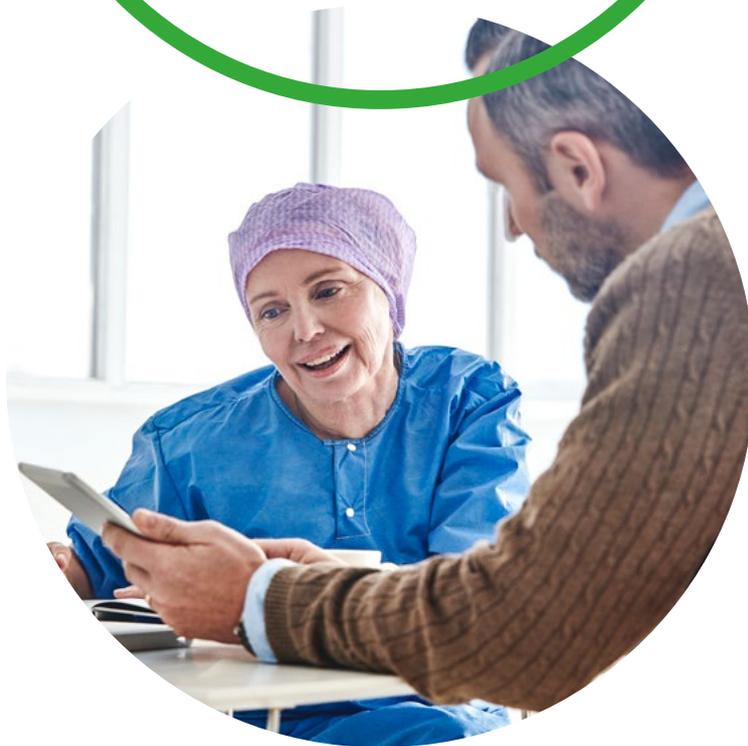


# 2019 Sustainability report



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# About the report

The report covers Mölnlycke's main operations around the world and our market sites between January and December 2019. Our previous sustainability report covered the 2018 calendar year, and our report is issued annually.

We take inspiration from the Global Reporting Initiative (GRI) guidelines to structure our report. The content for 2019 has been gathered from different internal specialists and approved by the board. We have also carried out analyses of our sustainability impact, preventative work, and the areas in which we need to improve.

We have assurance processes to ensure our sustainability reporting is transparent and reliable.

We have set out to be as transparent as we can in disclosing information. This report intends to give readers a picture of our sustainability

approach, performance and risk assessments. While we are ahead in some areas, we recognise we have work to do in others.

We will strive to review the scope of our reporting over time to continuously improve our performance – while leveraging the value creation opportunities that a sustainable perspective gives.

We encourage feedback from our stakeholders to help us improve our sustainability work as well as to improve the report. If you have any comments or feedback, please email us at: **corporate.communication@molnlycke.com**

Mölnlycke® is a market-leading supplier of wound care and surgical products, and a trusted partner to healthcare professionals around the world. Our purpose is to advance performance in healthcare across the world, and we aspire to equip everybody in healthcare with solutions to achieve the best outcomes.

# A purpose-driven company

We live in a time of global transformation. As people live longer and enjoy higher standards of living, they are demanding more from their healthcare – increasing the pressure on already burdened systems.

## Our purpose

As a purpose-driven organisation, we have a key responsibility to help providers worldwide meet this demand in a way that's sustainable over the long term. Through advances in wound care and surgical solutions and strong clinical evidence to support decision-making, we aim to empower healthcare professionals to deliver better care for more people. Our goal is to increase the overall health economic value of our solutions for society while reducing patient suffering.



There are examples within our surgical portfolio too. Mölnlycke® procedure trays are recognised for improving efficiency in the operating room by reducing surgery preparation time by 40% – and thereby increasing the number of surgeries that can take place.

By improving health and health economic outcomes, we do everything we can to contribute to the UN's global sustainability goal #3: 'Good health and well-being for all'. We are aware that the populations of some countries don't have access to our world-leading solutions for political and economic reasons. We are working to increase availability through NGOs and other partners around the world.

## Better care for more people

Mölnlycke's focus on chronic wounds, such as diabetic foot ulcers, is an example of this. Today diabetic foot ulcers have a higher mortality rate than both breast and prostate cancer. Mepilex® Border Flex, which is now available in more than 30 markets, promotes undisturbed healing of foot ulcers and other chronic wounds. This creates great conditions for healing and wound closure and has a positive impact on health economics by freeing up staff time.

## Implementing ethical standards

Mölnlycke is 99% owned by Investor AB. For Investor, as for us, sustainability is fundamental to business success and a vital part of our Swedish heritage. We work together to strengthen our sustainability approach and advance our performance. Our goal is to act in a socially responsible and ethical way over the long term

‘As a responsible company, we are never complacent. Our goal is to **continuously improve so that we can create long-term value** for all our stakeholders.’

– not just with our customers and patients, but also towards the environment, our people, our suppliers and the communities we serve.

We feel a strong sense of responsibility towards our suppliers and the people who work there. Where we can, we use our partnership with suppliers as a lever to drive high ethical standards. Mölnlycke has robust programmes to ensure fair working practices and health and safety at our suppliers’ work places – as well as anti-bribery and anti-corruption, quality and high environmental standards.

We have Codes of Conduct setting out what we expect from ourselves and our suppliers. During 2019, we updated our Code of Conduct for employees to ensure we continue to stay compliant and ahead of changing societal expectations; we will roll out a new Supplier Code of Conduct during 2020. We carry out regular audits of our performance to ensure we live up to the spirit and letter of the code and follow up if we’ve fallen short in any area. We have an established whistleblowing helpline that our employees and suppliers can use if they spot bad practice in any of our operations. And if we find incidents, or if incidents are reported, we follow up with appropriate actions.

### A responsible employer

Our approach relates to the UN’s global sustainability goal #8 ‘Decent work and economic growth’. We aim to provide the best working environment, with safe and fair working conditions, where we show respect for every individual and do not discriminate on any basis. We make sure that everyone has the chance to develop their potential and give them the pay, working conditions and support they need to improve. We also focus on increasing diversity throughout the organisation, with a particular emphasis on growing the number of female senior leader.

Every year, we conduct a culture survey of our employees. Levels of engagement are consistently at or higher than benchmarked results at similar companies. At a time when our glove competitors are under fire because of forced labour at their factories, we are very proud that engagement levels among employees in production at Mölnlycke’s Malaysian glove factories were 89% in 2019.

### High quality standards

We take product responsibility very seriously. We’re passionate about developing strong clinical and healthcare economic evidence to demonstrate how our solutions help healthcare professionals achieve the best outcomes.

Our standards are underpinned by rigorous compliance with the laws and regulations applicable to the regions where our products are sold, including the FDA Quality System Regulation, and the EU 93/42/EEC and 2007/47 EC Medical Devices Directive, with transition in 2020 to the EU Medical Device Regulation. We also meet key industry standards such as the quality management systems ISO 9001, the Medical Device Single Audit Program (MDSAP), ISO14001 for environmental management, ISO13485 for medical devices, and Occupational Health and Safety Standard (OHSAS) 18001 for health and safety.

### Continuously improving what we do

As a responsible company, we are never complacent. Our goal is to continuously improve so that we can create long-term value for all our stakeholders. We constantly evaluate our procedures, looking for new and better ways to do things. We also seek to become more rigorous about measuring and following up opportunities for improvement using the most appropriate tools.

We are investing to improve our production and distribution facilities, create efficiencies and ensure quality for customers and patients. In 2019, our state-of-the-art quality system, Master Control, went live.

Efficiency is key to our business. We strive to become more efficient and less wasteful every year. This also favours our customers, as the increasing demand on healthcare organisations means they operate in a cost-constrained environment.

### Reducing our environmental impact

As a growing business, we are aware that, to be sustainable, we need to minimise the impact of our activities on the environment. We constantly look for ways to reduce our consumption of materials and resources, avoiding waste wherever possible, as well as driving down CO<sub>2e</sub> emissions in our operations and from our transportation network (see page 53-64).

We set targets for improvement and, if we miss them, we investigate the reasons, so that we can implement corrective actions. While we made progress in some aspects in 2019, we recognise there is more work to be done. We are introducing new targets and our environmental impact will be an area of ongoing focus for 2020 and beyond (see page 53-60).

### Doing more for our communities

Our company and our people always strive to do better for the communities we serve. We have made long-term commitments to support our charity partners Operation Smile and Debra, which represent some of our core patient groups. During 2019, our efforts resulted in a total donation of EUR 190,000 to both charities – from fundraising efforts by colleagues, matched by donations from the company. We donate products and time to these causes and have provided volunteers for Operation Smile’s surgical missions in developing countries over many years. Through professional education, we also share our knowledge about EB (Epidermolysis bullosa) to help improve outcomes for this devastating condition.

As a purpose-driven organisation, sustainability is a core part of our business approach and key to our continued success. We are committed to acting in a socially responsible way that benefits customers, patients and society over the long term.



Richard Twomey  
Chief Executive Officer





# Sustainability policy

Mölnlycke is a world-leading medical solutions company. Our purpose is to advance performance in healthcare across the world.

We want our business to be conducted in a long-term sustainable way. In the short and long term, we take responsibility for ethics and the environment as well as social and economic issues. We constantly monitor and refine our actions to meet relevant needs of our stakeholders.

Every Mölnlycke employee shares ownership and maintains the effectiveness of our management system. We strive for continuous improvement, maintain and encourage a company culture that promotes proactive change.

business practices based on internationally accepted standards and guidelines as reflected in the UN Human Rights Declaration, UN Convention on the Rights of the Child, applicable ILO Conventions and the UN Global Compact. We expect our suppliers to have respective adapted goals, action plans, routines and monitoring systems to meet these requirements.

## Mölnlycke will contribute to sustainable development by:

- Providing product solutions to achieve the best outcomes for increased public health through our commitment to patient safety and fulfilment of our compliance obligations.
  - Conducting our business activities to minimise our impact on the planet and its natural resources. We strive for continuous reduction of the environmental impact caused by our business. We run a business characterised by sustainable resource optimisation. We use environmental resources as effectively as possible and strive to minimise use of substances and materials that are harmful to humans and our environment.
  - Managing our financial resources properly so as to secure our company's long-term future while taking into account stakeholders' expectations and requirements.
  - Taking into account short- and long-term sustainability impacts in our decisions about investments and suppliers.
  - Building robust, sustainable, long-term relationships with our suppliers and making sure that our supply chain is resource-effective.
  - Setting requirements on our suppliers regarding environmental issues, labour rights and ethical
- In accordance with the Global Compact's tenth principle of anti-corruption, requiring our suppliers to maintain high ethical standards and good business practices – and ensuring that no form of corruption, bribery, money laundering or illegal restriction of competition occurs in our or their activities.
  - Conducting our business taking into account everyone's health and well-being regardless of whether they are our employees, subcontractors' employees, customers or anyone else affected by our activities.
  - Systematically working to improve diversity, gender equality and skills development for our employees. Our greatest asset is our employees. We care about our employees. We want them to be engaged, motivated, successful, enjoy coming to work every day, be inspired by who we are and what we do.
  - Aiming for a safe, accident-free and healthy working environment characterised by respect and trust for our employees and visitors to our premises.

By acting according to this policy and actively communicating it, our employees, business partners and customers can with good conscience take part in our business and contribute to our common pursuit to create a sustainable society.

