

On 1 July 2022, the Norwegian transparency act entered into force. The purpose of the act is to promote companies' respect for fundamental human rights and decent working conditions in its business and its supply chains. An essential part of the law is to ensure the public's access to information regarding these matters and how companies handle them.

For this reason, we are pleased to present this sustainability report of Panthera Norge AS. This report outlines our commitment to sustainable practices, environmental stewardship, social responsibility (including fundamental human rights and decent working conditions) and will serve as a transparent and accountable means to communicate our commitment to sustainable business practices and to fulfill the requirements outlined in the Norwegian transparency legislation.

Through this sustainability report, we aim to strengthen the trust and confidence of our stakeholders, including investors, customers, employees, and the general public. We firmly believe that transparent communication about our sustainability efforts will contribute to the long-term success of our organizations and create shared value for all stakeholders.

PANTHERA NORGE AS

  
Markus Mauer

  
Charlotta Nyberg

  
Niels Erik Bech-Jacobsen





# Sustainability Report

Edition 2024



# Sustainability Report 2024

Edition 2024

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Front cover: Paul Guarino



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# Permobil in brief

**01** At Permobil, we put the people who use our products first. Our purpose is to innovate for individuals; to create advanced assistive solutions that make the lives of people living with disabilities more enriching.

**02** Our dedicated teams work tirelessly to make this happen, no matter if they are designing a new wheelchair, testing seating cushions, or supporting a therapist.

**03** Our main focus will always be on the users of our products and services – bringing them independence by providing the best solutions for their needs.



## Our business areas:



Power Wheelchairs



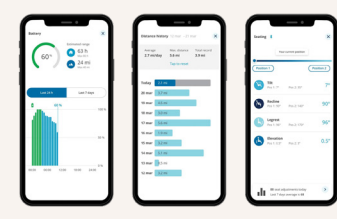
Manual Wheelchairs



Seating & Positioning



Power Assist



Software and Services



# Letter from the CEO

*With a heritage spanning almost sixty years, Permobil has grown into a global leader in complex rehabilitation technology. At the heart of our mission is an unwavering commitment to the individuals who use our products. Their needs and desires drive our innovation. Alongside this, we strive to uphold the highest standards of ethical conduct, integrity, and quality in everything we do.*

**A major milestone** in our sustainability journey is the opening of our new global innovation center in Sundsvall, Sweden. This state-of-the-art facility, which became operational in 2024, represents our largest investment in the Group. It is the most accessible building of its kind in the world and was built with a strong focus on environmental performance. More details about the site can be found in the extended case study in this report.

Our responsibility extends beyond our users to include our employees, the environment, and the communities in which we operate. We continue to deepen our understanding of sustainability, particularly in relation to carbon emissions. In the past year, we took significant steps to strengthen our climate action strategy by developing a comprehensive carbon roadmap to enable us to meet the ambitious 2030 carbon reduction targets we have set for ourselves.

The individuals who use our products remain at the center of everything we do. Therefore, we include in this report portraits of two of our end-users as powerful reminders of Permobil's mission—to empower people to live their lives to the fullest. As we look ahead, we remain committed to driving innovation, advancing sustainability, and making a positive impact on the lives of people with disabilities.

As with previous years, most of the images used in this report are authentic photos by the individuals themselves; portrayed as they wish to be seen.

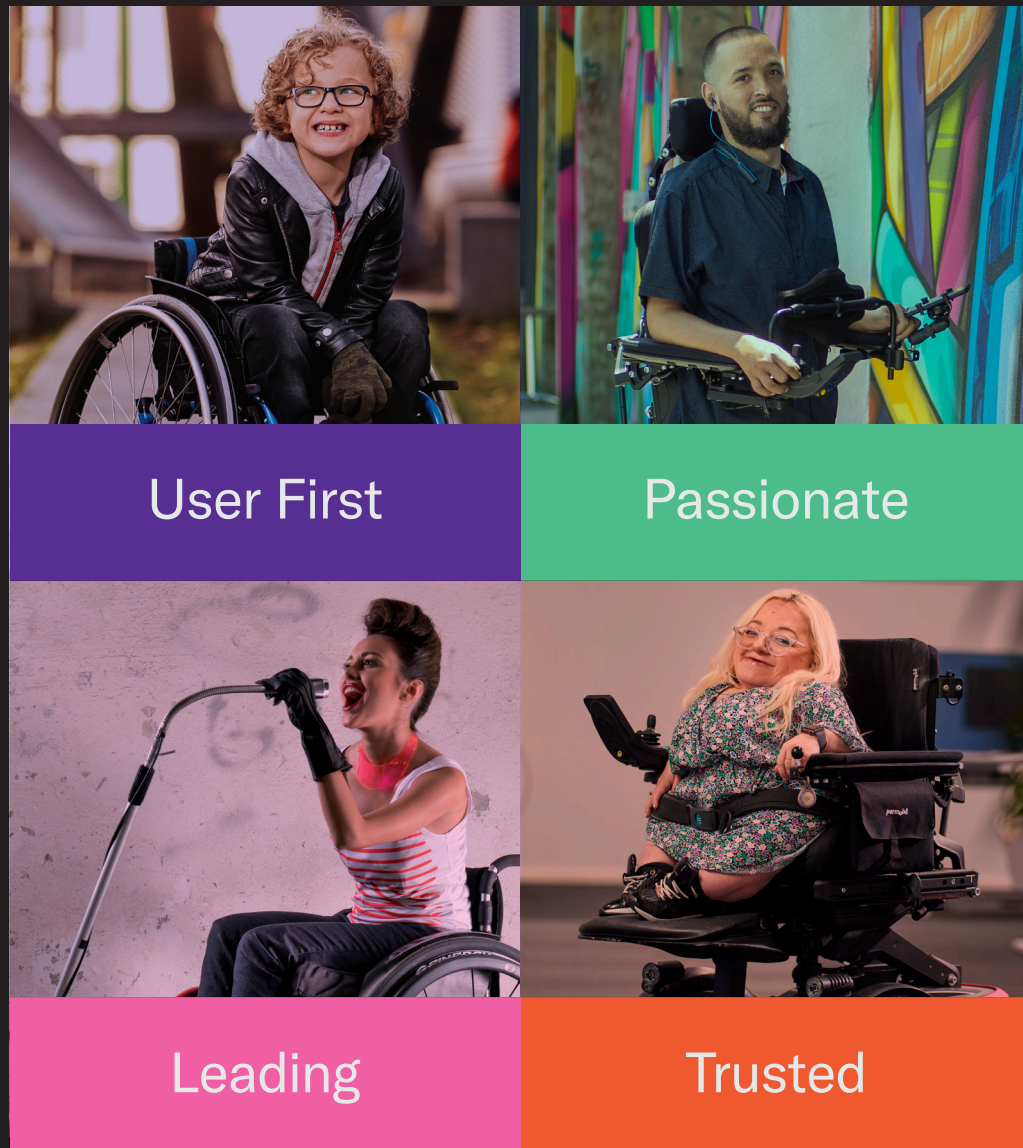


Bengt Thorsson,  
President and CEO





# Innovating for individuals



## Our approach to sustainability

**As a global organization**, we're committed to operating a sustainable and responsible business. We understand our obligation to the users of our products, society, employees, and the environment.

**We have set** out a long-term commitment, through our four pillars of sustainability:

Permobil has gone above and beyond minimum legal requirements for many years. We've been a member of the United Nations Global Compact since 2016, reporting annually on implementation of its Ten Principles. We also follow Permobil owner Investor AB's requirements related to sustainability for its holdings.

### 01

#### Better for users

Improving their **quality of life** and ensuring the highest standards of product service, quality and safety

### 02

#### Better for employees

Building a safe and respectful workplace with **diversity and inclusion** as its hallmarks

### 03

#### Better for the environment

Minimizing **our impact**

### 04

#### Better for business and communities

Strong business **ethics and responsible** sourcing



# Basis for preparation

**This report covers** Permobil Holding AB and all its subsidiaries. We include acquisitions or other similar transactions in the sustainability reporting after the transaction date. For 2024, the data related to PDG Mobility, acquired in 2023, is included.

This report has been prepared with inspiration from the EU’s Directive on corporate sustainability reporting (CSRD) framework, but it is not fully compliant with CSRD. However, we fulfill our reporting obligations by being included in the consolidated CSRD report of our owner, Investor.



Zippy Mood (and his sister)

**Time horizons**

The reporting period that is applicable to the sustainability report is equal to the reporting period for the financial statement.

