improved. At the end of 2024, Trelleborg had 23 percent female people managers at levels 1–5. Read more on pages 150–151.

Supply chain responsibility

The goal is to only work with suppliers who adhere to applicable sections of Trelleborg’s Code of Conduct. Reviews, including self-assessments, are to be completed with at least 90 percent of the reported relevant purchasing spend. The outcome for 2024 was 90 percent; read more on page 154.

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Social: Own workforce

Trelleborg works to provide its own workforce with a safe and secure workplace, and strives for diversity, equity, and inclusion in the organization. This is how the Group aims to continue attracting competent personnel.

Material impacts, risks and opportunities

The entire area *Own workforce* relates to own operations and, in addition to own employees, also includes sub-contractors on issues relating to, for example, 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.

Any breaches regarding workplace safety, development opportunities, human rights or other important issues in *Own workforce* entail potentially material risks linked to legal consequences and brand damage.

Accordingly, efforts in the areas of health and safety, diversity, training and development are a strategic priority.

During the latest double materiality assessment, *negative impacts in health and safety* (more on page 146) and *financial risks linked to diversity* (more on page 148) were identified. Human rights remain a central domain in Trelleborg's due diligence efforts, read more on page 121.

Employee dialog

Trelleborg's employees are one of the company's key stakeholder groups. 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.

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. Where appropriate, the dialog is held with employees via local workers' repre-

sentatives; read more on collective bargaining agreements and employee representation on page 145.

Trelleborg exercises zero tolerance toward all violations of human rights, which is also clearly stated in the company's Code of Conduct. Read more on pages 121 and 157.

PROCESSES FOR CONTACT WITH OWN WORKFORCE

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

- » Workplace meetings for the local group take place regularly across the company.
- » At individual level, all employees should have an ongoing dialog with their line manager on relevant current issues related to material risks and impacts, such as health and safety, development, diversity, etc.
- » The annual People, Engagement & Performance (PEP) reviews take place at a certain time each year between managers and employees, where important issues are raised, discussed and documented. Issues that were discussed in previous PEP reviews are also followed up on.

- » All relevant information about the PEP review process is published on Trelleborg's intranet.
- » 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.
- » For those interested, Trelleborg's President provides quarterly updates on the company's earnings, focus and development going forward.
- » The Group's Whistleblower system (the Trelleborg's Whistleblower Hotline, which is run by a third party) shall be used for reporting when employees have reason to suspect breaches of laws, human rights or the Code of Conduct. Possible breaches include corruption, fraud or discrimination.

Senior Vice President Group Communications & 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.

Employee engagement takes place both directly with each respective employee, and indirectly via workers' representatives in union dialogs. Dialogs with union representatives follow national and regional practices. Read more about collective bargaining agreements and workers' representation on page 145.

The effectiveness of employee engagement is evaluated annually through a Group-wide *Engagement Survey*, with a high response rate (latest, 88 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 of the individual teams are evaluated and lead to improvement work in the local organization, and the aggregated results are presented on Trelleborg's intranet. Read more on page 24.

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PROCESSES TO REMEDIATE NEGATIVE IMPACTS

The process of annual performance appraisals and employee surveys described above highlights important channels for locating and addressing any negative impacts of the operations for individual employees or for certain groups.

All of the Group's employees have the right to use the Whistleblower system without any repercus-

sions. All cases reported are investigated by Trelleborg's Senior Vice President General Counsel and Senior Vice President Group Communications & Human Resources, respectively, to ensure that relevant actions are taken where appropriate.

Trelleborg manages any negative impacts in accordance with local legal practices. Mechanisms

to ensure that employees know and trust the above procedures for raising concerns or needs and having them addressed are described in further detail on pages 157 and 159.

Key indicators for Own workforce

EMPLOYEES BY CONTRACT TYPE AND GENDER

At the end of the year, Trelleborg had a total of 15,895 employees. For the average number of employees (full-time equivalents) see Note 10 on page 75.

	Women	Men	Total
Number of permanent employees	5,190	10,160	15,350
Number of temporary employees	165	357	522
Number of non-guaranteed hours employees	8	15	23
Total	5,363	10,532	15,895

SUB-CONTRACTORS

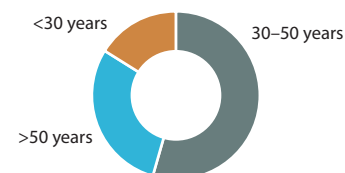
At the end of 2024, Trelleborg had a total of 887 sub-contractors employed by third-party companies (sole proprietors or staffing agencies). Most of these worked in the Group's production processes, and a smaller portion in administration. The definition of sub-contractors was updated in 2024; read more on page 118.