# Our sustainability approach

In 2015, countries within the UN adopted a set of 17 sustainable development goals to be achieved by 2030. Companies and other organisations, including our customers, are driving sustainability through procurement practices, by ensuring that the companies they use take responsibility for their people, suppliers, the environment and the communities where they operate.

In today's world, it's essential for Mölnlycke to have a sustainable long-term vision – and to constantly monitor and refine our actions and strategies to meet the needs of all our stakeholders.

As a healthcare company and a significant employer and user of suppliers, we have chosen to focus on UN sustainable development goals #3: 'Good health and

well-being for all' and #8: 'Decent work and economic growth' as we believe that this is where we can create the most value. In 2020 we plan to increase our focus areas.

Our executive leadership team have further focused on six strategic priorities, after assessing how we can create most value from a sustainability perspective and after reviewing, together with internal specialists, where the company and our solutions can have the greatest impact.

These priorities have also been informed by materiality assessment reviews, the policy of our owners, Investor AB, requirements from EU directives, legal reporting and public tender requirements.

## Our strategic priorities

- ✓ Product quality
- ✓ Minimising environmental impact
- ✓ Anti-bribery and anti-corruption
- ✓ Sustainable supply chains and supply chain resilience
- ✓ Health and safety
- ✓ People diversity and equality

Our goal is to equip everyone in healthcare – from clinicians to procurement managers – to perform at their best.

We do it through innovation, education and building strong and lasting relationships with our customers.

# About the company

Mölnlycke® is a market-leading supplier of wound care and surgical products, and a trusted partner to healthcare professionals around the world.

**99%**  
owned by Investor AB  
(remainder by management)

**1,542**  
Annual global sales  
(million EUR)

**7,800**  
employees worldwide

## Our products

Our surgical products are marketed to hospitals and healthcare providers in the acute sector, while our wound care and pressure ulcer prevention products are aimed at both the acute and the community healthcare sectors. In many markets, tenders are used to procure our solutions. We also sell some of our wound care products directly to patients through pharmacies.

### Wound Care

Our goal is simple – to further the science and practice of wound care to reduce pain and suffering for patients. We insist on excellence at every step, from the construction of a dressing to the way we interact with our customers.

From specialists to generalists, we equip healthcare professionals with the tools, training and expertise to accurately assess a range of wound types, including:

- Diabetic foot ulcers
- Venus leg ulcers
- Skin tears
- Burns
- Post op wounds
- Pressure ulcers

### Surgical Solutions

We believe that successful surgery is about everyone and everything performing to the highest standard; not just in the operating room but before, during and after surgery takes place.

As a trusted partner to surgical teams, we understand the pressure they work under, and equip them to perform at their best.

Whether that's putting precision tools in the hands of the operation room team, helping find operational efficiencies or preventing post-surgical complications.



## Our main brands

### Wound Care

**Mepilex®.** A wide range of dressings for acute and chronic wounds.

**Mepilex® Border.** Prophylactic dressings for targeted areas of the body such as the sacrum and heel.

**Exufiber®.** A gelling fibre dressing to manage the challenges of highly exuding wounds.

**Mepitel®.** A gentle, effective wound contact layer.

**Granulox®.** Topical haemoglobin spray for wound oxygenation.

**Granudacyn®.** Irrigation solution and gel for cleaning, moistening and rinsing acute and chronic wounds.

**Mölnlycke® Z-Flo™ Fluidised positioner.** Positioners that conform to the body and remain in place.

**Mölnlycke® Tortoise™ Turning and positioning system.** A support surface making it easier for caregivers to reposition patients and redistribute pressure.

### Surgical Solutions

**BARRIER® staff clothing.** A wide range of protective clothing for the safety and comfort of healthcare professionals and patients.

**BARRIER® drapes.** A range of drapes specifically designed for different types of surgical procedures.

**Biogel® surgical gloves.** For protection and double-gloving, featuring a puncture indication system. Also the preferred choice for fit, feel and comfort.

**Mölnlycke® surgical instruments.** A wide assortment of single-use instruments, including trocars, for minimally invasive surgery.

**Mölnlycke® procedure trays.** All the single-use items needed for a specific surgical intervention, conveniently assembled in a sterile pack to give healthcare professionals a truly customised and complete solution.

**Hibi® antiseptics.** Solutions for preventing infection include hand hygiene, disinfectant and pre-surgery whole body wash.



**15**  
manufacturing sites  
in eight countries

## Our business model

We offer around 20,000 different stock items to our customers around the world. While we manufacture the large majority of them, we buy in raw materials and components. We use around 40 contract manufacturers and 350 suppliers to our production sites. In 2019, there were over 600,000 deliveries to 15,000 partners worldwide.

### Commercial

Our Commercial strategy function is based at our headquarters (HQ) in Gothenburg, Sweden. They map market and customer needs in order to determine how we can best assist our customers to deliver their objectives, and which markets and product segments to expand. This work is supported by our Research and Development (R&D) function.

Within Commercial, our sales and marketing teams are responsible for identifying, targeting and engaging with our customers around the world. Our global sales and marketing teams set strategies and are based at our HQ. Our sales and marketing operations are carried out with regional setups in the US, Asia Pacific (APAC) and emerging markets in Europe, the Middle East, Latin America and Africa. UK, France, Germany/Austria and Region North are also managed directly. In 2019, there were 38 sales offices around the world and our products were available in over 100 countries.

### Research and development

Our R&D team is responsible for developing and upgrading our products and solutions in consultation with our manufacturing, procurement, regulatory and commercial teams. We also collaborate with external partners to strengthen our in-house R&D resources. Our R&D function is based at our HQ.

### Supply chain planning, manufacturing and procurement

Supply Chain Planning is responsible for the management of supply planning, inventory planning and replenishment.

We have 15 manufacturing sites around the world: in Belgium, the Czech Republic, Denmark, Finland, Malaysia, Thailand, the United Kingdom and the US. We produce some of the components for our products in-house, such as the hydrophilic polyurethane foam for our wound treatment solutions. We also buy in from around 40 contract manufacturing suppliers. Our procurement teams support our manufacturing team and are responsible for the identification and selection of suppliers of raw materials, components and services as well as contract negotiations and supplier relationship management.

### Distribution, logistics and customer care

Our distribution and logistics teams are responsible for warehousing and distributing our solutions. We distribute both directly to customers and to third parties, such as distributors and logistics partners.

Our supply chain is complex. It varies depending on the different products that are produced, the customers and countries delivered to, and the kind of healthcare system in the country we are delivering to. Finished goods are usually shipped to our eight distribution centres:

- two in the US: Anderson, South Carolina; and Sparks, Nevada
- five in Europe: Wareme, Belgium; Lyon, France; South Normanton, UK; Landskrona, Sweden; and Sosnowiec, Poland
- one in Asia Pacific: Johor Baharu, Malaysia

Our five European distribution centres serve directly our customers in Europe and our eight European local and Canada warehouses. Our APAC distribution centre serves our ten local warehouses in Japan, China, Australia and New-Zealand. Our two US distribution centres serve directly our customers in US, distributors and local warehouse in Brazil.

We use third-party suppliers to move raw materials, components and finished solutions, by sea, air and road. We strive to keep the number of journeys our solutions take throughout the supply chain to a minimum. Where possible, we move goods by sea, but as they near their destination, we rely more heavily on road. Very occasionally, we use air freight when customers have an urgent need for our solutions.

Our customer care team is responsible for after-sales activities, such as order management, order processing, reverse logistics, post-sales follow-up, complaints handling and product recall management. They also provide customer analytical support to our sales and marketing teams.

### Ownership

Mölnlycke Health Care AB is a limited liability company and was acquired by Investor AB in January 2007. Today, Investor AB owns 99% of the company, with the remaining minority share owned by management.

## Investor's sustainability guidelines

As a long-term, responsible and active owner, Investor AB sets out sustainability guidelines for their holdings, which we follow. These consists of the ten expectations shown below.

- ✓ Ensure that sustainability is **integrated into the business**
- ✓ **Analyse risks and opportunities** and formulate relevant measurable targets
- ✓ **Comply** with local and national legislation in each country of operation
- ✓ Continuously **improve social, environmental and economic impact** with a special focus on innovation, climate, diversity and inclusion
- ✓ Regularly assess material sustainability topics and have an **active dialog with stakeholders**
- ✓ Have **adequate processes and resources** to manage and monitor sustainability performance
- ✓ **Sign and adhere** to the UN Global Compact, commit to UN Sustainable Development Goals, support the ILO conventions, Universal Declaration of Human Rights, as well as the OECD Guidelines for Multinational Enterprises
- ✓ Have a **secure reporting channel** for whistleblowing in place
- ✓ Have **implemented policies and Code of Conduct** that address relevant sustainability areas including business ethics
- ✓ **Transparently report** on the sustainability development

Investor has defined three focus areas and related long-term targets based on their impact as a company and owner – Business Ethics & Governance, Climate & Resource Efficiency and Diversity & Inclusion. Read more at [www.investorab.com/sustainability/](http://www.investorab.com/sustainability/)

## Our structure, history and performance

### Core and support functions

Our core functions include Commercial, Operations, Marketing and Research and Development. These are backed by a wide range of support functions including Regulatory, Quality Assurance, Environment, Health and Safety, Finance, IT, Legal & Compliance, Human Resources, Corporate Communications, Corporate Strategy and Business Development.

### History

Mölnlycke was founded in 1849 in Sweden as a textile manufacturer and pioneered the industrial manufacture of wound dressings. Since then, the company has grown through innovation and acquisition into the global company we are today.

Our name, Mölnlycke (pronounced 'Monlicka'), reflects the town of Mölnlycke, which grew up around the company. We are now based nearby in the city of Gothenburg.

### Financial performance

In 2019 consolidated net sales grew by 6.2% to EUR 1,542 million and operating profit increased 3.0% to EUR 369 million, which corresponds to 24.0% of net sales. Shareholder equity at year-end amounted to EUR 1,948 million, corresponding to an equity/assets ratio of 45%. In 2019 Mölnlycke distributed EUR 425 million to the Investor AB Group and paid taxes of EUR 67 million.

There were no financial implications due to climate change activities, nor did the company receive any direct financial assistance from governments.

## Our governance

### The board

In 2019 the company operated under an eleven-member board of directors, comprising seven independent members, our CEO, one member from Investor AB and two employee representatives. The chairman is one of the independent board members. In 2019 the board held seven meetings.

### The executive leadership team

In 2019 the Mölnlycke executive leadership team had day-to-day responsibility for the operational parts of the business:

- **CEO:** overall corporate responsibility
- **EVP Commercial International:** global sales except US, commercial excellence
- **EVP Commercial US:** US sales, US commercial excellence
- **EVP Marketing and Wound Care:** global marketing, marketing communications and branding, Wound Care and corporate social responsibility (CSR)
- **EVP Operations and RQA:** global end-to-end supply chain process, Mölnlycke Business Model (MBM) process, lean standardised manufacturing, procurement, distribution, logistics, customer care, quality assurance, environment, health and safety (EHS), quality and regulatory affairs
- **EVP Antiseptics, Gloves. Global R&D:** Antiseptics, gloves, R&D, portfolio management, medical and economic affairs (M&E)
- **CFO, EVP Finance, IT and Business Development:** finance business partners, finance expertise teams, transactional finance teams, IT and business development
- **EVP Legal and General Counsel:** take over affairs, compliance, intellectual property and trademarks
- **EVP Human Resources and Corporate Communications:** HR business partners, HR expertise teams, working environment and internal and external corporate communication
- **EVP Operating Room (OR) Solutions:** full organisational responsibility for the product areas of Mölnlycke® procedure trays, staff clothing and drapes

When determining the composition of the highest governance body and its committees, an adequate mix of qualifications, genders and nationalities is considered.