**Changes in preparation or presentation versus prior periods**

During 2024 some metrics have been changed or eliminated compared with 2023:

- **Users’ Quality of Life:** A new measurement called uptime will be utilized to assess the impact on users’ quality of life. This means MobQOL (quality of life developed for individuals who use mobility devices) is no longer reported.
- **First year warranty claims:** as described in last year’s report, we have defined a target for first year warranty claims.
- **Diversity & Inclusion:** Additional information is provided on the gender balance of our workforce, notably the gender balance of our people managers. We have also implemented a new employee engagement tool, which helps us better respond to the demands of the organization. This means that the results from the employee survey of 2024 are not directly comparable with the outcome of previous surveys.
- **Safe & Respectful Workplace:** In 2024 we changed the measurement Total Case Incident Rate (TCIR). We now measure Lost Time Accident Rate (LTA Rate) instead.
- **Environmental Impact:** We have recalculated the baseline for Scope 1 and 2 emissions, see Reporting errors and adjustments in prior periods.

**Reporting errors and adjustments in prior periods**

**Scope 1 & 2 emissions:** In 2024, we recalculated emissions for our base year, 2018, as well as for the years 2019–2023, following the acquisition of PDG Mobility and the identification of reporting errors in 2023. The acquisition added emissions related to PDG Mobility’s use of electricity, natural gas, and vehicle fuel consumption

During the review of our 2023 reporting, two errors were identified:

1. District heating emissions in Sweden. Our emissions calculation software had applied an average emissions factor for Sweden’s district heating instead of the supplier-specific factor. Correcting this resulted in a reduction of nearly 11 tonnes CO2e.
2. Incomplete reporting of natural gas usage in the Netherlands. An oversight in reporting natural gas consumption at our Dutch facility led to an underestimation of emissions. This correction added approximately 5 tonnes CO2e to our Scope 1 emissions.



Alexander Lunde Petersen

	Before adjustment (tonnes CO2e)- Market based emissions <i>Scope 1 and 2</i>	After adjustment (tonnes CO2e)- Market based emissions <i>Scope 1 and 2</i>
Base year 2018	10 451	10 551
2019	10 526	10 630
2020	8 491	8 591
2021	8 377	8 477
2022	5 839	5 933
2023	4 722	4 765



# How we established our priorities

We conducted our first materiality analysis in 2019 to establish our sustainability focus areas. In defining our priorities, we ensured to align with the requirements of our owner, Investor AB, while supporting Permobil’s core values of User First, Leading, Trusted and Passionate together with the United Nations Global Compact principles.

To meet the European Union’s Corporate Social Reporting Directive (CSRD), we conducted a new double materiality assessment during 2023, that was approved by Permobil’s Board of Directors in December that year.

The double materiality assessment under the CSRD is designed to evaluate both the impact of external environmental and social issues on a company’s operations and financial performance, as well as the impact that the company’s activities have on the environment and society. This two-way perspective

ensures that companies are not only focusing on how sustainability trends affect their financial bottom line but also how their operations contribute to or mitigate these global challenges.

The evaluation was made from an impact and likelihood perspective, based on a stakeholder engagement process. The stakeholders identified were experts in our organization, suppliers, owners, customers, and end-users. The stakeholder process included workshops and interviews.

We will annually review the double materiality assessment and update our material impacts, risks and opportunities based on the outcomes of this review.

For the financial year 2024, our priorities and reporting are based on the company’s double materiality assessment that was performed in 2023.

- Number/Topic
- 1

E1 Climate change
- 2

E1 Climate change
- 3

E1 Climate change
- 4

E5 Resource use and circular economy
- 5

S1 Own workforce
- 6

S1 Own workforce
- 7

S2 Workers in the value chain
- 8

S2 Workers in the value chain
- 9

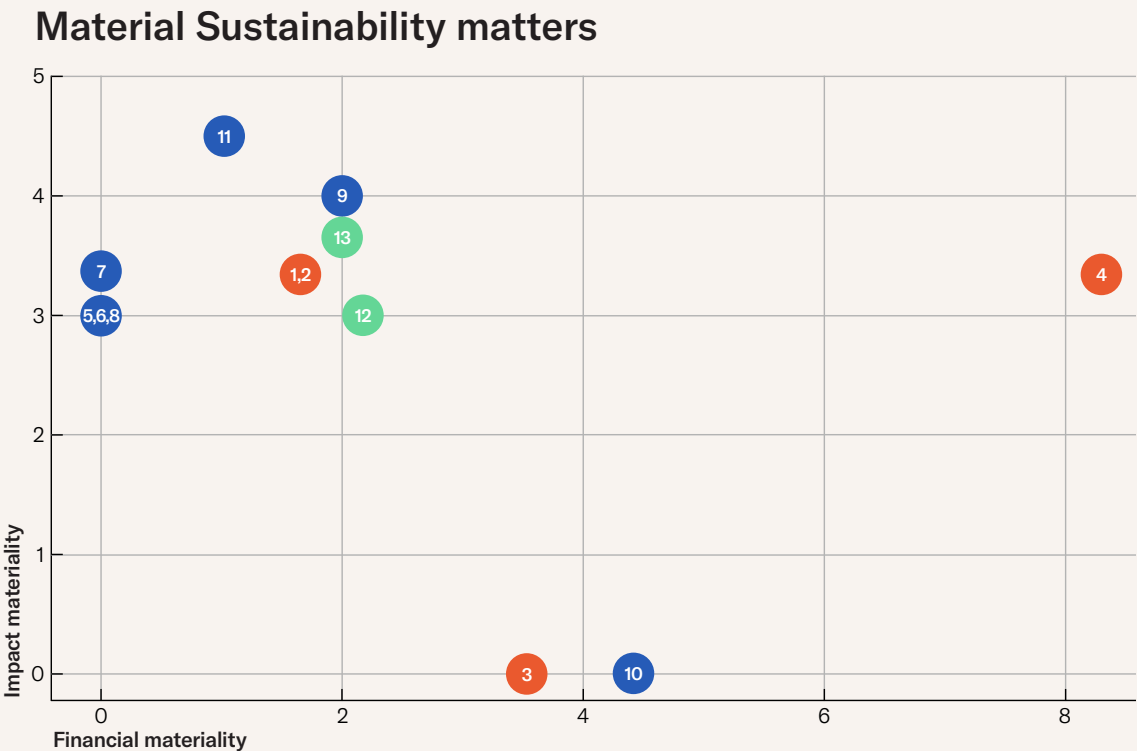
S3 Affected communities
- 10

S4 Consumers and end-users
- 11

S4 Consumers and end-users
- 12

G1 Business conduct
- 13

G1 Business conduct



\*Treshhold for financial materiality is 3.5 and impact materiality is 3

	Topic	Sub topic	Impact	Type	Value Chain	Risk/ Opportunity
1	E1 Climate change	Climate change mitigation	Greenhouse gas emissions from all parts of the company's value chain and own operations.	ANI	Upstream, Own Operation, Downstream	R
2	E1 Climate change	Energy	Use of energy in own operations and in the value chain	ANI	Upstream, Own Operation, Downstream	R
3	E1 Climate change	Climate change adaptation	No significant impact identified	N/A	Upstream, Own Operation, Downstream	R
4	E5 Resource use and circular economy	Resources inflows	Extraction of non-renewable resources	ANI	Upstream, Own Operation, Downstream	R
5	S1 Own workforce	Working conditions	Potential risk of negative impact on health and safety	PNI	Own Operation	N/A
6	S1 Own workforce	Equal treatment and opportunities for all	Potential risk of discrimination	PNI	Own Operation	N/A
7	S2 Workers in the value chain	Working conditions	Potential risk of inadequate working conditions	PNI	Upstream	N/A
8	S2 Workers in the value chain	Equal treatment and opportunities for all	Potential risk of harassment and cases of non-equal treatment	PNI	Upstream	N/A
9	S3 Affected communities	Communities' economic, social and cultural rights	Impact on people due to social inclusion from the use of Permobil's products and social projects	API	Upstream, Own Operation, Downstream	O
10	S4 Consumers and end users	Personal safety of consumers and/or end users	Risks associated with medical products, such as quality and safety of the product (regulatory non-compliance)	PNI	Downstream	R
11	S4 Consumers and end users	Social inclusion of consumers and end-users	Actual positive impact on wheelchair users due to improved physical and mental health from e.g. pressure relief, by using Permobil's complex and customized products	API	Downstream	O
12	G1 Business conduct	Management of relationships with suppliers	Impact on supplier relationships due to environmental, social and business conduct issues occurring due to lack of visibility of the suppliers' operations	PNI	Upstream	R
13	G1 Business conduct	Corruption and bribery	Impact due to potential corruption and bribery	PNI	Upstream, Own Operation, Downstream	R

\*API - Actual positive impact  
\*PPI - Potential positive impact  
\*ANI - Actual Negative Impact  
\*PNI - Potential Negative Impact  
\*R - Risk  
\*O - Opportunity





*Permobil’s approach has been two-pronged, putting into place safety protocols with the requisite training in support of that, and building a work-place culture where every team member can contribute to a safe working environment.*

We have seven focus areas where we believe we can contribute to sustainable development, with defined targets and associated actions for each of them:

- 01 Users’ quality of life
- 02 Product and service quality and safety
- 03 A safe and respectful workplace
- 04 Diversity and inclusion
- 05 Environmental impact
- 06 Ethical Business
- 07 Responsible sourcing

Case study:

# Safety first in Permobil Americas

All four Permobil facilities in the U.S. went through 2024 without a lost time accident for the first time ever, and our New Berlin, Wisconsin site has gone an impressive three years without a lost time accident.

