

The background of the cover is a photograph of an elderly man and a young child sitting at a table. The man, on the left, has white hair and is wearing a dark blue sweater. He is looking towards the child with a slight smile. The child, on the right, has blonde hair and is wearing a light-colored sweater. They appear to be engaged in a craft activity, with the child holding a green object. The scene is lit with soft, natural light, creating a warm and intimate atmosphere.

2020 Sustainability Report

A sustainable healthcare at our core

At Arjo, sustainability is in our DNA. Our role is to make more high-quality care available to more people, thereby contributing to a sustainable healthcare system that meets increasing global needs.

Sustainability is embedded in our history and culture. Ever since Arne Johansson, entrepreneur and Arjo's founder, designed a series of innovative equipment for patient transfers, we have devoted our energy to improving the conditions for mobility within the healthcare sector. In this way, we contribute with solutions that support our customers in their daily challenges, with the goal of creating more sustainable healthcare.

Sustainability on multiple levels

Arjo's broad offering of knowledge, equipment and solutions generates sustainable value at multiple levels in healthcare, thereby contributing to our customers' sustainability goals.

- We support patients and residents by creating opportunities for improved mobility and clinical

outcomes, thereby reducing unnecessary physical and mental suffering.

- We support healthcare professionals by giving them opportunity to apply their professional skills to provide high quality care and at the same time reduce the risk of work-related injuries.
- By offering complete solutions based on the right equipment, skills and work methods, we contribute to developing effective processes within healthcare, benefitting society at large.
- Our environmental impact is limited, and we strive continuously to reduce our environmental footprint throughout the value chain.



Arjo's solutions, which offer increased sustainability in healthcare, are available in over 100 countries worldwide.

↓ 78%

Arjo's outcome-based programs have reduced the number of work-related injuries among healthcare professionals by an average of 78% at over 800 healthcare facilities around the world.



In 2020, we trained over 4,000 people in the care and rehabilitation of Covid-19 patients via digital webinars.

"Thanks to an energy and resource efficient production, and the long lifecycle of our products, our environmental footprint is fundamentally limited. We are now increasing our focus on key sustainability issues by launching the Arjo Sustainability Framework 2030 — a solid agenda of initiatives and targets to consistently improve in this area."

MARION GULLSTRAND · EVP HUMAN RESOURCES & SUSTAINABILITY AT ARJO

0.4

Index for carbon emissions based on Scope 1 and 2 (Arjo's manufacturing units) is 0.4. Through sustainable use of energy and resources, Arjo strives to continuously reduce corporate carbon emissions.



Arjo Sustainability Framework 2030

— a solid agenda for continuous improvement

Sustainability is a fundamental element in our operations, and the Arjo Sustainability Framework 2030 provides a solid agenda with clear targets and activities to ensure continuous improvements. The framework derives from our materiality analysis and acknowledged global initiatives. The Arjo Sustainability Framework 2030 includes three focus areas:



A sustainable offering throughout the value chain

Climate impact

By 2030, Arjo will reduce corporate carbon emissions by 50%, aligning to the Paris Climate Agreement.

Circular economy

Arjo's contribution to a circular economy is to reduce resource consumption while improving performance and customer value.



A responsible company

Business ethics

As a company that engages with the public sector, Arjo has an ethical responsibility to employees, customers and business partners. The company has a zero-tolerance policy for all forms of corruption. We strive for high business ethics on all levels and to ensure that compliance is part of our daily work.

Responsibility for suppliers and business partners

Arjo's suppliers and business partners will contribute to our sustainability goals and follow Arjo's Business Partner Code of Conduct.



An attractive workplace

Employees and society

Arjo will continue to build a culture based on diversity, equity and inclusion. Sustainability is high on the agenda, and we take an active social responsibility in the communities in which we operate.

Health and safety

The health and safety of employees, visitors and partners is of high importance at Arjo, and we have a Zero Accident Vision for our workplace.