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 restrictions related to freedom of association apply. At the end of 2024, 43 percent of all employees had collective bargaining agreements, and 46 percent were represented by employee representatives.

DISTRIBUTION OF EMPLOYEES BY AGE GROUP

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



EMPLOYEES IN THE LARGEST COUNTRIES, BY REGION

	Permanent employees	Temporary employees	Non-guaranteed hours employees	Total employees
Europe				
UK	1,579	15	0	1,594
Germany	1,116	98	13	1,227
Sweden	870	41	0	911
France	815	38	0	853
Rest of Europe	3,450	241	6	3,697
Total	7,830	433	19	8,282
North and South America				
US	3,162	21	2	3,185
Mexico	706	0	0	706
Other North and South America	107	0	0	107
Total	3,975	21	2	3,998
Asia and Rest of the World				
China	1,679	1	0	1,680
India	1,076	26	0	1,102
Other Asia and Rest of the World	790	41	2	833
Total	3,545	68	2	3,615
Grand total	15,350	522	23	15,895

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Own workforce: Health and safety

Health and Safety is a priority domain for Trelleborg since the safety of its own workforce is fundamental. The vision is Zero Accidents, and the Group's Safety@Work program comprises a mainstay in these efforts.

Material impacts, risks and opportunities

The health and safety of own workforce and insourced staff is considered fundamental and has always been a priority for Trelleborg. Industrial production of the kind Trelleborg conducts contains various types of occupational risks that the long-standing Manufacturing Excellence and Safety@Work programs (refer to pages 19–20) aim to prevent and minimize. The Group vision for *Health and Safety* is Zero Accidents, but statistics show that fatalities as well as serious and minor accidents have occurred historically, and that continuous prevention is therefore crucial.

Monitoring within the Safety@Work framework is performed via annual internal and external audits whereby the facilities are assessed on a scale in relation to the overarching target: a fully established safety culture in which all requirements and procedures are fully implemented in terms of occupational health and safety management, machine safety, ergonomics and accident follow-ups, with the aim of completely avoiding a recurrence of a certain type of incident. Progress in this area is monitored locally using a number of central indicators. The program includes both own employees and sub-contractors, without exception.

Affected parts of the value chain	Timeframe	Interaction with strategy and business model
Material impacts in Own workforce: Health and safety		
Occupational injuries and accidents.	Own employees and sub-contractors	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 & Safety Directive				
The Health & 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 occupational 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, without simply indicating that security is everyone's responsibility. Instead, it emphasizes leadership (executive management), implementation (operational management and production management) and, finally, employee commitment or compliance with established policies and procedures.	Trelleborg's Health & Safety Directive applies to all of Trelleborg's employees, sub-contractors and visitors to Trelleborg's manufacturing units.	The directive is issued by Trelleborg's Group Management and implemented by the company 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. Manufacturing units strive to comply with ISO 45001, the international standard for working environments.	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.

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★ Actions and resources

Safety@Work and its Team up for Safety initiative, an integral part of the Manufacturing Excellence program, is intended to create a shared culture of safety and to prevent occupational accidents and injuries at all production units; refer further to page 20. In 2024, efforts in the Safety@Work program led to improvements in all health-related indicators.

During the year, Trelleborg strengthened its Safety@Work organization, including the steering committee for safety, with officers at the business unit level. Focus during the annual Safety Day, which took place in October 2024, was on safety topics at each local company.

Physical safety audits also continued in 2024. The audits were conducted at a total of 24 units. Particular focus was on machine safety, ergonomics, trips and falls and units with a large number of accidents.

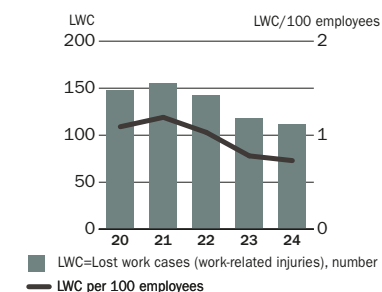
The Safety@Work program thus significantly reduces the negative impacts on employees that could arise from safety shortcomings in production processes.