This achievement is the culmination of many years of work and commitment of the operations leadership team as well as the high engagement of employees. Permobil’s approach has been two-pronged, putting into place safety protocols with the requisite training in support of that, and building a work-place culture where every team member can contribute to a safe working environment.

A number of the production sites used external physiotherapists to observe and advise on how we worked. They recommended stretching exercises that have seen a reduction in repetitive motion complaints.

Capital investments have also been made, such as powered lifters and jacks, to improve ergonomics and reduce musculoskeletal injuries. A safe work culture has also meant zero-tolerance towards unsafe employee behavior, including terminations for repeated mistakes.

This ongoing commitment ensures that safety remains a top priority, fostering a secure and productive work environment for all.



# Our business model

**Innovation is in** our DNA. Permobil started in a hospital basement by our founder, Dr Per Uddén, growing into the many stories behind all the companies that make up the Permobil family today.

The early commitment of the Permobil family's founders to provide a better life for people living with disabilities has led to modern day best-in-class products. It now drives us to push the boundaries of design and technology in pursuit of innovations that help improve the quality of life for the people who use our products

**Collaboration**  
Across the entire value chain, Permobil works in close dialogue with different stakeholders such as patient organizations, healthcare systems, government authorities, suppliers and partners. This, together with our governance structure, drives our sustainability work forward.



Jordanne Menzies



## Research and development

Everything starts with our R&D teams. They work continuously with innovating for individuals with a high focus on safety and are striving to reduce the impact of our solutions.



## Sourcing

We source high quality materials and components from hundreds of different suppliers. We recognize our environmental and social impact, and work continuously to make improvements through responsible sourcing.



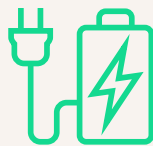
## Manufacturing

We have 12 production sites in six different countries. We monitor and assess the environmental and social impact we have on local communities. Our direct CO<sub>2</sub>e emissions come mainly from the use of natural gas.



## Logistics and packaging

These areas are crucial to deliver our products, but carry an impact on the climate. We are working to fully understand this – from our transport and packing materials – to help us reduce our usage.



## Product use

Some of our products and solutions use batteries, and charging them impacts the climate through energy use. Our ability to influence this phase depends not just on our product development but also innovations outside Permobil, like battery technology.



## Service

The right type of service, at the right time will affect our users' quality of life – and also the climate, through extended lifetime of our products.



## End of life/recycling

To help reduce our climate impact we are exploring more options for extended lifetime, refurbishment and recycling.



# Our sustainability governance

To ensure that we comply with high ethical standards, laws and regulations, and deliver according to our strategy and vision, Permobil follows a governance framework.

The framework consists of policies, procedures, codes and processes. The policy framework is decided by the Board.

The governance of areas within sustainability follows the company's general governance structure. The Board, Group Management and other management's respective roles and responsibilities with respect to sustainability are described below.



Ralph Garcia

### The Board

Our Board sets the direction for sustainable development within Permobil and decides on the Policy Framework.

The Board also monitors how we identify and manage sustainability risks as part of the overall Enterprise Risk Management (ERM) process, and the actions implemented to manage these risks.

### Group Management

The Group Management team is responsible for defining our priorities and setting sustainability targets to deliver according to the strategy. The team also review and approve most of the policies within the policy framework.

### Director of Sustainability

The Director of Sustainability is responsible for leading the implementation of the identified focus areas and priorities. The director also supports the regions and global group functions with their sustainability roadmaps.

The relevant departments are accountable for implementing and delivering specific targets. This ensures targets are owned by those who can have the biggest impact on achieving them.

### Sustainability is integrated through every aspect of our daily work.

Implementation and continuous improvement are part of our DNA. We believe sustainability is the responsibility of everyone at Permobil, in order to maximize the economic, environmental and social benefits we deliver.



Kerry Peterson

# Sustainability policies and procedures

Policy & Procedures	Addresses the following risks	Monitoring
<ul style="list-style-type: none"><li>• Code of Conduct</li><li>• Anti-corruption and Bribery Policy</li><li>• Competition Law Policy</li><li>• Trade Compliance Policy</li><li>• Whistleblower Policy</li></ul>	<ul style="list-style-type: none"><li>• Human rights</li><li>• Labor rights</li><li>• Discrimination</li><li>• Corruption &amp; Bribery</li><li>• Third-Party Misconduct</li><li>• Export Controls/Trade Sanctions</li></ul>	<ul style="list-style-type: none"><li>• External whistleblowing channel</li><li>• Results reported to the Board</li></ul>
<ul style="list-style-type: none"><li>• Sustainability Policy</li></ul>	<ul style="list-style-type: none"><li>• Emissions to air and water</li><li>• Water use</li><li>• Waste</li><li>• Use of resources (energy, chemicals, hazardous materials)</li><li>• Diversity &amp; Inclusion</li></ul>	<ul style="list-style-type: none"><li>• Performance report (water, waste, energy use) – issued twice a year</li><li>• Employee survey to follow up on inclusion</li></ul>
<ul style="list-style-type: none"><li>• Supplier Code of Conduct</li></ul>	<ul style="list-style-type: none"><li>• Human rights</li><li>• Labor rights</li><li>• Environment</li><li>• Corruption &amp; Bribery</li><li>• Conflict minerals</li></ul>	<ul style="list-style-type: none"><li>• Internal assessments</li><li>• Annual self-assessments</li><li>• Annual report</li></ul>
<ul style="list-style-type: none"><li>• Health and Safety Policy</li></ul>	<ul style="list-style-type: none"><li>• Workplace health and risks</li></ul>	<ul style="list-style-type: none"><li>• Monthly reporting of KPIs and incidents and behavioral discussions to Group Management</li></ul>



# Focus areas





## Users' quality of life



### TARGET:

- Power wheelchair uptime 98%

### PERFORMANCE:

- 98%

## Product and service quality and safety

### TARGET:

- First year warranty claims  
Range between 0.1-10%\*

### PERFORMANCE:

- Range between 0.2-14.8% (see page 25)

## Environmental impact



### TARGET:

- Scope 1 and 2: Reduce by 70% by 2030 (against a 2018 baseline)
- Scope 3: Reduce by 20% by 2030 (against a 2019 baseline, measured against a reference power wheelchair)

### PERFORMANCE:

- Scopes 1 and 2: Reduced by 54% since 2018
- Scope 3: During 2024 we developed a carbon road map to help us steer our target reduction actionsto be implemented over 2025.

## A safe and respectful workplace



### TARGET:

- Zero lost time accidents
- Lost time accident rate of 0.9

### PERFORMANCE:

- Three lost time accidents – seven less than 2023
- Lost time accident rate of 0.16

## Diversity and inclusion

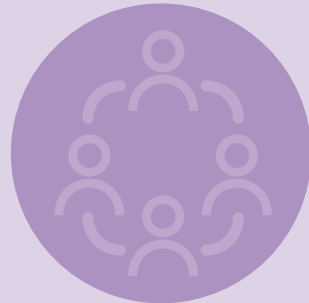
### TARGET:

- Gender balance Female/Male 40/60
- 8/10 employees say we are inclusive, as measured in our employee survey

### PERFORMANCE:

- Gender balance overall Female/Male 36/64; amongst managers 35/65 and in Group Management 44/56
- Inclusiveness: 76% (revised employee survey index).

## Ethical business



### TARGET:

- 90% of all staff trained annually in our Code of Conduct

### PERFORMANCE:

- 2024: 97%

## Responsible sourcing

### TARGET:

- 98% of supply chain spend to have endorsed our Supplier Code of Conduct
- 100% of high-risk suppliers screened
- 15% of medium-risk suppliers screened

### PERFORMANCE:

- 99% covered by the Supplier Code of Conduct, (2023: 99,7% covered by the Supplier Code of Conduct)
- 100% of high-risk suppliers screened (2023: 100%)
- 27% of medium-risk suppliers screened (2023: 22%)





## Better for Users

### Users' quality of life

At Permobil, our purpose is innovating for individuals. Core to that purpose is continuously improving our products and services to make life better for users.