Arjo's offering of knowledge, equipment and solutions generates value that contributes to a sustainable future within healthcare.

Arjo conducted materiality analyses in 2018 and 2020 to identify the key elements of the Group's sustainability efforts. The analysis involved key personnel in the entire organization, including both the Arjo Management Team and the Board of Directors. We intend to perform a materiality analysis every second year and conduct an analysis involving external stakeholders in 2021.



A sustainable offering throughout the value chain

We strive for a sustainable use of energy and resources in our operations, and enhance our competence within eco-design to continuously improve our work processes.

- In 2020, we further prioritized our work within product life cycle analysis (LCA), and supplemented internal expertise with external specialists.
- Our product development team focuses on, among other things, extending product lifecycle, reducing the need for spare parts, and minimizing the amount of packaging waste.
- In close collaboration with our suppliers, we regularly evaluate new and potentially more sustainable materials, as these become available for commercial use.



"In product development, sustainability is a fundamental aspect in the design process. Among other things, this means using material that can be recycled when possible, weighing in factors concerning final dismantling, and avoiding environmentally hazardous materials."

MAGNUS KARLBERG · VP PRODUCT DEVELOPMENT AT ARJO



A responsible company

Arjo's Business Compliance Committee leads and coordinates efforts within business ethics and compliance in the Group.

To further emphasize the importance of sound business ethics, a local committee has also been established in our largest market, the US. For other regions in need of additional support, we have a total of 14 business ethics ambassadors who serve as resources in properly navigating gray zones.

"The business ethics ambassadors provide valuable support to local level business, and serve as a link between the local organization and the central business ethics function," says Abdullah Ebrahim, President Arjo Africa and South Africa.

Training and processes

Group Finance has completed a digital training program in fraud and irregularities in order to enhance awareness and emphasize the importance of a sound internal control environment.

An audit process has also been implemented, in which distributors and other commercial intermediaries are evaluated from an ethical business perspective. Further, employees working with distributors in risk regions have completed a specially designed training program.

"Focus lies on supporting local sales companies in their risk assessments, and we can already see that the audit process has generated positive effects. We've been able to use the methodology in situations other than initially intended. Risk assessments have become more effective and the documentation requirement makes it easier to follow up on decisions," says Adam Leismark, VP Business Compliance at Arjo.

Arjo has developed a customized Code of Conduct for suppliers and business partners. Efforts to implement this and secure acceptance from all parties is now actively underway.

"This charts a clear course and many of our business partners appreciate the initiative. It makes it clearer and easier to work together for improved sustainability. Dialogs can now be conducted in an even more systematic and intentional manner."

JIMMY HERMANSSON · VP PROCUREMENT AT ARJO

Arjo collaborates with suppliers to safeguard supply chain during the pandemic.

To secure the supply of products critical to our customers in healthcare, we supported our suppliers in managing any questions or issues raised by local authorities and license boards.



An attractive workplace

Arjo's culture is built on diversity, equity and inclusion, and we value health and safety for employees, visitors and partners.

Our community engagement is significant and we support a number of organizations in the markets in which we operate. Arjo also encourages its employees to participate actively in social initiatives that improve the local community. Some of our partnerships include:

- **Pratham, India** - within the framework of the Swedish Industry for Quality Education in India, we cooperate with the non-profit organization Pratham, working to improve the country's education system.
- **Dementia Australia** - aiming at increasing knowledge around dementia. Our employees get involved by, for example, participating in the running competition Dementia Australia Memory Walk and Jog.
- **Volunteer Time Off, Canada** - Arjo employees volunteer one day per year and participate in, for instance, the Alzheimer's Mini-Walk competition.
- **Förenade Care, Sweden** - Arjo's employees have the opportunity to volunteer their time and work one day per year at one of Förenade Care's 50 residential and homecare units.

Jaya Verma got a job at Arjo after years of searching. Despite more than 20 years of IT experience and several senior positions, it was difficult for the Indian IT specialist to find work in Sweden.