Key indicators for Health and Safety

Selected key indicators for *Health and Safety* that Trelleborg regularly monitors are presented in the table below. All occupational accidents are reported continuously, both for own employees and sub-contractors, as soon as they occur, in Trelleborg's internal Safety@Work tool. 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	2024	2023	Commentary
Lost work cases (LWC) rate per 100 employees	0.7	0.8	Efforts in the multi-year Safety@Work program led to improvements in all health-related indicators, including LWC number and rate per 100 employees as well as the number of LWD.
Number of lost work cases (LWC)	112	118	
Number of work days lost due to occupational accidents (LWD)	3,871	3,867	
Number of fatalities	0	1	No fatalities in 2024. The fatality in 2023 concerned an employee and occurred in Taurage, Lithuania, resulting from a fall from height in conjunction with inventory-taking.
Share of production units with safety committees	84%	93%	84 percent (93) of the production facilities have a safety committee with representatives from both the employer and employees. The lower proportion in 2024 is due to a number of newly acquired units where local safety committees will be not in place until 2025.
Share of production units covered by the health and safety management system	40%	42%	At the end of 2024, 40 percent (42) of all relevant units were certified under ISO 45001, corresponding to 44 units (44).

LWC



LWC BY REGION



🎯 Targets and outcomes

The overall target in *Health and Safety* pertains to reducing the number of workplace accidents in accordance with the Health and Safety Directive: the number of accidents that lead to subsequent sickness leave – meaning that lost work cases (LWC) per 100 employees – must be <1 on an annual basis.

The target is based on the fact that occupational injuries and illnesses cause suffering for employees and their families, lead to inefficient operations and increase costs – undesirable effects that must be minimized. In 2024, efforts in the Safety@Work program led to continued improvements in all health-related indicators. Trelleborg will review and potentially revise the current target levels in 2025.

HEALTH AND SAFETY

Target	Outcome 2024	Outcome 2023
<1 LWC per 100 employees	0.7 LWC per 100 employees	0.8 LWC per 100 employees

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Own workforce: Diversity

Diversity is desirable for many reasons, since it can lead to better market awareness, business decisions and innovation. In Trelleborg, a more balanced gender distribution and a broad variety of nationalities at management levels, among other factors, are regularly monitored.

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 2023. The term 'equity', added at that time, aims to highlight the need to equalize differences in conditions, experiences and opportunities that may exist for individuals; read more on page 149. 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 at both the managerial and other levels (refer to page 150 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 150–151.

	Affected parts of the value chain	Timeframe	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 <i>financial risk</i> is addressed with targeted initiatives in recruitment processes, internal communication and training.

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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.</p> <p>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 sub-contractors.</p>	<p>Senior Vice President Group Communications & Human Resources is responsible for issuing this policy and for implementing its content.</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>The applicable local laws and regulations apply wherever Trelleborg operates.</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 is available on the Group's intranet. This policy is included in induction trainings 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 policy 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 sub-contractors</p>	<p>The directive is issued by Trelleborg's Group Management and implemented by the company under the coordination of Senior Vice President Group Communications & Human Resources.</p>	<p>In its human resources policies, Trelleborg respects the International Labor Organization (ILO) Conventions, the OECD Guidelines for Multinational Enterprises and the UN Declaration of Human Rights.</p>	<p>The directive is available on Trelleborg's intranet. This directive is included in induction trainings and ongoing training programs.</p>

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★ Actions and resources

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

- » **Diversity initiatives in recruiting managers** focus on ensuring processes for gender-neutral recruitment. Since 2024, the business areas' strategic plans include a section on targeted actions to increase diversity, equity and inclusion. The number of nationalities at management levels 1 through 5 comprise another key aspect of diversity initiatives linked to recruiting managers. Since Trelleborg believes in local management, the company has a broad base for a multicultural structure for management of the operation. The outcomes for 2024 are in line with previous years, which shows that Trelleborg's efforts in this area continue to be effective.
- » **Targeted initiatives that are intended to retain and further develop female managers** are in progress throughout the Group and encompass both women and men. These initiatives include customized trainings (for example, an e-learning on unconscious bias) and communication materials. The data collection process for the relevant indicators in the Group-wide reporting system was also developed further during the year for the

purpose of achieving more in-depth insights into and understanding of the domain for the Group. The management of Trelleborg should represent the company's global structure, in terms of nationality, gender and other diversity aspects. Measures that result in a balanced representation of women in senior positions are encouraged.

- » **Surveys of salaries throughout the Group** were initiated over the past year in order to further identify potentially relevant action areas in Trelleborg's diversity efforts. The initial Group-wide survey was conducted in the autumn of 2024 for the purpose of identifying any pay gaps. The survey is intended to strengthen Trelleborg's diversity initiatives and ensure that Trelleborg's employees in all parts of the operation receive equal pay for equal work. Further in-depth analyses of this field will be conducted in 2025.