#### TARGET

- Power wheelchair uptime 98%.

#### PERFORMANCE

- 98%.

#### Our approach

At Permobil, our mission is to enhance the quality of life for wheelchair users by improving mobility, independence, and inclusion in society. In previous years, we have measured this impact through Mobility-related Quality of Life (MobQoL-7D). As we continue to refine our approach, we are now shifting our focus to a more tangible and operational metric – uptime.

Uptime is defined as the percentage of time a power wheelchair is available to the user. This is measured based on fleet management data, providing real-world insights into product reliability and performance.

Uptime reflects the availability, reliability and functionality of our power wheelchairs, directly supporting user independence and well-being. A high uptime rate ensures that users can rely on their assistive devices without disruption, allowing them to remain active, engaged, and mobile in their daily lives. This strengthens social inclusion while also offering ergonomic and individualized support, which

plays a crucial role in minimizing secondary health complications.

By making this transition and leveraging uptime as a measurable and operationally impactful indicator, we can continue driving innovation and improvements that directly benefit our users' quality of life.

#### What we did in 2024

Throughout 2024, we focused on developing a robust Key Performance Indicator (KPI) for uptime, ensuring that it effectively captures the availability and reliability of our wheelchairs in real-world use. This process involved defining a clear and measurable target and identifying the most suitable methodology for tracking uptime.

A key part of this work was determining how best to measure and monitor uptime using fleet management data, ensuring that our approach is both reliable and actionable.

In addition, we explored what would constitute an ambitious yet realistic uptime target. This work has laid the foundation for a meaningful KPI that directly supports our commitment to enhancing user independence and mobility.

#### Our plans for 2025

In 2025, we will develop a Total Cost of Ownership (TCO) calculator and an Uptime Simulator to enhance decision-making. These tools will build on our work in 2024, strengthening our commitment to user independence and mobility by providing actionable data to maximize reliability and value.

### Product and service quality and safety

#### TARGET

- First year warranty claims  
Range between 0.1-10%\*

#### PERFORMANCE

- Range between 0.2-14.8%\*

#### Our approach

At Permobil, we are passionate about delivering a positive experience for the individuals who use our products. That means ensuring that everyone is happy with their product, which is why we have decided to set a target for customer claims within the first year after delivery. To drive down claims as quickly as possible, we are working to collect users' feedback and analyze it consistently – so that we can learn from potential issues and make them right.

#### What we did in 2024

As a global company operating in 18 markets, we have always tailored our customer support processes to the needs of each market. We have worked to deploy consistent systems and processes for capturing and learning from customer claims.

In 2024, we continued to build on this and improve our performance. We have previously identified different root causes of product issues and how we register claims internally. During 2024 we continued to harmonize classifications of claims between the different markets we operate in.

Given the complexity of our markets and their organizations, we will use different targets for each market and product group. During 2024 we determined target levels for all product groups.

#### Our plans for 2025

We will continue to work to reduce the number of products issues for our users. We are working to better collect key data and user feedback so that we may resolve individual issues faster and identify root causes earlier.

*\* The ranges show calculated average values for different product groups and reflect our diverse product portfolio across multiple product groups (power wheelchairs, manual wheelchairs, seating & positioning, and power assist devices), each containing various brands and models manufactured and sold in different markets. Given the distinct characteristics, complexity, and market-specific requirements of each product category, we have established tailored targets and track performance individually.*



Mari Yoshitsugu







*Ji-won is committed to using her knowledge, experience, and tenacity to drive positive change and improve the quality of life for those affected by the condition.*

## Permobil Portrait: Yang Ji-won

Interviewed in April 2025

**Over the past ten years,** Yang Ji-won has grown her career at the Korean Muscular Dystrophy Association from starting as an intern, without any formal experience in social policy, to now leading the organization as their Secretary-General. Her personal experience with muscular dystrophy led her along this path, as she eventually became more and more involved in the Association's work.

Ji-won originally studied cultural tourism at Kyung Hee University, Seoul, which provided her with valuable skills in content planning and project management. These skills have been put to good use in her current role, where she is involved in planning and executing projects for the Association.

One of the most significant achievements of the Association was gaining recognition as an association by the Ministry of Health and Welfare in 2024. The formal registration allows the Association to receive government

support and undertake more substantial activities. With only a limited number of organizations supporting rare diseases like muscular dystrophy, their recognition by the Ministry was even more important.

Ji-won considers there to be a lack of support for high-functioning wheelchairs and rehab technology in South Korea, even though they are critically important to address the unique needs of individuals with muscular dystrophy and other conditions. Her own experience when she changed to a Permobil power wheelchair was that she found the additional functionality it offered made a big difference to her everyday life.

In addition to being the Secretary General of the Association, Ji-won is pursuing further education in social welfare to better understand the policies that support individuals with muscular dystrophy. She believes that a deeper understanding of social welfare

will enhance her ability to secure effective policies and support systems for her members.

While there have been improvements in support services, Ji-won believes there are still significant gaps and inconsistencies that need to be addressed to better serve the needs of individuals with muscular dystrophy. Ji-won is committed to using her knowledge, experience, and tenacity to drive positive change and improve the quality of life for those affected by the condition.

Over recent years, Ji-won has spent a lot of time in the Philippines, describing it as very special and the biggest adventure of her life. She was treated as a foreigner first, not a disabled person, enabling her to reflect on her own personality. She wants to travel even more, the only obstacle to that is to first improve her English so she can be the adventurer she knows she is. Ji-won uses a Permobil F5 Corpus VS.







## Better for Employees

### A safe and respectful workplace

At Permobil, we are committed to creating a safe and healthy workplace with good working conditions for all our employees.

#### TARGET

- Zero lost time accidents.

#### ADDITIONAL TARGET

- Lost time accident rate of 0.9.

#### PERFORMANCE

- Three lost time accidents – seven less than 2023
- Lost time accident rate of 0.16.

#### Our approach

The health and safety of our employees is of the utmost importance. We have built a culture of safety and well-being throughout our workforce. There is a daily focus on building a culture around safe working environments and ergonomic awareness. Our Key Performance Indicator relates to lost time accidents – those accidents that are serious enough for employees to require time off work. We have introduced and invested in several measures to reduce lost time accidents and improve reporting.

#### These include:

- Formal data capture of hazards and incidents
- Company-wide reporting standards
- Review of Key Performance Indicators (KPIs)
- Action plans to tackle focus areas identified in the reporting
- Continuous discussion at a managerial and wider employee level to raise awareness around correct behaviors and best practice.

We recognize there is more we need to do. We are making active efforts to address the issues identified in our reporting and are always seeking ways to improve.

#### What we did in 2024

As planned, we moved away from a spreadsheet based reporting system to an online platform to make it easier to report incidents and to do the subsequent follow up.

During 2024, we saw an improvement in the quality of inputs into the global reporting system for accidents, incidents, behavioral discussions and observations. In total we had three lost time accidents (LTA) and all four production sites in the U.S. had zero LTAs. This was the positive impact of several years of intentional focus by the operations leadership team and proactively identifying risks, eliminating those risks and finding new ways to work safely. Read more about the safety success of the U.S. sites on page 14.

We created and implemented a Lost time accident ratio comparable with industry standards (OSHA) to enable a benchmark and continued focus, while still having an absolute objective of zero LTAs across the company.

#### Our plans for 2025

Continued daily focus and routines on health and safety, especially on the production floor remain vitally important. We will invest in a new health and safety training module for all employees. The module's focus is on simple, practical messages around the golden rule (of reporting incidents and accidents) and the widely used 8 life-saving rules.

### Diversity and inclusion

We believe that fostering a culture of diversity and inclusion is the right way to embody our values, fulfill our company's purpose and adhere to our Code of Conduct.

#### TARGET

- Gender balance Female/Male 40/60.
- 8/10 employees say we are inclusive, as measured in our employee survey.

#### PERFORMANCE

- Gender balance overall Female/Male 36/64; amongst managers 35/65 and in Group Management 44/56.
- Inclusiveness: 76% (revised employee survey index).

#### Our approach

We strive to make our workplaces widely accessible to all staff, regardless of who they are. It is our mission to ensure that our employees never feel discriminated against and always feel able to bring their full selves to work.

We know that diversity and inclusion is not only crucial for the well-being and happiness of our teams, but also our productivity and success as a company. Diverse groups make better decisions than homogeneous ones, and teams perform better when they are made up of a balance of both genders. Having employees who live with disabilities helps us understand our end-users even better.