"I had applied for about 500 jobs over a two-year period, but didn't receive a single reply - until I came in contact with Arjo," says Jaya Verma.

She came to Arjo through Jobbsprånget, an internship program run by the Royal Swedish Academy of Engineering Sciences - and is now an analyst at Arjo's head office in Malmö.

"I am proud that Arjo works actively to promote diversity and inclusion. We are positive about welcoming newcomers, to create value for the company and the society we operate in. Arjo plans to continue working with Jobbsprånget in order to employ more highly qualified individuals who have recently come to Sweden."

KHALED GHAYOUMI · HR SPECIALIST
AT ARJO

A woman with blonde hair, wearing blue scrubs, stands in a hospital hallway. The background is slightly blurred, showing a doorway and a framed picture on the wall. The text 'inspiring motivating fun' is overlaid on the left side of the image in a white, handwritten-style font.

*inspiring
motivating
fun*

Marina Kroon began her career as a nurse anesthetist, and today works as product specialist in the prevention of blood clots at Arjo. During the pandemic, she provided her support to Jönköping Hospital as a nurse in the Covid-19 intensive care unit.

"I had the time, knowledge and experience so I signed on voluntarily - with full backing from Arjo. The times we could help patients who had been in medically induced coma for weeks to speak with their loved ones on FaceTime or phone were the most powerful. Those moments made everything worthwhile - and made me cry, every time."

MARTINA · ARJO PRODUCT SPECIALIST · SWEDEN

Clear governance ensures results

The sustainability efforts in our three focus areas are based on policies and clear governance involving all levels in the company - a systematic way of working enabling the implementation of key initiatives.



The Arjo Sustainability Framework 2030 is an integral part of our daily decisions and activities. Through a clear governance process, we make sure to work methodically and prioritize correctly to achieve the desired results.

A process involving all levels

Ultimate responsibility for the sustainability plans lies with the Arjo Management Team, and sustainability is a standing item on the agenda for every management team meeting. The CEO and Arjo Management Team are responsible for and participate actively in these efforts by deciding on targets, providing guidance moving forward, evaluating reported results, identifying items for improvement, as well as implementing plans and activities throughout the organization. Arjo's sustainability efforts are operationally managed by the EVP HR & Sustainability. At the start of 2021, a new sustainability forum was established, led by the EVP HR & Sustainability and aimed at reinforcing the implementation, development and governance of these efforts.

Arjo's Board of Directors monitors and participates actively in the sustainability work by receiving regular updates on the current status, target realization and plans for the future, as well as evaluating and providing input to the sustainability agenda twice a year.

Smart, cross-functional teams throughout the organization are in charge of leading projects, achieving targets and subsequent follow-up. Line managers are responsible

for ensuring their employees understand and act in accordance with our Code of Conduct and sustainability agenda.

Internal data collection forms the basis of reporting, particularly via monthly reports that are compiled and presented to the Arjo Management Team every quarter, and to the Board of Directors every six months. Arjo is working to modify the reporting process in accordance with the Global Reporting Initiative (GRI) guidelines. As of 2022, reporting will adhere to GRI.

Guidelines for business ethics

Our sustainability efforts are governed by ethical standards. Arjo's Code of Conduct applies to all employees and we hold regular training sessions at all levels in the organization. Our principles are based on complying with all relevant, local laws in the countries where we operate. Arjo's anti-corruption policy has zero tolerance for all types of fraud and bribery. Employees can, via an anonymous whistleblower service, report suspected incidents of any violations of laws and regulations.

Arjo's Directive for Occupational Health and Safety aims to realize a high level of health and safety at the workplace. The directive provides a framework for identifying and managing physical and psychological safety in the work environment, as well as the employees' personal and collective wellbeing.

Arjo's Directive for Diversity, Equity and Inclusion aims to assume clear responsibility for our employees and the communities in

which we operate. This is reflected in our commitments in the Arjo Sustainability Framework 2030, our Guiding Principles and Leadership Behaviors. By offering equal opportunities to all, we provide the right conditions for making the most of every employee's talent, potential and contribution to our operations.