### Compliance

The Global Compliance Committee (GCC) consists of the CEO (chairman of the committee), the EVPs and the Chief Compliance Officer. The GCC defines our compliance programme framework and related principles as promulgated in our Code of Conduct, policies and procedures. The GCC is complemented by regional as well as local affiliate compliance committees. The compliance committees promote a compliant culture and maintain the standard of compliance governance across Mölnlycke. This ensures compliance with all applicable laws and regulations and industry standards where Mölnlycke does business.

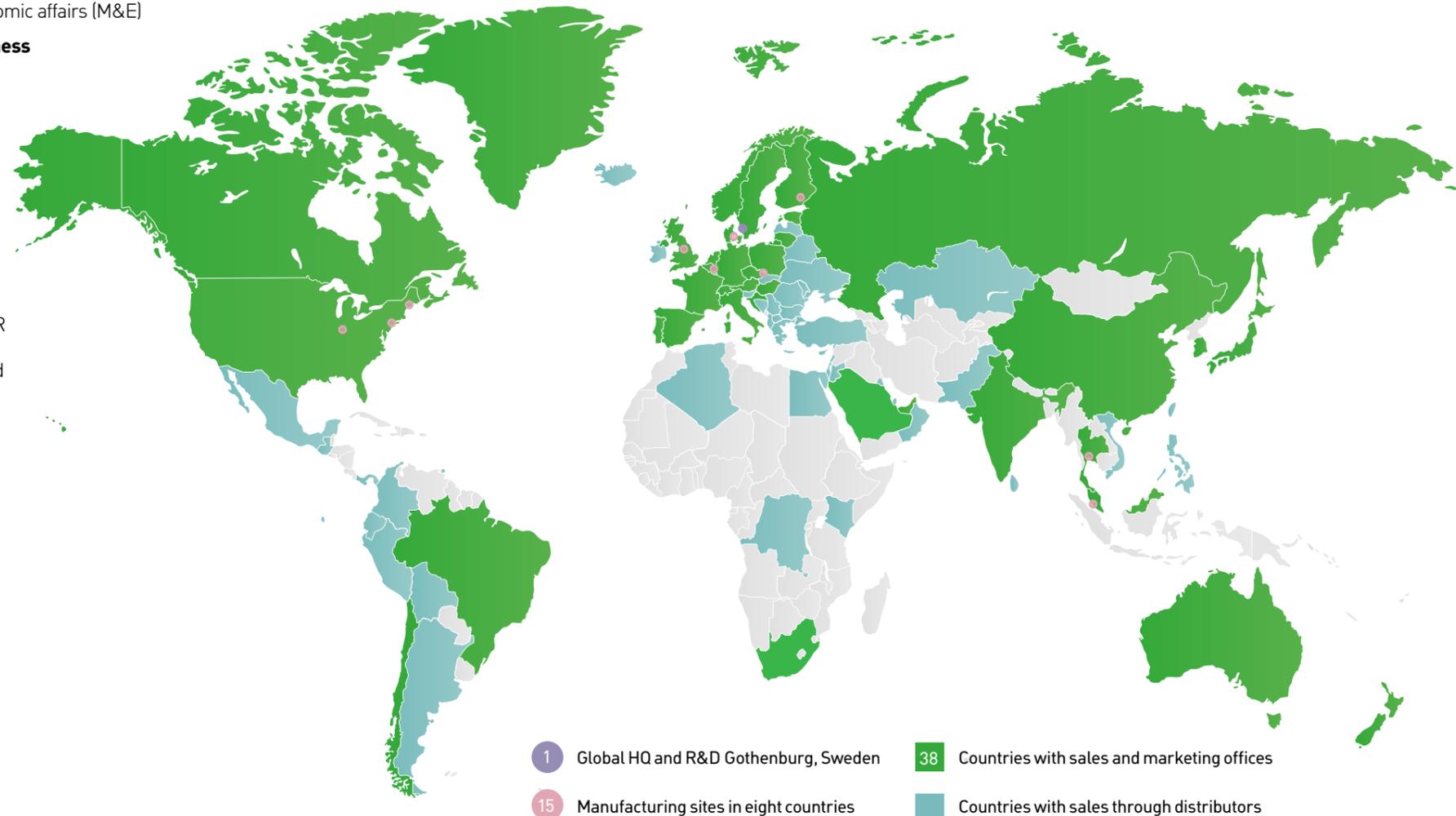
### Corporate governance

We comply with Swedish company law. We ensure our employees and shareholders have a say in decision-making at the highest level of governance in accordance with Swedish law. We employ staff to guarantee that we meet all the necessary rules in areas such as employment and environmental impact.

### Dealing with complaints, accusations and concerns

There are multiple mechanisms that allow employees (who may also be shareholders) to report concerns related to legal, financial, environmental ethical and social issues: the compliance committees, the CSR panel, our local environment, health and safety (EHS) teams and our global EHS team in Gothenburg.

We also deploy a helpline through which employees and suppliers around the world can anonymously report any incidents of corruption, illegal or unethical behaviour whenever they occur in local language. The helpline connects to a team consisting of the Chief Compliance Officer, the EVP Human Resources and the General Counsel. This team decides on what department is most appropriate to investigate and escalate each incident. We investigate reported incidents and take appropriate disciplinary action following defined procedures and follow-up measures where necessary.



## Our relationships with others

### Our stakeholders

We define a stakeholder as anyone who has an interest in or interaction with Mölnlycke. We have conducted extensive stakeholder analysis to define our stakeholders and our obligations to them.

We are committed to doing business in a sustainable manner to benefit stakeholders: our customers, consumers, employees, suppliers, authorities, non-governmental organisations (NGOs), the media, and the local communities where we operate.

We are committed to comply with applicable laws, regulations and standards around the world. The safety of the people who use our products is paramount and we comply with inter alia, local laws and regulations, the EU 93/42/EEC and 2007/47 EC Medical Devices Directive, with transition in 2020 to the EU Medical Device Regulation - as well as other standards relating to product responsibility. We also set objectives and target our efforts to prevent harm to employees and others who come on to our sites. Our community support approach is designed to benefit both communities worldwide and local communities in the places where we do business.

### Strategic partnerships

We have always had strong relationships with our suppliers. As a large medtech company, we are also in a position to strengthen our innovation offer through external strategic agreements.



### Understanding our stakeholders

In several of our markets, important stakeholders – such as healthcare organisations, hospital purchasers, healthcare professionals and patients – have high expectations of the environmental, ethical and social standards of their suppliers. We are continuously conducting market research projects to gain a greater understanding of their challenges and needs.

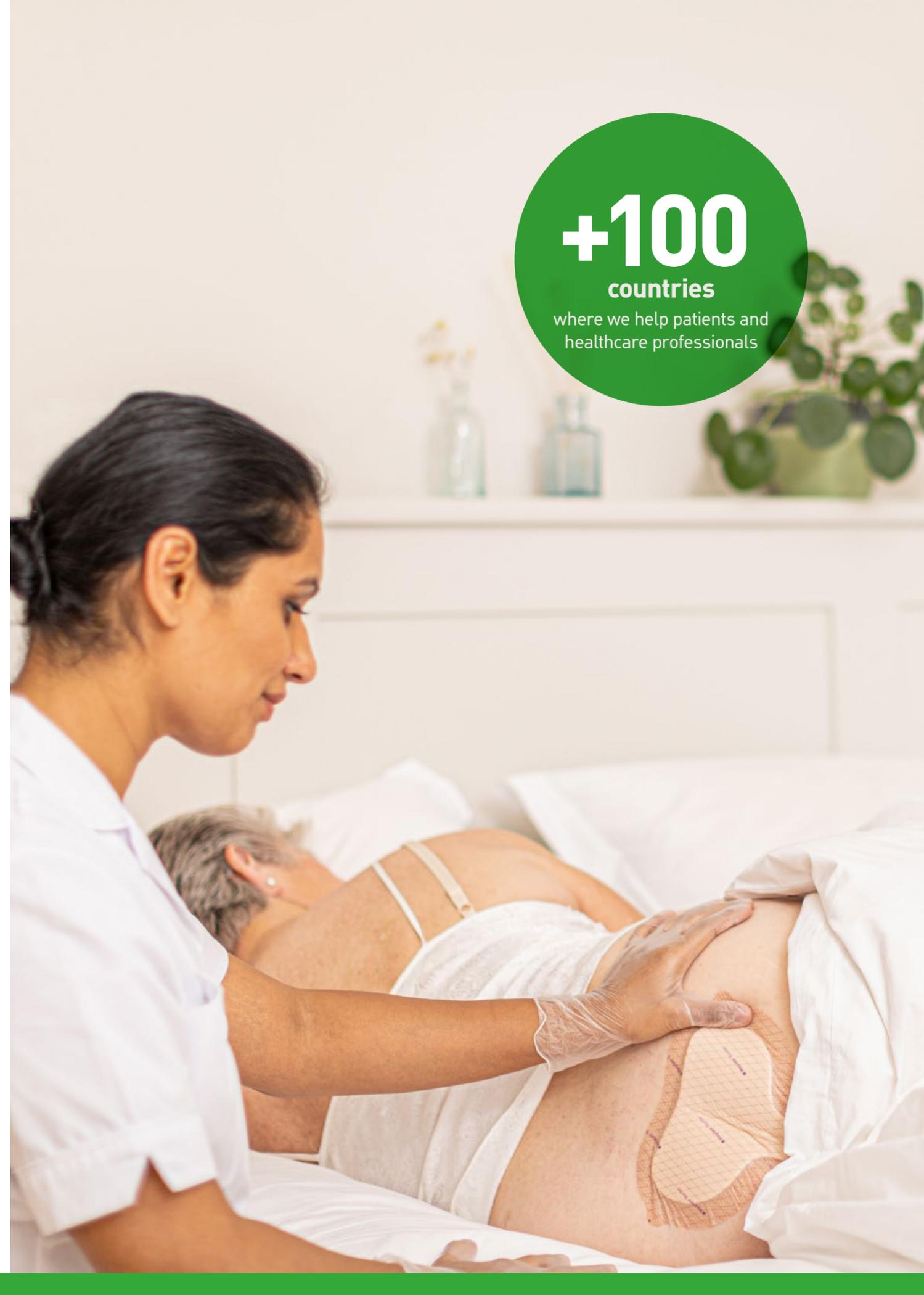
At Mölnlycke, we are dedicated not only to living up to, but also to exceeding the expectations of our stakeholders. Therefore, we engage in written and oral communication, advisory panels and surveys in order to get a better understanding of issues that are most important so that we can take appropriate action. While we still have some way to go in reaching some of our targets, we are, and always will be, transparent in our reporting.

### Engaging in public policy

We take an active role in promoting good practice within the medical supply and healthcare industries through engagement with public policy. We develop public policy positions and take part in responsible lobbying, principally through our membership of medical device or technology industry associations, such as MedTech Europe, which represents the medical technology industry in the EU.

**+100**  
countries

where we help patients and healthcare professionals



# Responsibility for our products

The high quality and safety of our products are core to our business, which we ensure through compliance and our process-based quality management system. We constantly analyse and review quality throughout the product life cycle. We seek to continuously improve everything we do.