We use reporting from our employee survey – Let's Talk – to review and address points around diversity and inclusion across our workforce. There are three key action areas:

- Workplace accessibility
- Employee perception of inclusiveness
- People processes.

#### What we did in 2024

We revisited how we measure inclusiveness at Permobil with a new annual employee survey model that includes new indices that are more agile and actionable by management and managers alike. In 2024 there was an emphasis on advancing Diversity, Equity and Inclusion (DEI) within Permobil, integrating previous

initiatives to create an initial plan. The company's people and culture policy was reviewed, with an explicit commitment that Permobil should reflect our external communities, notably people living with disabilities.

In relation to workplace accessibility, the new Permobil site in Sundsvall, Sweden opened in September 2024 and is the most accessible building of its kind, setting a new standard for inclusive workplaces.

Read more about Permobil Sundsvall's accessibility breakthroughs on page 36.

#### Our plans for 2025

A new company-wide training module will be launched on building an inclusive workplace in early-2025. The module is on fostering a workplace culture that is inclusive, respectful, and free from bias and harassment.

This year, we will introduce a Workplace Accessibility Guide, drawing from insights gained during Permobil Sundsvall's development. This resource provides practical solutions for creating inclusive workplaces, supporting our 60-year commitment to empowering individuals with disabilities. It serves as a valuable tool for employers, architects, project managers, and construction companies, offering guidance on both low-cost improvements and considerations for new constructions or renovations. The guide aims to inspire broader accessibility initiatives across industries, and in turn economic inclusion. Distribution of the guide will include physical copies and a digital version with internal and external outreach to ensure widespread engagement and impact.







## Better for the Environment

### Environmental impact

#### TARGET

- **Scope 1 and 2:** Reduce by 70% by 2030 (against a 2018 baseline).
- **Scope 3:** Reduce by 20% by 2030 (against a 2019 baseline, measured against a reference power wheelchair).

#### PERFORMANCE

- **Scopes 1 and 2:** Reduced by 54% since 2018.
- **Scope 3:** During 2024 we developed a carbon road map to help us steer our target reduction actions to be implemented over 2025.

**As defined by** the Greenhouse Gas Protocol, Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the purchase and use of electricity, steam, heating and cooling. Scope 3 includes all other indirect emissions that occur in the upstream and downstream activities of an organization.

#### Our approach

With a direct presence in 18 countries around the world, producing hundreds of thousands of items every year, we recognize Permobil has an impact on the planet. We take responsibility for our impact and are working to minimize it. We have set ambitious targets for Scopes 1, 2 and 3 emissions for 2030.

#### What we did in 2024

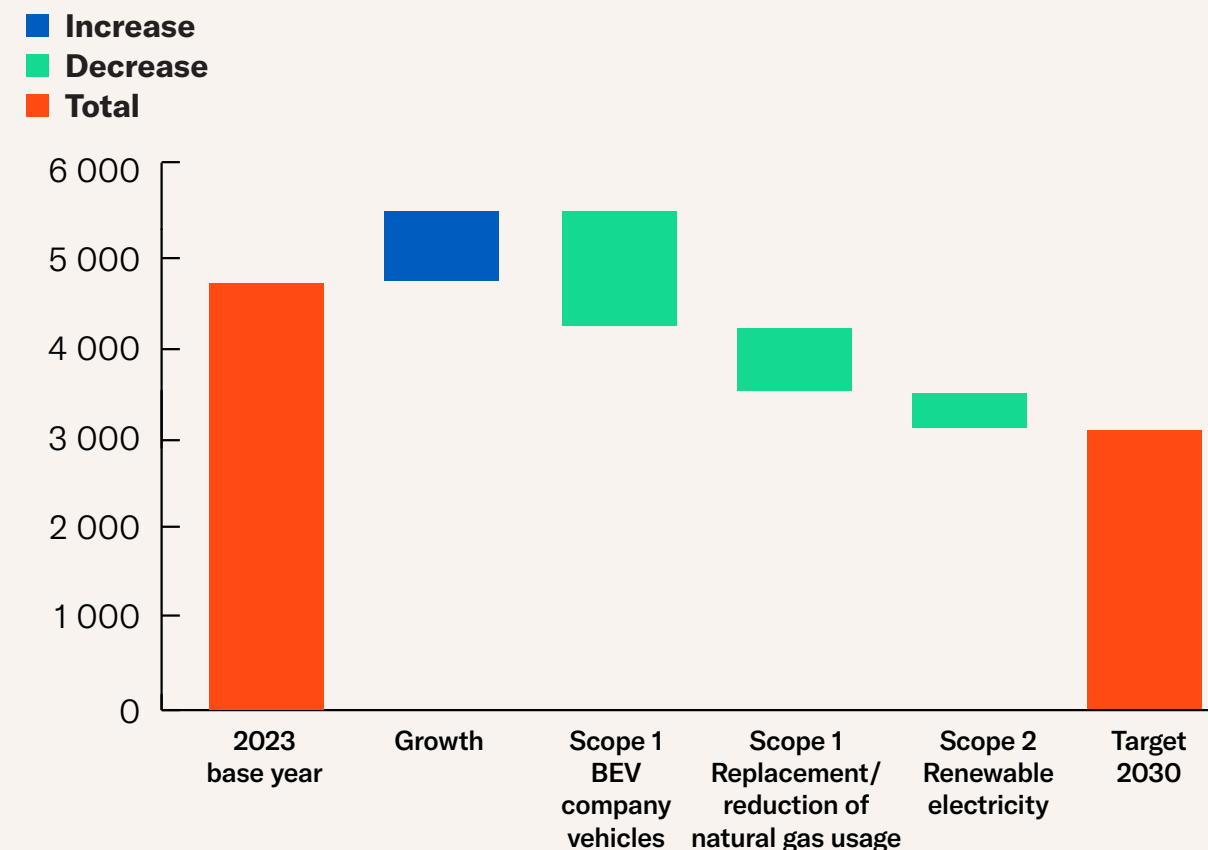
In 2024, we took significant steps to strengthen our climate action strategy by developing a comprehensive carbon roadmap. This strategic initiative mapped out clear pathways, including financial effects, to achieve our ambitious emission reduction targets. Our analysis identified several key focus areas for emission reduction, they are showed in the section “Climate transition plan”. To validate our approach, we held dedicated “Climate Days” in Stockholm, Sweden, bringing together key stakeholders, including the management team, to refine implementation strategies and discuss further ambitions.

The organization continued its efforts to reduce carbon emissions through several initiatives in 2024, including increasing the proportion of electric and hybrid vehicles in our fleet and expanding the use of renewable energy across our facilities. However, despite these ongoing improvement efforts, our overall group-level emissions increased by 2% in Scope 1 and 2. This increase was primarily driven by the implementation of a new manual wheelchair production line in the U.S.

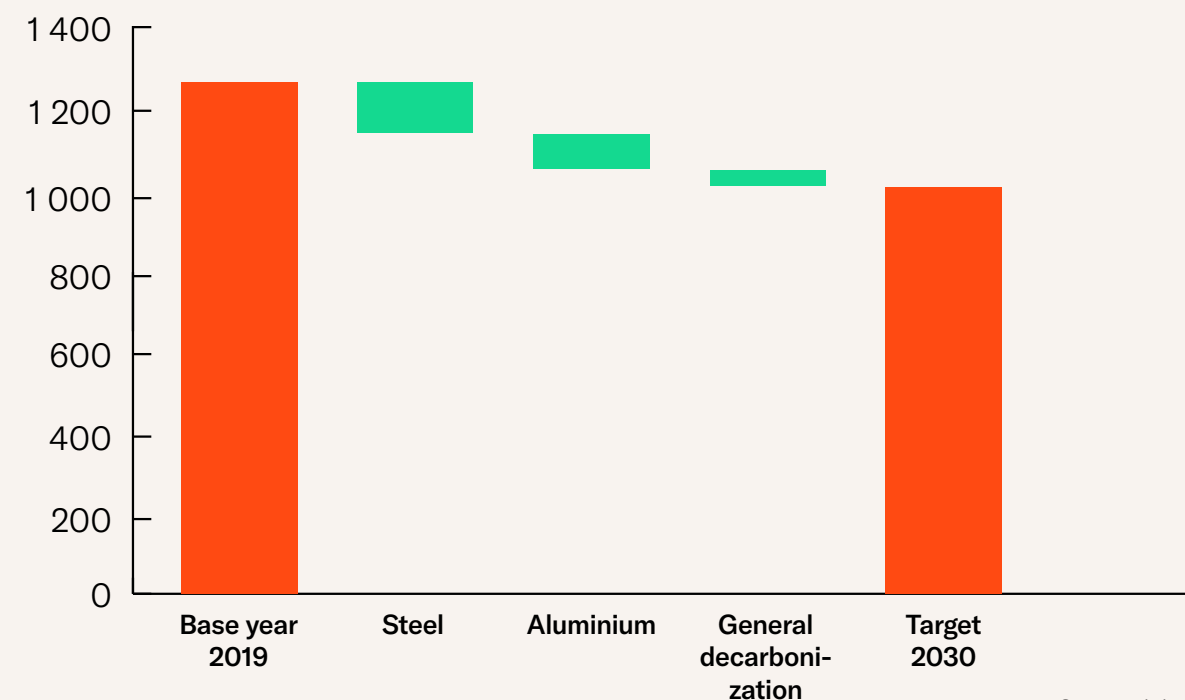
During the year we also continued to strengthen our work within the field of product environmental and chemical compliance, in close collaboration with our R&D and Supply Chain teams. The project with real estate developer Vectura, to build a brand-new manufacturing site in Sundsvall, Sweden, was finalized and began operations. The site has multiple features designed to minimize carbon emissions, see separate case study.