International principles and global initiatives

Arjo's Code of Conduct and the Arjo Sustainability Framework 2030 are based on international principles and acknowledged global initiatives.

- UN Global Compact - Arjo supports and follows the ten principles that apply to human rights, labor, the environment and anti-corruption
- UN Climate Agreement - the Paris Climate Agreement
- OECD Guidelines for Multinational Enterprises
- UN Guiding Principles on Business and Human Rights
- International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- UN Sustainable Development Goals - based on our materiality analysis 2020, we have chosen to present our activities in relation to the SDGs that are most relevant to us.

"Sustainability is integrated in our work process - and we are convinced that our long-term success can only be realized by assuming responsibility for social, ethical and environmental aspects. The Arjo Management Team and Board of Directors are involved in the planning, implementation and evaluation of strategic directions moving forward, and our cross-functional teams are devoted to achieving our sustainability goals."

JOACIM LINDOFF, PRESIDENT & CEO OF ARJO

Arjo's sustainability goals 2021–2030

- activities, governance and outcome



A sustainable offering throughout the value chain



A responsible company



An attractive workplace

UN Sustainability Development Goals

By working in line with the UN SDGs, we reinforce the correlation between the company's and society's shared values. We have chosen to relate our activities to the following seven SDGs due to their relevance for our operations – and potential to support them through global and local initiatives.



Good health and well-being

Improving overall health for patients and residents, as well as work conditions for caregivers, is at the very core of our operations.



Quality education

Access to good quality education for all is one of the primary premises for prosperity, health and equal opportunities. We have a long tradition of targeted advisory and training initiatives for health-care professionals. Further, we support a research project within the Swedish Industry for Quality Education in India focused on children in grade school.



Gender equality

Arjo values its employees and advocates fairness, gender equality and non-discrimination. Our goal is to cultivate a diverse and inclusive workplace that maximizes every employee's talent, potential and contribution by providing equal opportunities for all.



Decent work and economic growth

The correlation between health, safety and development of our employees is central in our operations, and is backed by Arjo's Directive for Occupational Health and Safety. We emphasize the importance of sound work conditions and a healthy work-life balance.



Responsible consumption and production

Collaborating throughout the value chain to reduce emissions is central to global health in the long-term. We reduce emissions and steadily increase our knowledge pertaining to effective use of energy and resources, and we look for ways to apply the eco-design concept.



Climate action

Climate change has a significant impact on global health. Setting goals for carbon emission that are in line with the Paris Climate Agreement, and encouraging suppliers and business partners to do the same, is critical in realizing the ambition of good health for all.



Promote just, peaceful and inclusive societies

We are ethically responsible for employees, customers and partners. Business ethics and well-defined principles for compliance are the foundation of Arjo's long-term business relations. We continue to strive for high business ethics on all levels and to ensure that compliance is part of our daily work.



A sustainable offering throughout the value chain

Our fundamental view

Arjo continuously conducts controls and improvements in its operations to reduce the company's climate footprint. This work is carried out in line with the goals of the Paris Climate Agreement, and we are convinced that a circular economy is the key to long-term sustainable development.

Our key goal is to lower our total carbon emissions by 50% by 2030¹, from 100,000 tons (2019) to 50,000 tons per year, and increase our contribution to a circular economy.



Governance

Arjo's Board of Directors monitors progress twice per year, and is responsible for contributing to and approving the plans. As a standing item on a monthly agenda, the Arjo Management Team follows the implementation of the plans across the company. Smart, cross-functional teams drive initiatives and projects that proactively contribute to the agenda's key goals. At the beginning of 2021, a new sustainability forum was established under the management of EVP HR & Sustainability to facilitate a continued strong governance process in the area.