## Our quality management system

Mölnlycke has established, documented, and implemented a process-based quality management system (QMS). We are committed to maintaining the QMS effectiveness and driving continual improvement. The quality system is defined and managed as a series of interlinked processes based on:

- identifying the inputs and outputs required at each step in the process
- determining what activities are needed to get from input to output
- defining roles and responsibilities for each step of the process

The systematic approach gives a high level of transparency, which allows us to view and analyse the way we work to ensure expectations are met. This provides a solid foundation for continuous improvement.

Mölnlycke operates a global quality system from its headquarters in Gothenburg, Sweden. Our various sites around the world have complementary local quality systems and staff who are responsible for local quality management and compliance.

## Quality – monitoring performance

To continuously deliver customer improvements and benefits, we focus on the following:

### Design controls

During product design, we follow a product development process to ensure that our ideas meet customers' needs and also satisfy safety standards. All ideas are thoroughly assessed; those that receive positive evaluation continue to the development phase, where potential design hazards are identified and risks are eliminated or minimised. We conduct clinical trials to test our product solutions and follow all applicable regulations and standards. We restrict the use of animal testing in clinical trials and work actively to develop alternative test methods. We only test our products and materials on animals when this is required by law.

### Quality control

Mölnlycke production facilities operate an effective quality system including quality control (QC) processes. The quality teams operate under stringent controls and proactively look for opportunities to improve. They continuously monitor processes and products during the production phase to make sure our products meet quality specifications.

### Corrective action and preventive action

We drive continuous improvements via our corrective and preventive action (CAPA) process. We conduct root cause investigations of any identified issue to find its cause. This is followed by corrective action to resolve it and prevent the problem recurring.

### Audits

We verify compliance and conformance of the quality system through our internal audit process. We also host many external audits, which also help us identify and drive improvements.

### Management review

Management reviews start at the executive level and extend through our manufacturing sites and distribution centres. The management review process analyses the health and effectiveness of the quality management system. We identify quality issues and take action when we do not meet established quality requirements.

### Managing suppliers

All our suppliers are assessed to ensure they meet our quality requirements. We conduct onsite audits where necessary based on risk management. We require all suppliers to accept and comply with our Mölnlycke supplier standard. Our suppliers' manufacturing sites are required to provide a safe working environment and comply with local laws such as fair remuneration, minimum age of employees and working hours. We visit suppliers to ensure that the materials and products we purchase from them are being produced in a way that provides dignity and respect for workers in the supply chain.

### Customer feedback

We consider all customer complaints related to our products. We review, evaluate, investigate, and take corrective and preventive actions where necessary. And we periodically measure customer satisfaction through surveys to make sure we continue to meet customer expectations.

### Post-production surveillance

After product launch, we monitor products through our post-clinical follow-up, product risk management, and post-market surveillance processes. We review product use to determine if it meets customer needs and quality standards. We use this feedback and the insight it generates to adapt and improve the product design.

### Managing our products' life cycle

We take a 360-degree approach to product manufacture. We consider our customers' health and safety as well as our environmental impact at every stage of the product life cycle. We have internal processes that govern how we develop, manufacture and supply our products to minimise risk to users and patients in accordance with ISO 14971.

### In production

During implementation, we set up systems for the supply of materials, production and distribution of the product. We consistently look for opportunities to reduce our environmental impact and to reduce any waste generated.

### Labelling and marketing

The labelling of our products follows all applicable regulations to the regions where our products are sold. Our marketing material undergoes a review process including approval by our legal and regulatory departments.

### Professional sponsorships

Sponsorships and interactions with healthcare professionals are governed by our Compliance Programme policies and procedures. The Corporate Compliance Committee (made up of our executive leadership team and Chief Compliance Officer), are responsible for approving and implementing the Compliance Programme policies and procedures.

### Promoting industry standards

Mölnlycke has a strong track record of helping to develop industry standards and awareness. In the 1980s, we worked to establish Eucomed, the trade association for medical device manufacturers in the EU. Mölnlycke continues to contribute to developing and raising industry standards, especially within wound care and surgical equipment.

### Certification and compliance

Our quality and environment, health and safety systems are certified to standards applicable to the products we manufacture. As a global company, Mölnlycke complies with the regulations applicable to the regions where our products are sold.

## Our certifications include



Focus on our products

# Reducing pain and trauma for patients

Since we launched the world's first gently adhering silicone dressing in 1989, Mölnlycke has helped to relieve pain and suffering for millions of patients around the world. Today, we continue to innovate, with dressings that stay on longer and enable patients to move more easily, for added comfort and enhanced healing.

## Relieving pain at dressing change

It was the sight of patients with chronic wounds crying out in pain that first led inventor Thomas Fabo to look for an alternative to traditional dressings,' explains Global Marketing Manager Magnus Enerbäck. 'Through trial and error, his research eventually led to Mepitel®, the world's first gently adhering silicone contact layer. We call the adhesive technology Safetac® and in the 30 years since, Mölnlycke has sold over four billion dressings with Safetac.'

Dressings with Safetac® don't stick to the wound or damage skin, so they minimise pain at dressing change for people with wounds which can be slow to heal and highly sensitive.

## Listening to clinicians and patients

'Making products that improve quality of life for patients informs everything we do in wound management,' says Magnus.

'It comes from listening to clinicians and patients, understanding their needs and requirements, and using that knowledge as the foundation for new technologies and practices.'

Customers told Mölnlycke that they needed dressings that could stay on difficult areas of the body such as the armpit or the knee. 'We used that insight to develop Flex® technology, which enables dressings to stay on longer,' says Magnus. 'Flex moves with the body, enabling patients to move normally through everyday activities without worrying whether their dressing might come off.'

## Supporting awareness and education

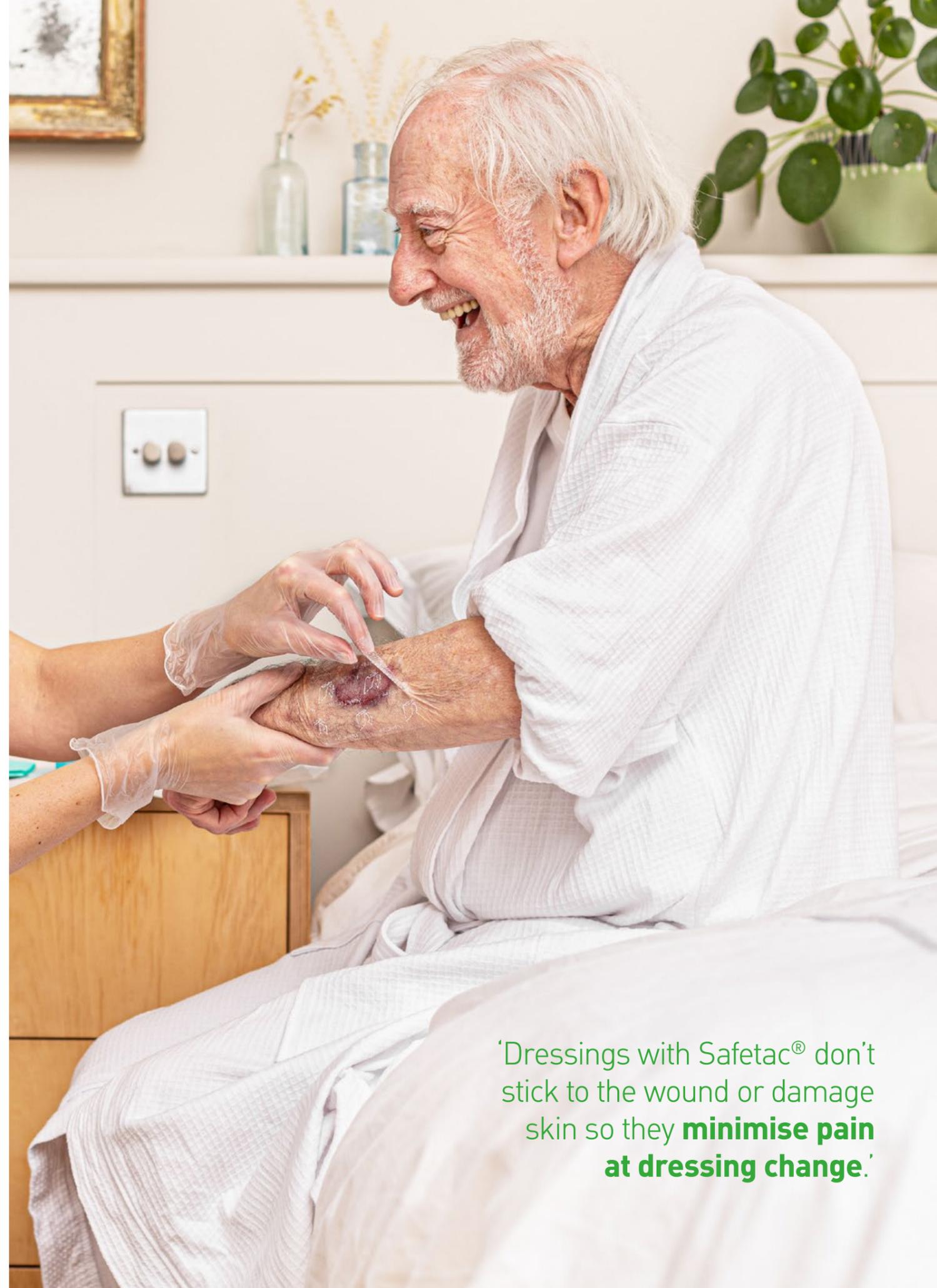
As part of our continuing commitment to improving health outcomes, we support clinicians with professional education, helping to ensure they have the knowledge and skills to deliver patient-centred wound care.

'Pressure ulcers are one of the most common and distressing hospital-acquired conditions and

a specialist area of focus for us,' Magnus explains. 'Every November, we take part in International Stop Pressure Ulcer Day, and we recently held a series of webinars with leading experts offering practical guidance on how to prevent them.'

Mölnlycke has also developed a partnership with Debra, the charity that supports people affected by the rare skin condition Epidermolysis bullosa (EB). 'They call EB the worst condition you've never heard of,' says Magnus, 'And it is. We supported Debra's activities during EB Awareness week and also ran a series of roadshows in Saudi Arabia to help clinicians there understand how to manage the condition.'

Mölnlycke is committed to reducing pain and trauma into the future. As we move into 2020 and beyond, we will continue to look for new solutions that help our customers provide good health for all patients with wounds – and new solutions to prevent wounds from occurring.



'Dressings with Safetac® don't stick to the wound or damage skin so they **minimise pain at dressing change.**'

# Managing sustainability risks

Our executive leadership team has overall responsibility for establishing a system to manage business risk and for reviewing and measuring its effectiveness. Mölnlycke managers have day-to-day responsibility for implementing it.

## Our risk management systems

We've designed a risk management system to identify, assess and manage the most material risks for our short and long-term business sustainability. The risks are divided into four categories: financial, strategic, regulatory and legal and operational risk. The risks identified include, but are not limited to, sustainability risks, such as bribery and corruption and other risks relating to our Code of Conduct.

In addition to this, we have tools, procedures and policies to help us manage identified risks – and we also run mandatory training courses to educate key stakeholders about the behaviours we expect. Our ambition is to minimise the risk of non-compliance by embedding a culture of risk awareness and quality focus throughout our operations and the supply chain. Our procedures and training courses are reviewed on a regular basis to ensure they are always aligned to our evolving ambition.

To test the effectiveness of compliance controls, we regularly review our operations and those of our suppliers. We have a whistleblowing helpline where employees and suppliers can report any concerns. And if we find incidents, or if incidents are reported, we follow up with appropriate actions. Every concern is handled with strict confidentiality, investigated efficiently and adequately remediated.