## Climate transition plan

In 2024 we adopted a carbon reduction roadmap to drive us towards our Scope 1 and 2 2030 ambition.



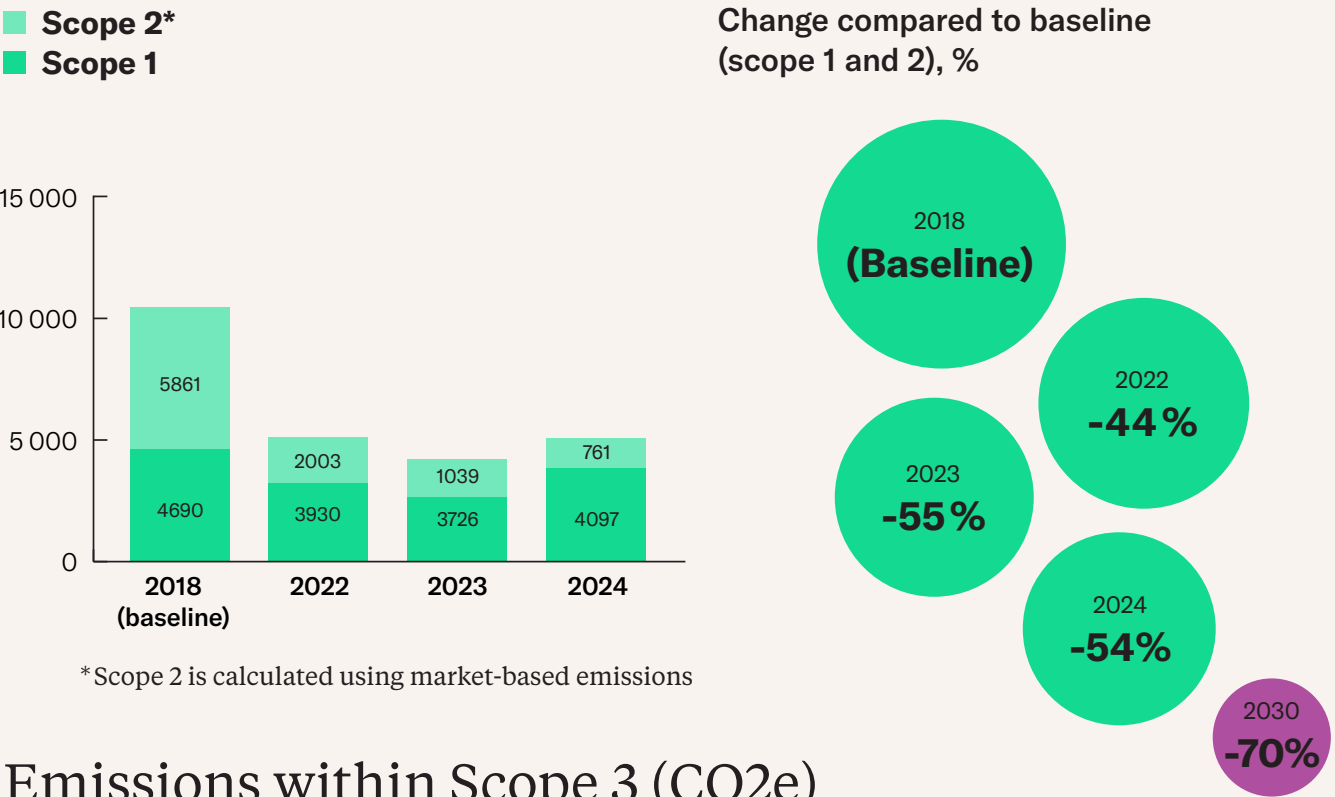
A roadmap to reach our Scope 3 2030 target was also developed during 2024.





# Carbon emissions (CO<sub>2</sub>e)

Emissions within Scope 1 and 2 (CO<sub>2</sub>e) generated by Permobil



## Emissions within Scope 3 (CO<sub>2</sub>e)

Category	2024 (tonnes CO <sub>2</sub> e)	2023 (tonnes CO <sub>2</sub> e)
Purchased goods and services	48 642	41 222
Use of sold products	11 574	10 588
Upstream transportation and distribution	7 960	10 317
Employee commuting	3 215	3 216
Downstream transportation and distribution	3 205	55
Business travel	2 214	739
Fuel- and Energy-Related Ac-tivities	1 767	1 719
Capital goods	1 715	4 939
Waste generated in operations	256	253
End-of-life treatment of sold products	100	28

**\* Notes on Emission Changes 2023-2024:**  
Higher transportation emissions reflect improved data categorization and increased sales volume. Refined classification of capital goods versus services, combined with sales growth, increased emissions from purchased goods and services

### Our plans for 2025

Building on our comprehensive Carbon Roadmap developed from last year, we are implementing targeted initiatives to reduce our environmental impact across our operations. Our operational improvements include replacing natural gas with biogas in the U.S., continuing implementation of renewable electricity, and accelerating our transition to electric vehicles.

In our supply chain, we will work closely with key steel and aluminum suppliers to develop CO<sub>2</sub> reduction strategies to meet our Scope 3 target. For product sustainability, we will expand Life Cycle Assessments across our portfolio and prepare for upcoming CO<sub>2</sub> labeling requirements in European markets.


As the Carbon Border Adjustment Mechanism (CBAM) transitions into its full implementation phase on January 1, 2026, importers of CBAM-covered goods into the EU will be required to declare and purchase certificates for the greenhouse gas emissions embedded in their products. During 2025 we will prepare by applying for approved CBAM declarant status, which is required for importers of CBAM-covered goods from January 1, 2026.

The EU Deforestation Regulation (EUDR), coming into effect on December 30, 2025, requires companies to ensure that key commodities and derived products placed on the EU market are deforestation-free and legally sourced. To align with this regulation, we will actively work throughout 2025 to prepare our sourcing and supply chain processes for compliance.



Monica Thomas





**ee** *I've taken all the possibilities given by the Foundation and I've always had the dream of being able to give something back.*

## Permobil Portrait: Simon Toftgaard Jespersen

Interviewed in March 2025

**Simon, at 35,** is a dynamic force in the realm of inclusion, advocacy and the rights of people with disabilities. As the chairman of the Muskelsvindfonden, the Danish Muscular Dystrophy Foundation, and a proud ambassador for Permobil, Simon's journey is characterized by leadership, innovation, and a commitment to enhancing the lives of others.

Simon's connection with the Muscular Dystrophy Foundation began early in his life. Born with a congenital condition, his family suddenly found themselves with a baby with disabilities and a little lost on how to manage that. They found invaluable support through the Foundation. This involvement provided Simon and his family with a community and a platform to grow, ultimately inspiring him to give back.

"I've taken all the possibilities given by the Foundation and I've always had the dream of being able to give something back".

In his role as chairman, Simon's focus is on advocacy and support for individuals with neuromuscular diseases while also fostering inclusive, exciting activities. The Foundation's activities are diverse, ranging from organizing the Grøn concert series to managing a holiday center to a circus, reflecting its comprehensive approach to support. He sees this as much about setting the example of best or good practice that others can employ as well. Simon is particularly proud of the Foundation's efforts to help members secure essential resources, such as wheelchairs and personal assistants, especially when systemic support is lacking.

Technology plays a pivotal role in Simon's life, enabling him to perform tasks with greater efficiency and ease. From using speech-to-text AI to streamline email communication to relying on advanced mobility aids, he views technology as integral to his success. Simon envisions a future where AI continues to transform the lives of people with disabilities, enhancing their independence and quality of life.

"Technology for me has been a game changer throughout my entire life".