CARBON EMISSIONS, %

- Production 5%
- Vehicles 32%
- Transport 59%
- Business travel 4%

Goals by 2030	Key activities	Status 2020
Production (Scope 1, 2)*		
Reduce carbon emissions from production by 50%, i.e. a 7% reduction per year (equivalent to 4,000 ton CO ₂ -e*, baseline 2019)	<ul style="list-style-type: none"> • Energy-efficiency enhancement program initiated at each production unit • Transition to renewable energy underway • Starting 2021, all units to be included in the energy-efficiency plan 	<ul style="list-style-type: none"> • Share of renewable energy: 20% • All production units are ISO 14001 certified and work in a structured manner with continuous improvements • CO₂ emissions in relation to net sales: 0.4 ton CO₂-e*/MSEK • Total emissions from production: 3,500 ton CO₂-e • For information about emissions between 2018 and 2020, refer to page 45
Vehicles (Scope 1)		
Reduce carbon emissions from vehicles by 50% (equivalent to 22,000 ton CO ₂ -e, baseline 2019)	<ul style="list-style-type: none"> • Gradual transition to low emission vehicles starting in 2021 	<ul style="list-style-type: none"> • Average emission for passenger cars and vans: 169 gram CO₂-e/km (baseline 2020) • Total emissions: 20,000 ton CO₂-e
Transport (Scope 3)		
Reduce carbon emissions from transportation by 50% (equivalent to 41,000 ton CO ₂ -e, baseline 2019)	<ul style="list-style-type: none"> • Air transport minimized • Increased efficiency through consolidation of customer deliveries • Continued collaboration with suppliers to reduce carbon emissions 	<ul style="list-style-type: none"> • Emissions: 37,000 ton CO₂-e • Carbon emissions from transport have declined by 10%
Business travel (Scope 3)		
Reduce carbon emissions from business trips by 50% (equivalent to 20,000 ton CO ₂ -e, baseline 2019)	<ul style="list-style-type: none"> • Reduced travel and increased number of digital meetings, and opting for sustainable alternatives such as rail instead of air travel 	<ul style="list-style-type: none"> • Emissions: 2,800 ton CO₂-e • Carbon emissions from business trips have declined by 86% • Updated Meeting and Travel Directive aims to contribute to more sustainable travel
Waste management - hazardous and non-hazardous (Scope 3)		
Reduce environmental impact from waste (hazardous and non-hazardous) by 50% (baseline to be defined in 2021)	<ul style="list-style-type: none"> • Waste management improved through the use of the waste hierarchy principle based on the strategy to minimize, reuse and recycle material 	<ul style="list-style-type: none"> • The baseline for this goal will be defined in 2021 • For information about waste management between 2018 and 2020, refer to page 45
Packaging (Scope 3)		
All packaging will be made of 100% recycled or recyclable material (baseline to be defined in 2021)	<ul style="list-style-type: none"> • Reduction of total amount of packaging • Increased share of recycled or recyclable packaging • Increased demands on sub-suppliers regarding recycled and recyclable packaging 	<ul style="list-style-type: none"> • Own packaging in Arjo's production: approximately 6% plastic and 94% carton
Circular economy		
Reduce total resource consumption while simultaneously improving performance and customer value	<ul style="list-style-type: none"> • All new product development follows eco-design principles • Continuous product lifecycle analyses followed-up by plans to reduce footprint • Implementation of cross-functional lifecycle analysis training starting in 2021 	<ul style="list-style-type: none"> • Life cycle analyses initiated for some parts of Arjo's portfolio in 2020 and efforts will continue in 2021

*According to the international standard for measuring greenhouse gas emissions, the GHG Protocol, greenhouse gas emissions are divided into three scopes:

- Scope 1: Direct emissions (such as from company-owned vehicles and oil furnaces)
- Scope 2: Indirect emissions from grid-connected energy consumption (from purchased electricity, district heating, cooling and steam)
- Scope 3: Other indirect emissions (such as from purchased transport, goods, material and services)

**CO₂-e (carbon dioxide equivalent) is a measure used to compare and/or calculate emissions from various greenhouse gases on the basis of their global-warming potential.