## Sustainability risks in focus

### Anti-bribery and anti-corruption

We have identified bribery and corruption as one of our main sustainability risks. We dedicate considerable resources to managing this risk, including business ethics assessments of our suppliers. If we find that one of our employees or suppliers has failed to live up to our standards, we take immediate action. This can include terminating contracts.

### Sustainable supply chain and supply chain resilience

We ask our primary suppliers to sign up to our Supplier Code of Conduct and Supplier Standard and to set similar standards among their supply chains. To mitigate the risk of our suppliers falling short, we monitor, assess and follow up our suppliers' actions.

We understand that our suppliers in some markets may be at risk of violating human rights. To reduce this risk, our Supplier Code of Conduct specifies that suppliers must protect human rights. Our CEO and executive leadership team have signed a statement against modern slavery, child labour and human trafficking.

In order to increase resilience in our supply chain, we build long-term relationships with our suppliers, based on fairness, collaboration, transparency and open communication.

### Health and safety

Our employees are exposed daily to the risk of various types of accident – particularly in our factories. These risks increase in line with production growth, changes in production methods or working environment conditions and with the recruitment of new employees. In order to further improve our safety performance, leadership and communication, we established our comprehensive Go for Zero programme in 2017, with the vision of building a strong culture of preventing work-related accidents. Every year, the programme has different focus areas, depending on the needs of our business.

### People, diversity and equality

We have identified equality and diversity as an important factor in our ability to understand the whole of society, and thereby our sustainability as a business. To manage the risk of lack of diversity and equality, in 2018 we introduced a gender diversity charter, with the ambition of women making up 40% of our senior leaders by 2023.

We follow regulations, local best practice and have a Code of Conduct and other human resources policies in place to manage other risks relating to people.

### Environmental

Environmental risks at our sites are continuously identified and evaluated. The highest environmental risks relate to fire, flooding, chemical pollution and emissions to air, soil and water. All identified risks are handled in a structured way in accordance with our certified environmental management system.

For our products, the most significant identified environmental risks include:

- our CO<sub>2</sub> footprint at our manufacturing sites and in transport: we continuously work to optimise manufacturing lines, transport ways and proximity to suppliers;
- the origin, consumption and supplier footprint relating to raw materials: we are continuing to investigate this;
- waste management of single-use products: we have started to explore the replacement of material deriving from fossil fuels.

### Product quality

To manage product risk, both within our operations and within those of our suppliers, we have robust policies and processes, and we continuously review them regularly. To further ensure our product quality, we have a state-of-the-art quality system, Master Control, which enables all Mölnlycke employees to access all quality system documents.

### Reputational risk

We understand that a crisis or major incident of some kind could affect the long-term sustainability of our business. We conduct media monitoring and maintain our crisis preparedness in order to reduce the risk of an incident damaging our company's reputation.



# Working with suppliers

We aim to ensure ethical practices throughout our supply chain. We require our primary suppliers to meet our Supplier Code of Conduct and Supplier Standard and to apply similar Codes of Conduct among their own partners and suppliers.

We expect our suppliers, through the Supplier Code of Conduct, to demonstrate that they:

- provide a safe and healthy work environment for all employees
- ban all forms of child labour, forced labour and compulsory labour
- respect their employees' rights to freedom of association
- don't discriminate by gender, age, sexual orientation, race, colour, religion, ethnicity, social origin, disability or political opinion
- comply with local laws on working hours pay a living wage that meets their employees' basic needs.

We also expect them to follow our Supplier Standard. This sets out our basic requirements for quality, sustainability and the environment. We require them to manage their impact on the environment in line with ISO 14001 and to continually work to reduce it.

## Our approach

Before we accept a primary supplier, we carry out a detailed assessment process to ensure that their practices fit with our expectations. We then ask them to sign off our Supplier Standard and/or our Supplier Code of Conduct.

If we identify risks, we carry out supplier assessments to check if any incidents have taken place and put corrective actions in place if necessary.

We also use the support of third-party assessments – especially for our contract manufacturers. This allows

us to refer to local laws and regulations in a stringent way, while continuously improving our knowledge and ways of working.

We lead by example, building long-term relationships with our suppliers, based on fairness, collaboration, transparency and open communication.

## Performance 2019

The supplier base remains stable, with no major changes implemented, other than those outlined below. During the year we passed several customer audits in the areas of labour standards, sustainable supply chain and supplier Code of Conduct. Suppliers passed all planned on-site Code of Conduct reviews. During the year, we developed a new Supplier Code of Conduct policy, which is also a part of our new revision of supplier standards. These documents will be rolled out to the supplier base during 2020.

## Notable changes during 2019

We acquired one of our former materials suppliers for woundcare, M&J Airlaid Products, at the beginning of the year and they are now integrated within our business. We appointed a new contract manufacturer for surgical products in Morocco, close to our European markets. Additionally, using the expertise of our strategic polymerfilm and nonwoven suppliers, we have initiated work to introduce more sustainable materials into our future material platforms.

'We lead by example, building long-term relationships with our suppliers, based on **fairness, collaboration, transparency and open communication.**'

Focus on supply chain resilience

# Proactively managing our suppliers

With around 40 contract manufacturers and 350 suppliers to our production sites, Mölnlycke supports the employment of significant numbers of people through our suppliers around the world. We have robust programmes to ensure fair working practices and health and safety, as well as quality. Two leaders from our procurement team explain how we work to ensure ethical practices at our suppliers' sites.



**W**e use companies in China, Southeast Asia and North Africa as well as the US and Europe,' says Mölnlycke's Vice-President of Global Procurement, AnnChristine Strigén. 'We feel a sense of responsibility towards our suppliers and the people who work there. So we have high expectations of them and we work proactively to ensure that they meet our standards.'

Long-term partnerships are key to Mölnlycke's approach. 'The majority of our materials suppliers have been with us for more than ten years,' she says. 'That's good for supply chain resilience, because the longer the relationship, the better their resources and knowledge. It also means we have been able to work with them to drive up standards over the years.'

Mölnlycke does take on new suppliers, but they undergo a very rigorous selection process,

involving several audits. Contract Manufacturing Manager Gerallt Thomas explains: 'We look at everything from people's payslips to the security guards to how they handle their waste disposal – cross-checking our findings by interviewing

**'If we see minor issues and they are willing to work with us to improve, we'll move forward and develop the relationship.'**

employees, selected at random. Often, we use a third party with expertise in local laws and the language to help us make an in-depth assessment.'

'If potential suppliers are too far from our aspirations, we will walk away,' he says. 'But if we see minor

issues and they are willing to work with us to improve, we'll move forward and develop the relationship.' Gerallt gives an example: 'Last year, I was looking at a supplier in Southeast Asia. We had questions over how they checked the ages of their employees. They had no intention of using child labour, but the identity documentation people were supplying could be easily forged. So we pushed them to liaise with schools and village leaders to get additional information to corroborate that potential employees were over 18.' By partnering with businesses in this way, Mölnlycke can help them improve procedures over time and drive ethical practices.

AnnChristine explains another area in which we experience challenges: 'Workers in certain countries and districts often want to work more than the maximum time allowed in a month,' she says. 'We have partnered with their employers

(our suppliers) to reduce the amount of time required to do a job – perhaps by introducing automation – so they are more productive and can earn more within their existing hours.'

What next for Mölnlycke's supplier management? 'There will always be progress to make,' says AnnChristine,

'The best we can do is be proactive. We are introducing a new Supplier Code of Conduct addressing bribery and corruption, as well as working conditions and health and safety. All suppliers will have to agree to our Supplier Standard and new Code of Conduct. We'll also be trying to

influence the rest of the supply chain by asking them to get their suppliers to sign similar codes.'

As a Swedish company, responsibility for our employees is second nature.

We employ almost 8,000 people around the world, with significant employee numbers in Malaysia, Thailand, the Czech Republic, Sweden and Finland.

# Our people

All of our employees worldwide have fundamental human rights with regard to their employment, no matter where in the world they work. Our goal is to create an environment where they feel empowered to grow and develop to their full potential.

## Our philosophy

It is Mölnlycke's policy to support and respect the protection of internationally proclaimed human rights and make sure that the company is not complicit in human rights abuses.

To this end, Mölnlycke is committed in its global business practices to the elimination of all forms of forced or compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.

## Social conditions and human rights

Workers' rights are set out in our Code of Conduct and Modern slavery statement:

- Employment should be freely chosen, and no individual should be subject to forced, bonded or compulsory labour.
- No form of child labour under 15 years is accepted.
- Employees should not be prevented from associating freely.
- Working conditions should be safe and hygienic.
- Wages and working hours should meet national legal standards.
- Discrimination is prohibited.

## Social conditions and human rights – our approach

To help ensure that human and social rights are respected, we have a whistleblowing helpline available to our employees in local languages.

Complaints are promptly investigated, and appropriate corrective action is taken.

Overall responsibility for setting appropriate anti-slavery and human trafficking policies sits with the Global Compliance Committee (GCC).

## Human rights – our performance 2019

None of our operations were subject to a human rights review or impact assessment. We conducted human rights training in our high-risk markets, as well as within our manufacturing, legal, procurement and regulatory teams.

## Social conditions – our performance 2019

We follow employer regulations and local laws in all countries. We act as a responsible employer and have salaries and benefits that correspond to market levels. In factories where there are unions, we have collective bargaining agreements and as applicable by country, we have work councils.





'We still need to **take action on gender diversity**, particularly at a senior level'

## Diversity

With almost 8,000 employees spread across the world in a wide variety of jobs, we are a diverse, multicultural organisation. We believe our diversity enables us to truly understand and deliver what healthcare professionals and patients need around the world. When we enter new markets, we invest in local employees to ensure a full understanding of local market conditions. This is balanced with the multicultural ambition of our company to promote a mix of people of different cultures, ages, gender, religions, working patterns, and abilities to facilitate innovation and out-of-the-box thinking.

In 2019, women made up 65% of our staff, were strongly represented in our factories and performed 47% of our middle-management roles, however they made up 35% of our senior leaders. We therefore recognised that we still need to take action on gender diversity, particularly at a senior leadership level. We continue to hold ourselves against our gender diversity charter. Our ambition is for women to make up 40% of our senior leaders (director level and above) by 2023.

## Learning and development

To drive our business forward, we have four high-performance behaviours we expect of all our employees, and that we use to recruit and manage them: Customer at heart; Own the outcome; Appropriate urgency; and Teamwork.

### Leadership capabilities

Four leadership capabilities have been developed, expected from all managers of people. As of 2019 these are being used to assess our future leaders if it comes to external recruitment and promotions and to develop their leadership capabilities in a consistent way.

Our four leadership capabilities are:

- ✓ Set direction
- ✓ Motivate and inspire
- ✓ Be authentic
- ✓ Develop talent and capabilities

### Talent development

Part of our HR strategic focus on capabilities and leadership excellence is to identify, recognise, develop and promote internal talent. Developing leaders and employees with top class capabilities is crucial for Mölnlycke to stay competitive in a demanding global environment. We have set an aspirational target for 70% of our director level and above positions to be filled with internal talent by 2023. This represents a healthy ratio of internal versus external recruitment. There will always be a need to attract talent from outside Mölnlycke to stay abreast of external market dynamics and acquire new capabilities where necessary.

36% of director-level positions recruited in 2019 were filled with internal candidates. Of our current employees at director level, 55% of them were promoted from inside the company (this was 60% in 2018 and 50% in 2017).