Simon's leadership at the Danish Muscular Dystrophy Foundation and his embrace of technology highlight his commitment to improving the lives of those with disabilities. As he continues to advocate for change, Simon's work serves as an inspiring testament to the power of innovation and dedication.



*Technology for me has been a game changer throughout my entire life.*







"This is not just a building – it is a testament to our vision of a more accessible society. With this new facility, a new chapter in Permobil's history begins, continuing our commitment to the region where we have our roots and heart," said Bengt Thorsson.

## Case study: Permobil Sundsvall: setting a new standard for inclusive workplaces.

**Permobil's new global innovation center in Sundsvall**, featuring a 14,000 square meter investment with groundbreaking accessibility adaptations, began operations in September 2024. The facility, which combines production and research & development under one roof, marks the company's largest investment ever in the region, built with world-class accessibility and sustainability in mind.

### **Accessibility**

The vision for this purpose-built building was to create the best

of its kind that went beyond accessibility and focused on inclusiveness.

Accessibility has been prioritized from the moment someone arrives at the building. All disabled parking bays have overhead cover, providing shelter from rain and snow – especially relevant in northern Sweden – to ensure a safe and comfortable transition from vehicle to wheelchair to entrance.

Inside, the design continues to prioritize accessibility with kitchen and pantry facilities

adapted for ease of use for everyone. All countertops and appliances, including coffee machines and microwaves, are placed at varying heights, with cutaway spaces underneath to accommodate wheelchair users. Flexible workstations provide adaptability for different needs, while extra-wide corridors ensure that two wheelchairs can pass each other with ease, enhancing mobility throughout the building.

To support individuals with visual impairments, all doorways and thresholds are marked



while extra-wide corridors ensure that two wheelchairs can pass each other with ease, enhancing mobility throughout the building.

To support individuals with visual impairments, all doorways and thresholds are marked with high-contrast indicators. Additionally, wood paneling has been incorporated into the interior design to improve sound acoustics, reducing echo and making it easier for everyone, especially those with hearing impairments, to communicate effectively. These combined features create a space that is not only functional but truly inclusive for all.

### **Environmental Sustainability**

Energy efficiency and environmental questions are at the heart of the new building's design and construction. A key feature is its geothermal energy system, powered by 21 boreholes reaching 300 meters deep. This system provides efficient heating and cooling by leveraging the earth's stable temperatures, significantly reducing reliance on fossil fuels. Complementing this, the building is equipped with 998 solar panels, capable of generating up to 400,000 kWh of electricity annually.

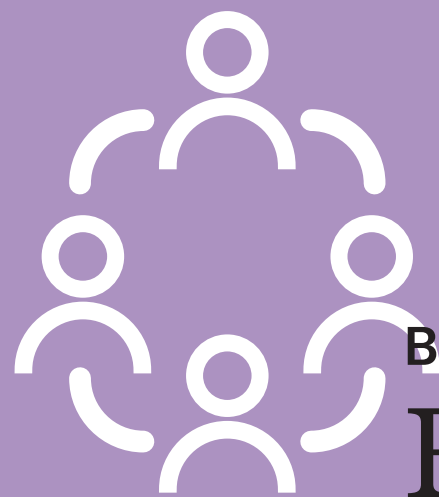
In recognition of its commitment to sustainability, the building has achieved LEED Gold certification, a globally recognized standard for

energy-efficient and environmentally responsible construction. To support the transition to greener transportation, the site is intentionally located close to public transport networks and includes 104 electric car chargers.

These features work together to create a highly sustainable, future-ready facility that prioritizes both energy efficiency and environmental responsibility.

These features work together to create a highly sustainable, future-ready facility that prioritizes both energy efficiency and environmental responsibility.





# Better for Business and Communities

## Ethical business

We aim to drive sustainable, ethical development across our value chain (our customers, our suppliers and our own practices as a company). We want to create a collaborative culture at Permobil and a healthy, open dialogue with suppliers and customers to support a better, safer and happier society.

### TARGET

- 90% of all staff trained annually in our Code of Conduct.

### PERFORMANCE

- 2024: 97%.

### Our approach

The Code of Conduct for employees is one of our key tools for defining and securing an ethical business standard. The Code of Conduct covers diversity and anti-discrimination, human rights, health and safety, culture, relationship with customers, confidentiality, anti-bribery, corruption, conflicts of interest, speaking up, competition, trade restrictions and protecting the environment.

We target that 90% of all staff complete a training on the Code of Conduct as we assume a 10% staff turnover. Also, as our business has grown with acquisitions, each new employee of the Permobil family is asked to complete the Code of Conduct training. In addition, we have a whistleblowing hotline, where employees and

other stakeholders can report concerns in their local language. These are reviewed by an external partner who works closely with our People and Culture and Legal teams as appropriate.

### What we did in 2024

In 2024, we continued our strong focus on ensuring that employees across Permobil understand and adhere to our Code of Conduct. The percentage of employees who completed the training remained consistent with the previous year, reaching 97.5%.

To reinforce awareness and engagement, we actively communicated about the Code of Conduct through internal communication channels, emphasizing its importance in our daily operations. Additionally, a brand-new Code of Conduct training was integrated into the Permobil introduction program, ensuring that all new employees receive this essential training as part of their onboarding and on an annual basis.

### Our plans for 2025

As we move forward, we will continue to roll out annual Code of Conduct training to ensure that all employees remain aligned with our ethical standards and business principles. Associated with this, new training modules will be launched for all employees covering anti-bribery and corruption, trade compliance and data privacy. In addition, we are committed to further deepening internal knowledge of our four core values—User First, Leading, Passionate, and Trusted.



## The Permobil Foundation

### In 2024, the Permobil Foundation in the U.S.

continued its mission to support individuals living with disabilities, providing nearly 900 wheelchairs, parts, and accessories while expanding partnerships to over 250 nonprofit organizations. The Foundation also marked a milestone with its first wheelchair donation in Canada.

The Foundation continued its partnership with the Live Like Lou Foundation and Phi Delta Theta Fraternity to present wheelchairs to individuals living with ALS at six Major League Baseball games on Lou Gehrig Day. The wheelchairs were customized to express the individual's unique personalities, with MLB team branding and colors.

In partnership with the NFL team, Tennessee Titans, the Foundation surprised a veteran on the field with a new Permobil wheelchair. Recognizing the importance of education as an investment in empowering independence, the Foundation awarded twelve

college scholarships to wheelchair users, as it did in 2023.

The Foundation's annual events, including the Roll the Dice Casino Night and annual Golf Charity Open, continue to raise funds and heighten awareness around disability issues. Employees across all four U.S. production sites participated in Walk to Defeat ALS events, demonstrating company-wide support for the ALS Association. At Roll the Dice Casino Night, the Foundation honored Aaron Baker, a wheelchair user and advocate, for his inspiring journey of overcoming limitations.

Finally, the Foundation funded repair booths at seven Abilities Expos across the U.S., the Paralyzed Veterans of America Games and the Cure SMA Conference, providing free wheelchair parts and servicing to over 500 individual's chairs (see image above).





Ali Kechirat



Yuriko Oda (Photo credits belong to the Prime Minister's Office of Japan)

# Responsible sourcing

## TARGET

- 98% of supply chain spend to have endorsed our Supplier Code of Conduct.
- 100% of high-risk suppliers screened.
- 15% of medium-risk suppliers screened.

## PERFORMANCE

- 99% covered by the Supplier Code of Conduct, (2023: 99,7% covered by the Supplier Code of Conduct).
- 100% of high-risk suppliers screened (2023: 100%).
- 27% of medium-risk suppliers screened (2023: 22%).

## Our approach

WWe believe in empowering our suppliers and in building strong, positive relationships where quality, social responsibility and environmental impact are addressed in a transparent and constructive manner.

Permobil has a robust framework for ensuring a high standard of responsible sourcing at every stage of our supply chain. Firstly, we have a Code of Conduct which must be signed by all new suppliers. This covers areas such as diversity and anti-discrimination, human rights, relationships with customers, anti-bribery and corruption. It also demands transparency around conflict minerals to improve our material sourcing processes. All new suppliers must go through our screening process with self-assessment questionnaires, covering Environmental, Social and Governance matters. This practice allows Permobil to assess our suppliers' maturity in sustainability matters and assess related risks in our value chain. The questionnaires must be renewed every three years.

We never work with sanctions list countries. New suppliers from risk countries must go through a sanctions-screening before they are onboarded.

## What we did in 2024

In 2024, we enhanced our responsible sourcing framework to align with evolving regulatory requirements, particularly the Norwegian Transparency Act and the EU Corporate Sustainability

Due Diligence Directive (CSDDD). self-assessment questionnaires.