Note 1: The areas that Arjo has identified as primary for reducing carbon emissions are production, vehicles, transport and business travel since these areas are under our own control. Emissions were estimated using tools from the GHG Protocol, Scope 3, for transport and business travel. Emissions from production are compiled based on mapping from every production unit. Emissions from vehicles are calculated on budgeted mileage and the car manufacturer's emissions levels.



A responsible company

Our fundamental view

Sound business ethics and well-defined principles for compliance are the core of Arjo's long-term business relations. Our ambition is to influence other stakeholders in contributing to the development of a fair global market.

Arjo does business across the globe and has a broad network of suppliers and business partners. We place the same high demands on them as on our own business, and have zero tolerance for all forms of corruption, fraud and bribery.

Governance

Arjo's Board of Directors approves the Code of Conduct and monitors compliance regularly. The Arjo Management Team is responsible for the implementation and adoption of the Code of Conduct, including the establishment and review of targets for improvement. The CEO is Chairman of Arjo's Business Compliance Committee¹, tasked with safeguarding that the company does business at the highest ethical level, and adheres to the laws, regulatory frameworks and standards that apply in the countries in which

we operate². The Committee held four minuted meetings in 2020. A global function manages supplier audits, using an approval process for all new suppliers while continuously auditing all suppliers. Furthermore, all suppliers and business partners that are to work with Arjo are required to sign and follow a customized Code of Conduct.



Goals by 2030	Key activities	Status 2020
Code of Conduct		
100% of employees receive training in Arjo's Code of Conduct	<ul style="list-style-type: none"> All employees have access to digital and on-site training which is repeated regularly In a number of countries (when permitted by law), the Code of Conduct constitutes a part of select personnel's employment contracts 	<ul style="list-style-type: none"> The proportion of employees who have received training: 82%
Business ethics		
All managers and their teams understand and behave in accordance with Arjo's policies and directives on business ethics	<ul style="list-style-type: none"> Training of all managers and their teams based on the newly drafted Business Compliance Policy Training includes a review of the rules pertaining to anti-corruption, competition law, export and sanctions, as well as whistleblowing 	<ul style="list-style-type: none"> The new Business Compliance Policy policy was presented in 2020, and implementation and training are scheduled for 2021
Incidents and whistleblowing		
All Arjo employees can report an incident or concerns about serious misconduct that may be suspected, prevented or rectified	<ul style="list-style-type: none"> Global system for the whistleblower service including regular employee training about the Code of Conduct processes³ 	<ul style="list-style-type: none"> Three incidents of fraud reported and investigated in 2020. In two of the incidents, it emerged that employees acted in breach of the company's rules and Code of Conduct, and these individuals' employment was terminated. None of the involved had senior positions and none of the incidents are deemed to have an essential impact on the company's operations
Fraud prevention		
All Group Finance employees understand the meaning of fraud, and how it should be prevented and identified in the workplace	<ul style="list-style-type: none"> Targeted training for all Group Finance employees, aimed at cultivating a culture of fairness and ethics coupled with a robust internal control environment⁴ 	<ul style="list-style-type: none"> In 2020, 100% of all Group Finance employees (over 200 people) received training
High ethics among business partners		
<ul style="list-style-type: none"> All Arjo business partners are evaluated and audited according to a specially designed process⁵ In high-risk regions, a more detailed process is carried out using a specific analysis and monitoring tool 	<ul style="list-style-type: none"> Implementation of the auditing processes, including targeted training Establishment of business ethics ambassadors, who support local organizations in high-risk regions 	<ul style="list-style-type: none"> 85 Arjo employees received training in the new audit process 14 business ethics ambassadors have been appointed and trained within the company, and serve as an integrated part of operations
Supplier assessment		
90% of Arjo's total purchases to be made from suppliers who have signed the customized Code of Conduct for suppliers and business partners	<ul style="list-style-type: none"> Continuous audits of suppliers and business partners 	<ul style="list-style-type: none"> 82% of Arjo's total purchases made from suppliers who have signed our customized Code of Conduct for suppliers and business partners In 2020, 24 assessments of suppliers and business partners were performed. The pandemic caused some delays and outstanding assessments will be performed in 2021