### Talent acquisition

To support our growth and deliver on our strategy, Mölnlycke continues to build a diverse, multi-cultural global workforce. As the talent market remains competitive and Generation Z enter the labour market, we look for new ways to attract talent to our business and ensure we deliver the right recruitment experience.

At the beginning of 2019, we launched a new state-of-the-art recruiting portal where we now advertise all vacancies globally, as well as using other common recruitment channels. Applicants can quickly apply for

vacancies and receive updates on the process through the portal.

They can also join our Talent Community; creating profiles and email alerts to be informed when the right vacancy arises. This has improved our candidate reach and enhanced the recruitment experience.

We also have a dedicated recruitment team, who work across 24 countries globally. They partner with our hiring managers and using our employer value proposition they source and attract people with the right skills and capabilities, who would enjoy Mölnlycke's culture and share our ambition of advancing performance in healthcare.

### Learning and development – our approach

Our learning philosophy is based on the 70–20–10 principle that states learning is gained:

- 70% from on-the-job experiences
- 20% from coaching and feedback
- 10% from instructor-led courses or e-learning courses

### Some of the learning available includes:

- mandatory e-learning courses for all employees, covering topics such as our quality and information security policies
- e-learning and instructor-led courses offering training in topics such as IT knowledge and soft skills
- instructor-led and e-learning courses that relate to employees' specific jobs such as health and safety, sales management and product launch training programmes.

We train our employees regularly to ensure that they are aware of our Code of Conduct, our Global Code of Ethics and Integrity and what is required of them. We further invest in those who have the potential

and willingness to do more by supporting their development through global leadership programmes.

### Learning and development – our performance 2019

We are on a journey to build a global learning organisation by investing in our employees through skill development. All our sales associates engage in active learning from their first day in the company, and we also provide extensive training in other functions such as Quality or Finance. Leadership development is a particular area of focus, where foundational programmes are coupled with Leadership Acceleration programmes such as GROW & GLDP (both run annually). For the training that is deemed mandatory we constantly push for full compliance, reaching a 96% compliance rate of our Global Mandatory trainings at the end of 2019.

## Employee surveys

We perform regular employee surveys to understand the level of engagement employees have with the company and the drivers affecting that engagement. The information collected in the surveys is extremely valuable to support the sustainable development of our company, our culture and our employees.

In autumn 2019, we conducted a survey among 2,925 field and office employees and 4,046 employees in production across the globe, and 95% of our employees responded. The next survey will take place in autumn 2020.

### Engagement Index

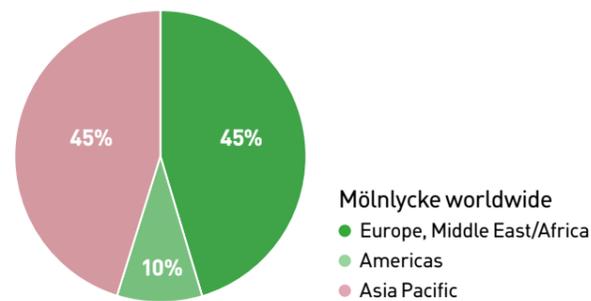
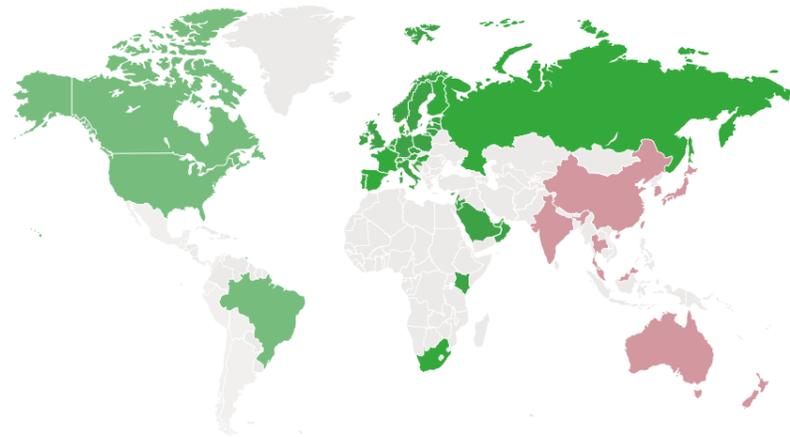
In the 2019 employee survey, we achieved an Engagement Index (a composite of four engagement-related questions) of 76 for sales and office-based employees. This was an increase by two points compared to last year and is above the norm. Our employees in production, answering the survey for the first time since 2014, reached an engagement index of 71.

# Spotlight on our people

**7,798**  
employees worldwide

## Our locations

We are currently 7,798 employees worldwide, of which 10% work in the Americas, while the remaining 90% are split equally between Asia Pacific and EMEA (Europe, Middle East, Africa).

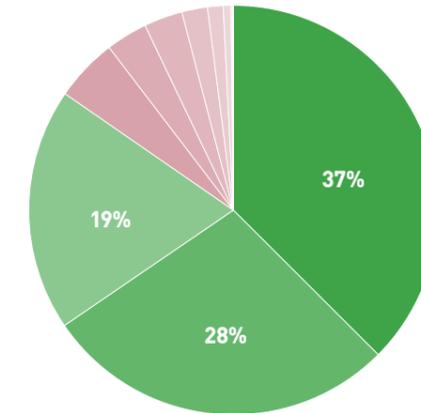


Europe, Middle East/Africa		Americas		Asia Pacific	
Czech Republic	1,019	Poland	44	United States	673
Sweden	555	Denmark	27	Brazil	46
Finland	553	Norway	27	Canada	17
Belgium	371	Switzerland	24	China	129
United Kingdom	317	Austria	23	Australia	56
Germany	156	Hungary	23	Japan	53
France	149	Netherlands	23	Singapore	46
Spain	97	United Arab Emirates	19	India	25
Italy	63	Saudi Arabia	11	Republic of Korea	12
		Other	37	Other	10
<b>Total</b>	<b>3,538</b>	<b>Total</b>	<b>736</b>	<b>Total</b>	<b>3,524</b>

## Our functions

Around 84% of our employees work in Operations, OR Solutions and Commercial: (Shown in green in the pie chart below.)

Operations	2923
OR Solutions	2182
Commercial	1494
QA & RA	389
R&D	256
Finance	238
HR & Communication & Exec	158
IT	96
Wound Care & Marketing	48
Legal / Compliance	10
Corporate Strategy & Business Development	4
<b>Total</b>	<b>7,798</b>



## Our job types

Our blue collar work force is mainly located in Asia/Pacific where our largest factories are situated.



**Asia/Pacific**

Blue collar	2,873	82%
White collar	651	18%
<b>Total</b>	<b>3,524</b>	<b>100%</b>



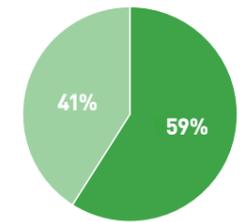
**Europe, Middle East/Africa**

Blue collar	1,523	43%
White collar	2,015	57%
<b>Total</b>	<b>3,538</b>	<b>100%</b>



**Americas**

Blue collar	178	24%
White collar	558	76%
<b>Total</b>	<b>736</b>	<b>100%</b>



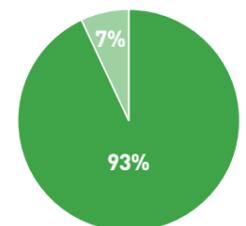
**Mölnlycke worldwide**

Blue collar	59%
White collar	41%

## Our contracts of employment

In Asia/Pacific and the Americas, 99% of us have permanent contracts of employment. In EMEA, over 86% of us are permanent, while 13.5% are temporary.

Americas		Asia/Pacific		Europe, Middle East/Africa	
Permanent	729 99%	Permanent	3,503 99%	Permanent	3,059 86%
Temporary	7 1.0%	Temporary	21 0.6%	Temporary	479 14%
<b>Total</b>	<b>736 100%</b>	<b>Total</b>	<b>3,524 100%</b>	<b>Total</b>	<b>3,538 100%</b>



**Mölnlycke worldwide**

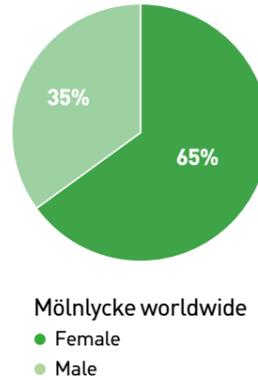
Permanent	93%
Temporary	7%

For the purpose of this report, the number of employees is our headcount: all employees, including temporary employees, with an employment contract with Mölnlycke, who are also paid through the company pay-roll.

## Gender diversity

Mölnlycke is generally a company where more women than men work. The most difference is seen in Asia/Pacific where 72% of the employees are women. But in the Americas, females make up less than half (45%) of all employees.

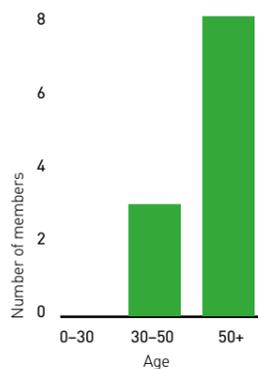
Americas			Asia/Pacific			Europe, Middle East/Africa		
Female	333	45%	Female	2,517	71%	Female	2,248	64%
Male	403	55%	Male	1,007	29%	Male	1,290	36%
<b>Total</b>	<b>736</b>	<b>100%</b>	<b>Total</b>	<b>3,524</b>	<b>100%</b>	<b>Total</b>	<b>3,538</b>	<b>100%</b>



## Board of directors

 <b>Gunnar Brock</b> Chairman of the Board Born 1950 Nationality: Swedish	 <b>Christian Cederholm</b> Board member Born 1978 Nationality: Swedish	 <b>John Hepburn</b> Board Member Born 1949 Nationality: Canadian	 <b>Clare Hollingsworth</b> Board member Born 1960 Nationality: British
 <b>Sharon James</b> Board member Born 1961 Nationality: British	 <b>Johan Malmquist</b> Board member Born 1961 Nationality: Swedish	 <b>David Perez</b> Board member Born 1959 Nationality: American	 <b>Karl-Henrik Sundström</b> Board member Born 1960 Nationality: Swedish
 <b>Richard Twomey</b> Board member Born 1964 Nationality: British.	 <b>Carolin Jakobsen</b> Employee representative Born 1983 Nationality: Swedish	 <b>David Valham</b> Employee representative Born 1974 Nationality: Swedish	

Member age distribution



## Leadership diversity

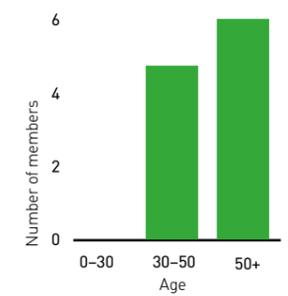
Mölnlycke strives for equal career opportunities and over the last year a slight improvement has been seen related to the distribution of women in leadership roles. We are moving in the right direction. Today approximately 35% (34% last year) of our most senior leaders (director and above) are women.

Leaders (director level and up)		
Female	56	35%
Male	102	65%
<b>Total</b>	<b>158</b>	<b>100%</b>

## Executive leadership team

 <b>Richard Twomey</b> CEO Born 1964 Nationality: British	 <b>Anders Andersson</b> EVP OR Solutions Born 1971 Nationality: Swedish	 <b>Cathy Dalene</b> EVP Wound Care & Marketing Born 1974 Nationality: Norwegian	 <b>Kristin Hedlund</b> EVP Legal & General Counsel Born 1968 Nationality: Swedish
 <b>Eric de Kesel</b> EVP Operations & RQA Born 1965 Nationality: Belgian	 <b>Martin Lexa</b> EVP HR & Corporate Communications Born 1965 Nationality: German	 <b>Barry McBride</b> EVP Antiseptics, Gloves, Global R&D Born 1965 Nationality: British	 <b>Raphael Pascaud</b> EVP Commercial International Born 1971 Nationality: French
 <b>Rob Claypoole</b> EVP Commercial US Born 1971 Nationality: American			

Member age distribution



On 1 March 2020 Susanne Larsson will take up the role as CFO and EVP Finance.