🎯 Targets and outcomes

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

The target was set with the direct participation of internal stakeholders (from the Human Resources Steering Board – a forum for the HR staff function and HR functions from business areas) and with regard to business intelligence analysis of the industry both in Sweden and internationally.

In 2024, the proportion of female managers at management levels 1 to 5 increased to 23 percent, in part as a result of internal reorganizations.

DIVERSITY

Target	Outcome 2024	Outcome 2023
30% female managers at management levels 1–5 by 2030	23% female managers at management levels 1–5	21% female managers at management levels 1–5

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Key indicators for Diversity

Selected key indicators for *Diversity* that Trelleborg regularly monitors are presented in the table below. Internal reporting, including all human resources statistics in *Own workforce*, has been further improved through strengthened internal review and clarified 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	2024	2023	Commentary
Board of Directors	43%	43%	The proportion of women on the Board in 2024 was at the same level as in the preceding year. Refer to page 39.
Group Management	29%	17%	The proportion of women in Group Management increased to 29 percent in conjunction with the formation of Trelleborg Medical Solutions, a new business area with a female business area president, in early 2024. Read more on pages 44–45.
Managers at management levels 1–5	23%	21%	The proportion of female managers at management levels 1 to 5 increased to 23 percent as a result of internal reorganizations.
Average number of female employees ¹	33%	32%	The percentage of women, average number, for 2024 remains at about the same level as in 2023.

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 45 at the end of 2024.

WORK-RELATED INCIDENTS AND REPORTS

Cases of suspected discrimination, including harassment, are reported annually in Trelleborg's Group-wide reporting system and additionally via the Whistleblower function (read more on pages 157 and 159). The total number of incidents reviewed in 2024 was 8. No incidents led to penalties, fines or other legal consequences. Minor compensation was paid in one case reported in 2024 as remediation.

¹ Reporting of the number of men and women in own workforce on the closing date (headcounts) started in 2024; historical data is available for the average number of employees (full-time equivalents).

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Social: Workers in the value chain

Potential negative impacts for workers in the value chain is an area that is under development in such a way that the analysis has historically been limited, but going forward the risks will be assessed on the basis of both geographical and product criteria, and suppliers considered to pose a risk will be audited.

Material impacts, risks and opportunities

Potential negative impacts as regards workers in the value chain are deemed to exist throughout the upstream value chain, and lie primarily in potential violations concerning pollution, work environment and human rights. The general impacts known previously are poor working conditions in certain locations globally, for example, in the production of latex and natural rubber.

To date, Trelleborg has only conducted a limited analysis of such existing and potential impacts of its

operations on workers in the value chain. At present, the negative impacts are deemed to be non-systematic. Firstly, it is the workers in the production stage of the supply chain who are deemed to be affected – factory workers, for example. The risk of negative impacts varies among different countries.

Trelleborg will regularly update its country-by-country risk assessment; refer further to page 154.

	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> that Trelleborg's operations could have on workers in the supply chain are taken into account in the Group's purchasing strategies, and form an integral part of the Purchasing Excellence program; refer further to page 154.

Policies or similar steering documents

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

- » **Code of Conduct** (page 157): 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 157.
- » **Supplier SAQ**: Suppliers are audited in accordance with the above using a specific self-assessment form for suppliers: the Supplier SAQ, based on the Code of Conduct. The Supplier SAQ contains 16 questions covering a number of sustainability topics that are central to Trelleborg's supply chain, as well as a special section on child labor. Read more on page 154.
- » **Whistleblower Policy** (page 157): The Whistleblower function is also available to external stakeholders.

- » **2024 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).
- » **Natural Rubber Directive**: The directive addresses issues related to the sourcing of natural rubber with implications for human rights, working conditions, circularity, waste, biodiversity, nature conservation, anti-corruption and vulnerable populations. The directive is available at www.trelleborg.com.

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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. Workers in the supply chain are encouraged to report all suspi-

cions of violations via Trelleborg's Whistleblower channel, which is also accessible externally; see below and refer to page 157. Risks of unsatisfactory

working conditions among Trelleborg's suppliers are taken into account in the company's purchasing processes; refer further to page 154.