NOTE 1: The Business Compliance Committee makes decisions pertaining to Arjo's business ethics strategy, and is comprised of the CEO (Chairman), EVP Legal & Business Compliance (Vice Chairman), CFO, EVP Marketing Communication & PR, EVP HR & Sustainability, VP Director Internal Control & Process Development, and other members who are appointed as needed. The VP Business Compliance convenes and records the meetings, which are to be held at least four times every year.

NOTE 2: Together with the Internal Control function, the Committee's key role is to identify risks related to Arjo's operations, prepare and implement directives and procedures, and ensure that these are updated and accessible.

NOTE 3: The system means that employees can make a report of concern or of suspicion regarding serious misconduct. The handling of incidents is coordinated in consultation between the business compliance team and the Group HR department. No employees will be subject to demotion, disciplinary measures or other negative consequences for reporting their concerns or suspicions in good faith.

NOTE 4: The most common way to discover fraud at the workplace is through employee tip-offs. By training finance employees in the prevention of fraud, Arjo emphasizes the importance of understanding what fraud in the workplace is and boosts insight in reporting mechanisms. Through swift action, losses can be minimized in respect to money, reputation and necessary monitoring measures that may harm the company.

NOTE 5: The audit processes aim to minimize the risk of contact with unsuitable companies and individuals, and to safeguard that Arjo has a transparent and uniform management process for this in every aspect of the company's operations.



An attractive workplace

Our fundamental view

Arjo's culture is built on diversity, equity and inclusion, a responsibility that extends to the societies in which we operate. It is the foundation of the Arjo Sustainability Framework 2030 as well as Arjo's Guiding Principles and Leadership Behaviors.

We value our employees and endeavor to cultivate fair and non-discriminatory work conditions, while offering a diverse and inclusive workplace¹.

Governance

Annual targets are set as part of the strategic HR efforts, and include activities promoting diversity and inclusion, succession planning and talent programs, employee development, as well as occupational health and safety.

Arjo's Board of Directors contributes to the plan and approves it twice a year. The Arjo Management Team has overall responsibility

for implementing the plan, and regularly follows-up reports from operations. Line managers and employees have operational responsibility for implementing the plan, and that tools and resources are supplied. Outcomes are followed-up regularly by HR at global and local levels.



Goals by 2030	Key activities	Status 2020
Occupational health and safety		
<ul style="list-style-type: none"> Zero Accident Vision Support and resources for personal health at the workplace 	<ul style="list-style-type: none"> Establish a company-wide safety culture through improvement programs and preventive measures at all units Regular internal and external audits of work environment 	<ul style="list-style-type: none"> Accidents per 100 employees: 2.4 Global directives and an Occupational Health and Safety Handbook is implemented starting January 2021
Employee development		
<ul style="list-style-type: none"> An environment in which individuals with advanced knowledge and the right skills stay and develop with the company Average staff turnover: 8.5% 100% of Arjo employees participate in the annual global People Survey 	<ul style="list-style-type: none"> Talent programs (global and local) Succession planning to ensure skill development and secured resources Annual global People Survey conducted to map engagement Mentorship programs 	<ul style="list-style-type: none"> Staff turnover: 7.9% Talent programs postponed due to the pandemic and will be conducted in 2021 Participation in the annual global People Survey: 89% (88% in 2019)
Diversity, equity and inclusion		
<p>The total workforce to be comprised of minimum 40% female employees, with 50% female managers in senior positions, and an even gender distribution in global and local talent programs</p>	<ul style="list-style-type: none"> Recruitment processes that ensure diversity and equity Local and global talent programs that contribute to goals Training in Arjo Guiding Principles and Leadership Behaviors New directive for diversity, equity and inclusion to be implemented in 2021 	<ul style="list-style-type: none"> Percentage of women in the total workforce: 38% Percentage of female managers in senior positions: 37% Percentage of women in the Management Team: 50% Percentage of women in the Board of Directors: 29% Percentage of female participants in talent programs (2019): 45%