Focus on diversity

# The road to diversity at leadership level

We are taking action to improve gender diversity, particularly at a senior leadership level. Regional Vice-President for APAC, Katriina Öberg, and Vice-President for Commercial Excellence in the US, Cece Berger-Sharp, share their perspectives about Mölnlycke's culture and how we are progressing on gender diversity.

I'm where I am today because of the opportunities I've had for development,' says Katriina. 'People around me have believed in me and offered me chances to grow. But I've also been lucky enough to be surrounded by people I can learn from – senior to me, junior to me and my peers. Mölnlycke has a genuine learning culture, where everyone is open to growth.'

Cece agrees: 'When I joined two years ago, I could have been seen as an outsider, but my ideas were listened to and embraced. Now I encourage my teams to try new things, assess them and learn from their mistakes to get better. And that's exciting because we are always learning.'

#### Formal and informal development

Both women are advocates of informal as well as formal

development. Since joining Mölnlycke as Nordic Brand Manager in 1999, Katriina has changed jobs almost every three years, both learning on the job and benefiting from external training. A highlight was the Women Leaders Up course in 2015. Senior female leaders from a range of companies across Sweden spent a year exploring and developing their leadership skills.

Katriina's working group from the course still meet every quarter to share experiences and support and challenge each other: 'It is almost like mentoring programme now,' says Katriina. 'In the same way, I've been a mentor on Mölnlycke's in-house leadership course and I strive to support the people in my teams with the right kind of feedback.'

#### Mentoring

Mentoring has also been key to Cece's success. 'It's incredibly important because it supports you to grow and develop. My manager has acted as a mentor – giving me detailed regular ideas for improvement, and presenting me with challenges that enabled me to advance in my career.'

Nowadays, she has a mentee of her own. 'We meet monthly to talk about both her career and life in general. I believe my role is not to give her advice but offer a perspective. My experience is one input out of many that will help her make better decisions.'

#### Workplace flexibility

Cece considers it important for the company to be flexible and support women – and men – when it comes to work-life balance. 'Nobody should feel that they can't be there for vital

moments in their families' lives,' she says. 'When our work and personal lives don't match up, the key is to proactively find solutions that are good for the business and allow you to prioritise those special personal moments.'

Cece herself once chose to stay home for her daughter's fifth-grade graduation instead of going on a week-long work trip. 'My solution was to send one of my team in my place. She benefited hugely from the opportunity – which was great for her, great for me and great for Mölnlycke.'

#### The value of gender diversity

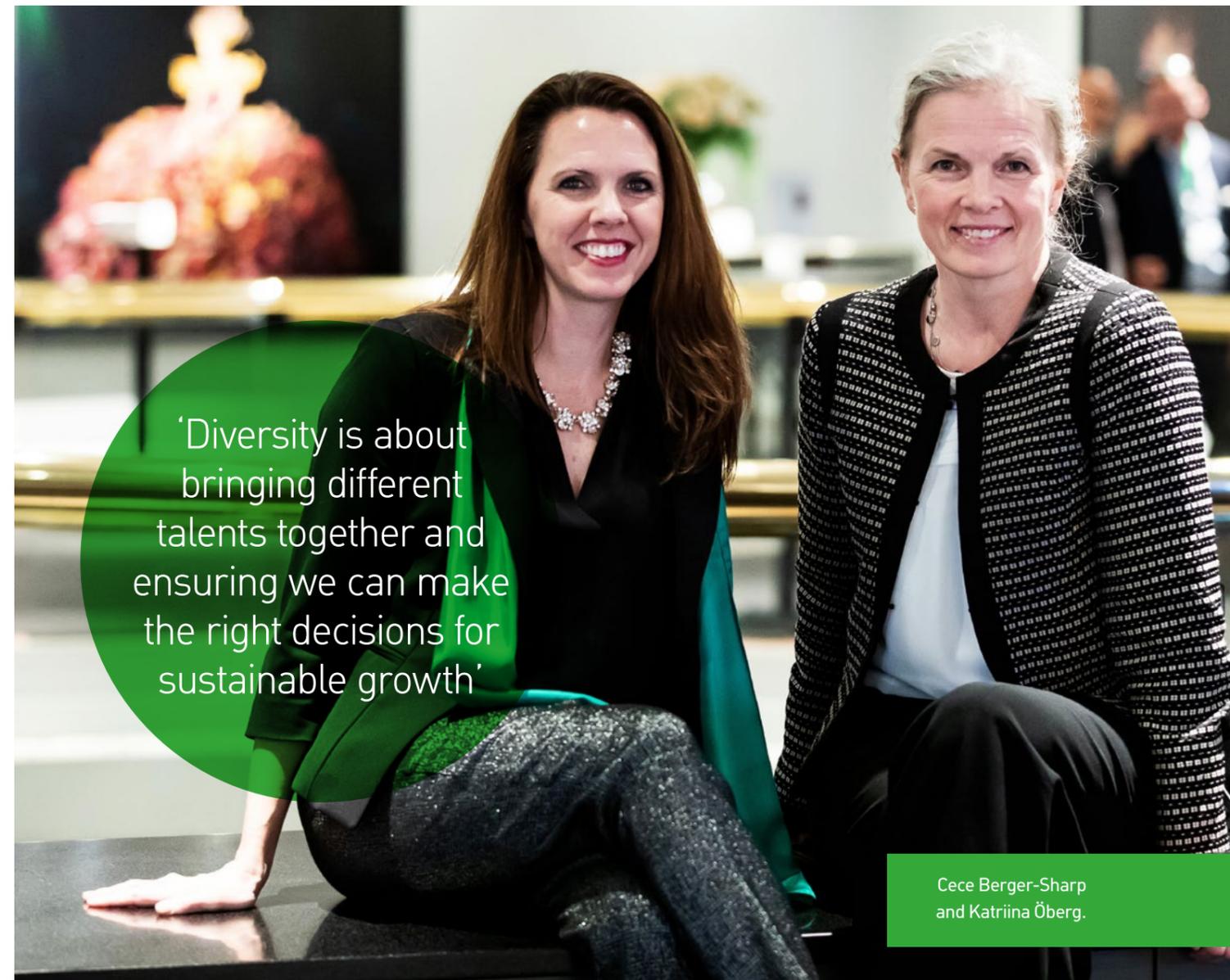
Over the last 20 years, Katriina has seen the company become much

more conscious of the importance of diversity. 'The comfortable thing is to recruit in your own image. I myself have to be careful not only to recruit passionate, extrovert people just like me! But I recognise the need for other strengths and qualities. We make better decisions when our teams are more diverse.'

What of the future for female leaders at Mölnlycke? 'With the company's growth comes responsibility,' says Katriina. Last year, Mölnlycke adopted a gender diversity charter, and now ensures that female candidates are presented as well as men for senior positions. As she explains, the policy is not about tokenism: 'You have to appoint

the right person to the job – man or woman,' says Katriina. 'But the pool of candidates you start with needs to be broad enough.'

Katriina believes that Mölnlycke is making progress. 'A few years ago the company had no women on the executive leadership team; from 1 March 2020 there will be three. But diversity is about so much more than that. It's about bringing different talents together to ensure that Mölnlycke continues to think ahead of the curve and make the right decisions for sustainable growth,' says Katriina.



'Diversity is about bringing different talents together and ensuring we can make the right decisions for sustainable growth'

Cece Berger-Sharp and Katriina Öberg.

# Code of Conduct

We work in a very complex legal and regulatory environment with high expectations from our stakeholders. Our Code of Conduct outlines the principles and standards – and sets the tone – of how we do things at Mölnlycke. It also serves as a reference guide on specific issues or situations.

Our objective is to ensure compliance with all applicable laws, regulations and industry standards where Mölnlycke does business. We also seek to go beyond this where appropriate to meet our own high expectations and those of our stakeholders.

The board of directors has adopted the Code of Conduct to govern the behaviour of permanent and temporary employees, temporary workers and consultants (collectively 'Mölnlycke personnel').

Everyone who represents Mölnlycke has a responsibility to be familiar with and comply with our Code of Conduct. Mölnlycke managers have an additional responsibility to promote compliance with the Code of Conduct among their teams. Failure to comply with laws, regulations or our principles, policies, or procedures may result in disciplinary action up to and including termination of employment.

As a multinational company and purchaser, we believe that we are in a position to impact ethical and social conduct associated with human rights, the workplace and working conditions, gender and race equality, fair competition and anti-bribery and anti-corruption in a positive way among our suppliers. Therefore, we also have a Supplier Code of Conduct that specifically targets issues and conduct applicable to them.

There is also a global helpline that we ask Mölnlycke personnel or business partners to use if there is a concern relating to a potential violation of our Code of Conduct, any policies, procedures or applicable laws and regulations.

Page 41 contains more detail on anti-bribery and anti-corruption, which is one of our strategic priority areas.

Our Code of Conduct addresses the following 14 areas and you can find more details in the Code of Conduct document on our [homepage](#):

- |   |   |
|---|---|
| 1. Avoiding bribery and corruption        | 8. Insider trading                      |
| 2. Accounting and finance                 | 9. IT security                          |
| 3. Conflict of interest                   | 10. Quality and regulatory affairs      |
| 4. Sanctions, export controls and customs | 11. Workplace                           |
| 5. Data protection                        | 12. Intellectual property rights (IPRs) |
| 6. Fair competition and anti-trust        | 13. Fraud                               |
| 7. Health care compliance                 | 14. Media communications                |

## Anti-bribery and anti-corruption

We have interactions on a daily basis with public hospitals, government authorities and healthcare professionals, who are typically considered as government or public employees; it is an intrinsic part of our work at various levels and all across the globe. It is vital that we protect Mölnlycke, its employees and our stakeholders from being implicated in any conflict of interest. We understand our responsibilities and how we can deliver them.

### Our policy

Mölnlycke is committed to conducting business worldwide in an ethical way. Mölnlycke and Mölnlycke employees are subject to various anti-bribery and anti-corruption laws around the world.

Mölnlycke prohibits all forms of bribery and corruption at our business or the business of third parties that work on our behalf:

We prohibit any offer, payment, promise of payment or authorisation of the payment of any money, gifts, loans or anything of value, whether given directly or indirectly, to any person, including any government official or private person, in order to influence any act or decision to obtain or retain business or gain any business

advantage (e.g., regulatory approvals, prescriptions, tender awards, business leads, etc.). Mölnlycke also prohibits the receipt of anything of value by a Mölnlycke employee from suppliers, vendors or others who may seek thereby to influence any act or decision of the employee.

Mölnlycke prohibits facilitation payments, such as small, unofficial payments made to secure or expedite a routine government action by a government official, irrespective of whether local laws permit them.

Our Avoiding Bribery & Corruption Policy specifically addresses the following areas of concern:

- Dealing with government officials & healthcare professionals
- Relationship with other third parties
- Political and charitable contributions

### Avoiding Bribery & Corruption – Our performance 2019

In 2019 we revised our policy – which we refer to as our ABC-Policy (Avoiding Bribery & Corruption). We trained 96% of white-collar people on the new policy during Q4 2019.