PROCESSES FOR ENGAGING WITH WORKERS IN THE VALUE CHAIN

Engagement with workers in the value chain will take place via the Whistleblower function, either directly or through credible representatives, whenever the need arises. There is also a dedicated page on www.trelleborg.com for suppliers, with the opportunity to contact Trelleborg with relevant questions.

Vice President Group Excellence & Sustainability, also responsible for the Purchasing function, ensures that the results of these contacts are taken into account. The effectiveness of engagement with value chain workers and its outcomes are evaluated on a case-by-case basis locally – and also at Group level, where

appropriate. In 2025, Trelleborg will conduct an in-depth analysis of current and potential negative impacts in the operation's supply chain based on the geographical location, industry or sector, and risk group of its suppliers. The analysis is intended to provide a better understanding of the perspectives

of those workers in the supply chain who are at high risk of specific impacts. The possibility of using an external system for supplier assessments is being explored. Read more on page 154.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS

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

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★ Actions and resources

- » **Purchasing Excellence**, with its central role in Trelleborg's efforts in the supply chain, is strongly linked to the purchasing process and the purchasing organization. Established procedures and channels in Purchasing Excellence are used to ensure that Trelleborg's suppliers of direct and indirect materials respect the applicable laws regarding human rights, health and safety and other relevant areas. An important part of the ongoing program is supplier assessment and monitoring through the Supplier SAQ (see below and refer to page 152), focusing on issues related to human rights, health and safety, environmental management and social responsibility. The requirement is that a majority of the suppliers must comply with the appropriate parts of Trelleborg's Code of Conduct through the self-assessment that is to be repeated every five years. Unsatisfactory responses are investigated and followed up on, 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).
- » **Supply chain due diligence framework**, including a more careful analysis of risks among direct suppliers, is under development. Development of the framework, which will also meet the requirements of the upcoming Corporate Sustainability Due Diligence Directive (CSDDD), began in 2024 and the initiative will continue in 2025, when more parts will be launched:

- 1 A comprehensive risk assessment based on the countries and industry segments where Trelleborg's suppliers operate.
- 2 In-depth analyses of individual suppliers based on purchasing spend, geographical location and industry/product category. The selection is planned for early 2025. The analyses will be carried out and evaluated by the purchasing organization using an external system. The next step will be to define additional actions (dialog with suppliers, support through action plans, potential visits and – as a last resort – termination of the relationship).

In 2024, a pilot analysis was conducted where a self-assessment questionnaire with biodiversity-related questions was distributed to a selection of suppliers considered to operate in countries and industries with significant negative impacts on biodiversity. The pilot analysis evaluated the methodology and approach, and documented the potential for improvement, and the results of the evaluation will be integrated into the new framework.

By using in-depth supplier risk assessments, where the selection of suppliers is based on an overall risk mapping, Trelleborg will ensure that relevant negative impacts are identified and prevented, and that remediation takes place should the need arise.

- » **Membership in the Global Platform for Sustainable Natural Rubber.**
In 2021, Trelleborg joined up with the efforts in the Global Platform for Sustainable Natural Rubber, an industry-wide initiative that is intended to lead the global improvement of socioeconomic and environmental performance in the value chain for natural rubber, with a particular focus on challenges such as deforestation and poor working conditions. Trelleborg has adopted rules in a Group directive pertaining to purchases of natural rubber, and contributed to strengthening the contact platform of this global initiative among smaller rubber growers with special local activities, see also page 152. The processing chain for natural rubber, from grower to Trelleborg's production facilities, is relatively long. Three to four stages is not unusual, although the distance varies depending on the country or continent. Trelleborg's dependence on natural rubber decreased significantly with the divestment of the Group's tire operation in 2023. Since a certain volume of natural rubber is still being used in production, the potential negative impacts for employees in the natural rubber chain remains a material issue for Trelleborg.

🎯 Targets and outcomes

The target is to manage material risks related to supply chain workers by only working with suppliers who comply with the applicable sections of Trelleborg's Code of Conduct. Audits with a special self-assessment for suppliers (Supplier SAQ) 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 created in close dialog with the local purchasing organizations.

The outcome for 2024 was 90 percent (86). A number of targeted initiatives were carried out during the year in the purchasing organization, as well as newly acquired units, in order to ensure early compliance with Trelleborg's regulations. This work has led to an improvement in the area.

WORKERS IN THE VALUE CHAIN

Target	Outcome 2024	Outcome 2023
Suppliers corresponding to >90 percent of the relevant purchasing spend must undergo self-assessment	90 percent of the relevant purchasing spend	86 percent of the relevant purchasing spend

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