NOTE 1: It is our goal to offer a workplace that attracts, develops and retains employees while developing employee talent, potential and contribution by providing equal opportunities for all. Our health and safety efforts aim to establish a company-wide culture of safety through improvement programs and preventive measures at all units.



happy
driven
tired

"The emotional aspect of mobility is far more important than just being able to move around."

FEMME · DEVOTED FOOTBALL MOM · BELGIUM

Arjo's sustainability goals 2018–2020

1 Reduce energy consumption

In production, energy consumption is to be reduced by 5% in MWh/MSEK by 2020, with 2018 as the base year.

2 Reduce carbon emissions

Emissions from production are to be reduced by 5% measured in tons of CO₂/MSEK by 2020, with 2018 as the base year.

3 Reduce the amount of hazardous waste

The amount of hazardous waste is to be reduced by 10% by 2020, with 2018 as the base year.

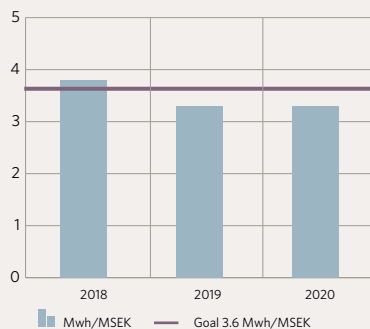
4 Increase recycling of non-hazardous waste

The goal is for 75% of non-hazardous waste to be recycled by 2020, with 2018 as the base year.

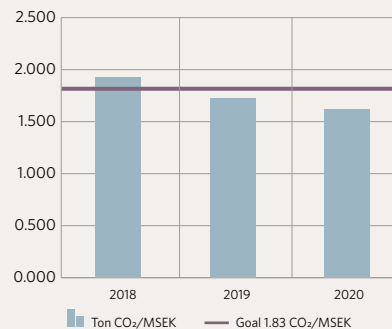
Results of environmental activities

Arjo works actively to make improvements to production in accordance with established environmental goals. During the year, Arjo increased its net sales by 3.9% organically, but nonetheless, energy consumption and carbon emissions remained at the same level as in 2019. Hazardous waste comprises less than 1% of Arjo's total waste and was further reduced in 2020. Recycling increased during the year. Arjo met all environmental goals for 2020 and the results are presented in the graphs below.

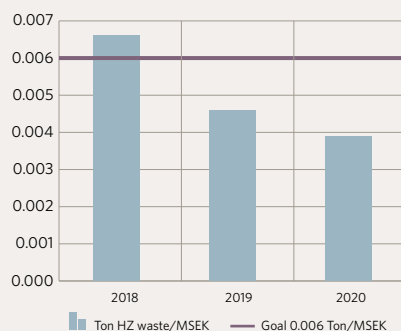
1 Energy consumption



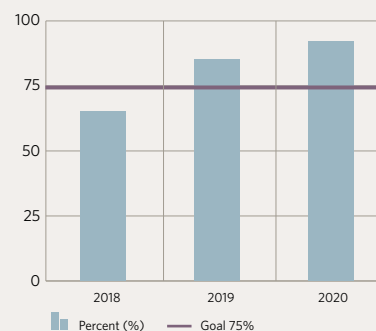
2 Carbon emissions



3 Hazardous waste



4 Recycling



At Arjo, we believe that empowering movement within healthcare environments is essential to quality care. Our products and solutions are designed to promote a safe and dignified experience through patient handling, medical beds, personal hygiene, disinfection, diagnostics, and the prevention of pressure injuries and venous thromboembolism. With over 6,000 people worldwide and 60 years caring for patients and healthcare professionals, we are committed to driving healthier outcomes for people facing mobility challenges.

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