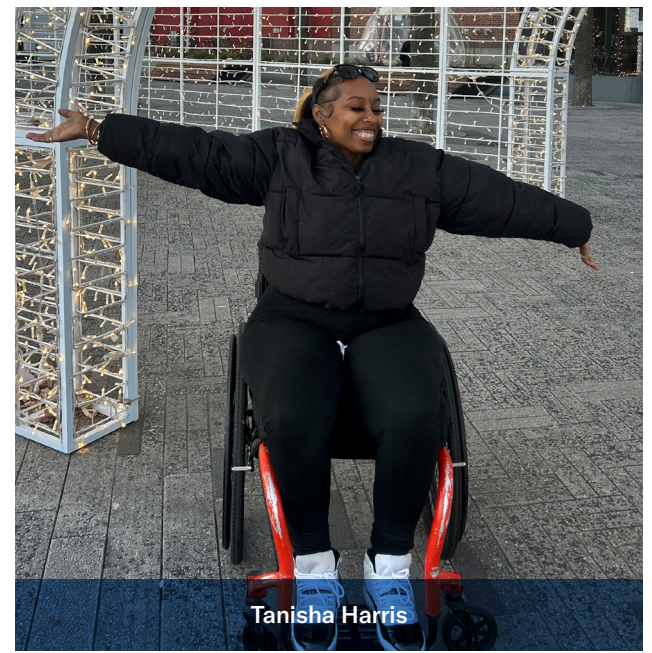
We developed a new Self-Assessment Questionnaire (SAQ) and implemented corresponding corrective action plans. These digital tools enable our sourcing specialists to focus more effectively on strategic sustainability initiatives while reducing administrative workload.

First pilot-testing and implementation of the adjustments started in 2024 and will accelerate throughout 2025.

A significant focus in 2024 was developing a systematic approach to measure and reduce Scope 3 emissions, which are essential to meeting our climate targets. Through pilot projects with key suppliers, we established effective carbon reduction initiatives. Building on these learnings, we will expand our supplier engagement program in 2025 to achieve broader emission reductions across our supply chain.

## Our plans for 2025

Building on the foundation established in 2024, we will expand our supplier assessment program while enhancing supply chain transparency. A key priority for 2025 is launching targeted CO2e reduction initiatives within our aluminum and steel value chains, developing a comprehensive roadmap for long-term emission reductions in these critical material categories.



Tanisha Harris





## Risk management

**As part of** the business planning cycle, we carry out annual risk assessments using the Enterprise Risk Management (ERM) process. The overall objective is to understand our current risk exposure and to develop strategies for managing each risk.

The risk assessment includes areas such as environmental risks, climate change, bribery & corruption, and data privacy. The major risks are consolidated into a global Enterprise Risk Map to assess the impact and likelihood, with mitigating

actions set against each. The risks are managed and monitored throughout the year, and the risk assessment is reviewed by the Board prior to the end of the year.

**Climate related financial risks**  
In 2021, we began to identify climate-related financial risks, according to the Task Force on Climate Related Financial Disclosures (TCFD) guidelines. Many of which are related to our production and supply chain. Since 2022, the assessment of climate-related financial risks is integrated into our ERM process.





# EU Taxonomy Regulation

**This is the second** year for Permobil to report on Taxonomy eligibility and alignment.

## *Judgement on the Taxonomy-eligibility and alignment of our activities*

Most of Permobil's activities are included in the Taxonomy sector "3 Construction and Real Estate" in the Taxonomy.

**The activities consist** of "3.3 Manufacture of low carbon technologies for transport" with NACE code "C.30.92 manufacture of bicycles and invalid carriage". Since Permobil is manufacturing the wheelchairs and not just rent or sell the products, 6.4 Operation of personal mobility devices" is not relevant.

Permobil also have activities under "5.2 Sale of spare parts" and "6.5 Transport by motorbike, cars and light commercial vehicles", with NACE code "H.49.3 Other passenger land transport".

**We do not** disclose activities within the value chain that are not external revenue-generating. For example, processes that are essential for our revenue-generating activities, such as electricity generation for own consumption. They are not reported as Taxonomy-eligible activities and are

not included in our turnover KPI (Key Performance Indicators) as they do not generate external turnover on a standalone basis.

**Permobil's activities are** carried out in compliance with the minimum safeguards. Permobil addresses human rights, labor rights and anti-corruption through our policies, see the chapter on Permobil policies. Permobil reports public on progresses every year in our Sustainability Report and the report to the UN Global Compact.

**Permobil's activities contribute** to the environmental objective 'Climate change mitigation', according to the technical screening criteria "3.3.e Personal mobility devices with a propulsion that comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity."

**The activities under** "5.2 Sale of spare parts" contribute to the environmental objective "Transition to a circular economy" due to the technical screening criteria "The economic activity consists of extending the lifetime of products by repairing, refurbishing or remanufacturing products that a customer (natural or legal person) has already used for the intended purpose."



**The activities under** "6.5 Transport by motorbike, cars and light commercial vehicles" do not contribute to the objective "Substantial contribution to climate change mitigation."

**Permobil's activities** do not fully meet the technical screening criteria for 'Do no significant harm (DNSH)', and as a result none of our activities are Taxonomy aligned.

Proportion of Taxonomy-eligible economic activities (in %)

Turnover	78
CapEx	41
OpEx	96

Proportion of Taxonomy-aligned economic activities (in %)

Turnover	0
CapEx	0
OpEx	0



**The Taxonomy Regulation** sets out a classification system for environmentally sustainable economic activities. It is a key component of the European Commission's action plan to redirect investment towards a more sustainable economy. It represents an important step towards achieving carbon neutrality by 2050 in line with EU climate goals as the Taxonomy is a classification system for environmentally sustainable economic activities.



# The Norwegian Transparency Act Statement

**This statement explains** and documents Permobil's work with human- and labor rights, and the measures taken to comply with the Norwegian Transparency Act. A description of Permobil as a company can be found in the chapters "Permobil in brief", "Our business model" and "Our sustainability governance". For more information about who we are and what we do please visit [www.permobil.com/this-is-permobil](http://www.permobil.com/this-is-permobil)

Permobil has a close collaboration with all union organizations and a structure with local safety representatives. In case of any type of incident we have a robust reporting structure through our management structure all the way to our management team. Safety is a priority, and any adverse impact or risk of adverse impact would always be reported to the authorities in accordance with local law.

## **Policies and framework**

Our compliance with the Norwegian Transparency Act is

demonstrated throughout our Code of Conduct, Sustainability Policy, Supplier Code of Conduct and Responsible Sourcing Framework. The policies state that Permobil supports international human rights as laid down in OECD Guidelines for Multinational Enterprises, United Nations Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights and ILO's core conventions as set out in the Declaration on Fundamental Principles and Rights at Work. We also support and have signed the UN Global Compact.

Our Supplier Code of Conduct must be signed by all new suppliers. This covers areas such as diversity and anti-discrimination, human rights, relationships with customers, anti-bribery and corruption. All our suppliers must be able to show us that they operate in line with International Labour Organization standards.

For more information see

chapters "Sustainability policies and procedures", "Ethical business" and "Responsible sourcing".

## **Risk assessment, actions and results**

Permobil has a robust framework for ensuring a high standard of responsible sourcing, including screening and risk assessment in relation to our suppliers' responsibilities to adhere to fundamental human rights and decent working conditions. For more information see "Responsible sourcing".

As a first step we identify and assess risks regularly with suppliers through a process based on the country and type of material they sell. We use multiple sources for this information, focusing on global indexes related to risks with human- and labor rights.

The risk assessment will help us rate suppliers as either low-, medium- or high-risk suppliers. We screen high- and medium-risk suppliers to further assess their

risks, using a self-assessment questionnaire. We work closely with our suppliers on action plans to prevent and mitigate negative impact. The screening is renewed at least every three years or when needed.

Permobil has no actual adverse impacts and significant risks of adverse impacts that the enterprise has identified through its due diligence at the moment.

Actions taken in order to prevent negative impact on human rights and working conditions could be

found in the chapters "A safe and respectful workplace", Diversity and inclusion", Ethical business and "Responsible sourcing"

## **Reporting Channels**

Our company strives to maintain a transparent business climate and high business ethics, where employees are encouraged to speak up and report any suspected or observed violations of law, the Code of Conduct, or other governing documents.

Reports are made to a manager, the People and Culture function,

the Legal function, or through the external Whistleblowing solution. Employees can choose to be anonymous, and the Whistleblowing solution is open also to external stakeholders. The whistleblowing service is provided by an external partner to ensure anonymity. The communication channel is encrypted and password protected.

All messages are processed in confidence. Our external webpages have information on how to report.





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