# Health and safety

Mölnlycke aims to provide a safe, accident-free and healthy environment characterised by respect and trust for our employees, suppliers and visitors at all of our sites around the world. Under guidance of our Sustainability policy, we proactively assess health and safety risks as well as opportunities for improvement in each of our locations and work with local teams to implement suitable actions. We continuously monitor and evaluate our safety performance and fulfil our compliance obligations wherever we operate.

## Our mindset

We want our business to be conducted in a long-term sustainable way. In the short and long term, we take responsibility for health, safety and well-being and contribute to sustainable development by:

- our commitment to fulfilment of our compliance obligations
- conducting our business by taking into account people's expectations and requirements regarding health and well-being, regardless of whether they are our employees, our subcontractors' employees, customers or other people affected by our company's activities
- ensuring a safe, accident-free and healthy working environment characterised by respect and trust for our employees and visitors to our premises
- setting and continuously monitoring suitable health and safety objectives
- striving for continuous improvement of our health and safety performance, maintaining and encouraging a health and safety management system which promotes proactive change.

'We work continuously to improve health and safety by taking proactive measures to prevent accidents.'

meet regularly to consider health and safety issues and recommend actions to prevent injuries.

We collaborate between our sites, so that we can share best practice and achieve improvements across the whole company. Environmental, health and safety (EHS) representatives from each manufacturing site meet monthly with regional and global EHS management to discuss issues and share experiences and ideas.

The corporate EHS team also meets at an annual global EHS conference, held at a Mölnlycke site, for professional training, workshops and discussion of current topics, to improve our skills and knowledge.

### Our health and safety management system

Mölnlycke has established, documented, and implemented a health and safety management system which is integrated with our environmental and quality management system. This system provides a structure for maintaining effectiveness, continuous proactive change and improvement. Mölnlycke operates a high-level management system at a global level. In addition, each of our operational sites has a local system in place.

## How we monitor performance

To continuously improve our health and safety performance, we focus on the following:

### Training

We have programmes of regular and ad hoc health and safety training for employees, subcontractors and visitors at our sites.



### Corrective action and preventive action

We drive continuous improvement through our corrective and preventive action (CAPA) process. We conduct root cause investigations of non-conformances with our management system requirements, followed by corrective actions to resolve the issue and prevent the problem recurring.

### Accident investigation

We conduct root cause investigations of all accidents and high potential near misses at our sites, followed by corrective actions to resolve the root causes and prevent them from happening again. Experiences from these investigations are shared between our sites in the global EHS team.

### Audits

We carry out audits to verify the effectiveness of our health and safety management system and our ability to fulfil compliance obligations.

### Management review

Mölnlycke management undertakes regularly thorough reviews of health and safety, starting at the corporate and executive level and extending through our manufacturing sites. We document and escalate identified issues, as appropriate.

### In production

All of our manufacturing sites have regular health and safety inspections, discuss health and safety issues daily in different forums, measure safety-related parameters and inspect and monitor safety equipment.

### Certification and compliance

As a global company, Mölnlycke complies with local as well as relevant global regulations. Two-thirds of our OSHAS 18001-certified manufacturing sites achieved ISO 45001 certificates in 2019; Mölnlycke plans to achieve a global multisite certificate for ISO 45001 in 2020.

### Legal compliance

As part of our performance review, we monitor any legal proceedings against us in the area of health and safety.

### Reporting

Our health and safety performance is monitored systematically and measured on a monthly basis at our manufacturing sites, the Anderson distribution centre in the US and our HQ. The results are presented in a global report and evaluated with regard to set objectives and targets, including observations, near misses, high potential near misses, lost time accidents, lost time days, and management health and safety walks. About 50% of the accidents are related to ergonomics and manual handling in our factories.

In order to mitigate the risk of work injuries related to manual handling tasks we continued to implement our special manual lifting training programme at our manufacturing sites in the US and Finland in 2019 (see page 45).



‘In order to **mitigate the risk of work injuries** related to manual handling tasks we continued to implement our special manual lifting training programme.’

### Control of hazardous chemicals

A very small number of our workers are involved in occupational activities with a high risk of injury or exposure to specific chemicals. These include use of the organic compound toluene diisocyanate (TDI) in the manufacture of negative pressure wound therapy products and ethylene oxide (EtO) used as part of our sterilisation processes. We did not receive any reports of health-related issues in the factories where these substances are used.

### Health and safety – our objectives

We set appropriate health and safety objectives and targets on a yearly basis covering both leading and lagging indicators. There were three key objectives for 2019:

- By focusing on prevention, continuously:
  - Increase the number of observations (to prevent unsafe acts/situations/behaviour)
  - Increase the number of management health and safety walks
  - Increase the number of approved accident investigation reports
  - Reduce the rate of lost time accidents and lost time days
- Start the global certification process for ISO 45001
- No legal proceedings for health and safety occurrences.

### Health and safety – our performance 2019

- The ratio of performed vs. planned management health and safety walks was 94%.
- The number of reported safety observations was 5092, the same level as 2018 and almost on our target for 2019 (5,500).
- The total number of near misses came down by 22%, from 256 in 2018 to 199 in 2019.
- 93% of these near misses were corrected, slightly below our 2019 target of 95%.
- The number of reported high potential near misses was 36, the same level as 2018.

### LTA and LTDs

The number of LTAs per million working hours was 1.6, down from 2.1 in 2018.

Our LTA rate has continuously decreased during the last few years.

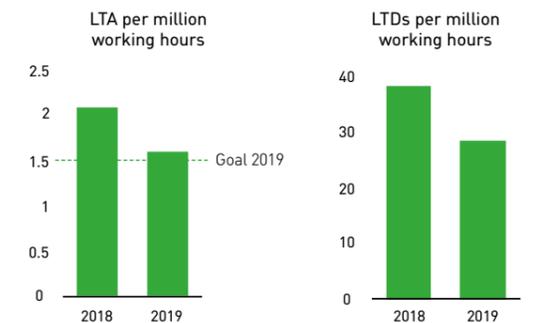
As part of our drive for continuous improvement, our EHS programme set the ambitious target of reducing the number of accidents to 1.5 LTAs per one million working hours in 2019. Our achieved LTA rate for 2019 is slightly above this target, but the total number of accidents came down by 30%, from 30 in 2018 to 21 in 2019. Globally we had two LTA-free months.

The number of LTDs per million working hours was 28.5, down from 38.4 in 2018.

The total number of LTDs has been continuously reduced during the last few years. In 2019, we had 165 fewer LTDs than in 2018.

**LTA:**  
any workplace accident or injury that causes an employee to miss their next scheduled work day or shift.

**LTD:**  
an ordinary work day or shift lost due to an LTA.



### Go for Zero programme

In 2017, we started our comprehensive Go for Zero programme for all manufacturing sites, which has been intensively implemented since then. The programme contains several activities to align and improve the safety standard at our manufacturing sites. The year 2019 was dedicated to standardising the usage of safety moments and toolbox talks globally at all of our factories.

Another major initiative was the enhancement of the implementation of special manual lifting techniques at our sites in Finland and the US in order to further significantly reduce the risk of work injuries related to manual handling tasks. The first training course took place at our factory in Oldham, UK, in 2017 where the results have been significant and a 69% reduction in manual handling accidents was achieved over two years. The Go for Zero programme will be continued in 2020.

# Corporate social responsibility

Mölnlycke feels a strong sense of commitment to both the medical profession and patients receiving treatment. Through our global and local charity partners, we seek to have a long-term positive impact. We also invest in the communities where we operate so we remain a trusted partner over the long term.

## Our policy

Our community support policy is designed to help us play an active role in the community. By donating time, products and funds, we help improve the lives of patients and support those who care for them. Working within the community in this way also enables our business and the organisations we support to remain sustainable.

We receive many requests for donations to good causes at a local level and we cannot support all of them.

We have guidelines that ensure our community support is appropriate. The organisations we support should:

- be in the medical field
- work to improve patients' lives, to improve medical staff protection, or to increase the level of knowledge in the medical field
- provide credible and measurable results.

The initiatives we support must also be in line with AdvaMed or Eucomed guidelines.

## Global community support in 2019

Since 2017 we have supported two organisations representing key patient groups as our official global charity partners:

- Debra, a worldwide network of national groups that strives to improve quality of life for people with the rare genetic skin disease, Epidermolysis Bullosa (EB)
- Operation Smile, a medical volunteer organisation that provides free reconstructive surgery for children born with facial deformities such as cleft lip and cleft palate.

By walking, baking, running and more Mölnlycke employees managed to raise EUR 70,000. The company added another EUR 120,000 to the fundraising campaign, meaning a total of EUR 190,000 was donated to Debra and Operation Smile.



Mölnlycke supports a range of global and local fundraising initiatives for the charity. In 2019, we supported EB week activities to help raise awareness of this devastating condition.

In the US, we support a range of initiatives including Debra monthly Wound Care Clearinghouse, which distributes essential wound care supplies to people in financial difficulty, and the charity's Family Crisis Fund.



Since 2004, we've donated nearly 1.4 million pairs of Biogel® surgical gloves to Operation Smile – as well as funds and the expertise and time of our people. To date the value of Mölnlycke's cash and in-kind investments stands at nearly USD 5 million.

Through the Mölnlycke Operation Smile Volunteer Programme, our employees can join Operation Smile missions – accompanying doctors and nurses for several days as they provide free surgeries in developing countries. During 2019, four employees took part in a mission to Bhubaneswar, India.



FOCUS ON CSR

# Changing lives with Operation Smile

Mölnlycke and its employees feel a strong sense of commitment to the medical profession and patients receiving treatment. The company has two global charity partners: Operation Smile and Debra – and donated EUR 70,000 in 2019 from employee fundraising, matched by the company.

Operation Smile and Debra were chosen as our two global charity partners because we share common ambitions and areas of expertise with them,' explains Global Marketing Manager for Acute Wound Care and CSR Project Lead, Audrey Mioche. 'Operation Smile carries out cleft lip and cleft palate surgeries for children in developing countries, while Debra is the charity for people with the devastating skin disease epidermolysis bullosa (EB). They represent two sides of our business: Surgical Solutions and Wound Care.'

Mölnlycke has partnered with Operation Smile for 15 years. In that time, we have donated funds and surgical gloves worth around USD 5 million to support the charity's surgeries around the world. 'People also volunteer to join Operation Smile missions', explains Audrey. 'Last year, four colleagues took part in a mission to India. They supported the children and their families from pre-surgery through to recovery

and helped the medical teams with important administrative tasks.'

The company has worked with Debra even longer, helping to fund both research and their programmes around the world. 'Since 1999, we have donated USD



900,000 to Debra plus more than USD 1 million worth of dressings and other products,' says Audrey. 'Our staff are also big supporters of their national chapters. We participate in events, share our

time and expertise and contribute to fundraisers.'

At Mölnlycke, when colleagues raise funds for our global charities, the company matches them. There is also a fundraising app to keep track of everyone's activities and donations in real time.

'Whenever I need a lift,' says Audrey, 'I look through all the quirky and innovative activities that Mölnlycke individuals and teams have come up with to raise funds for our global charities. I find them incredibly inspiring, and they really build a sense of team.'

Mölnlycke's 2019 fundraising campaign 'Let's change lives together' was a competition, with prizes for the largest team, most globally diverse team, the most successful event – and a special 'Employee choice' award. 'If only everybody could win,' says Audrey. 'The winners will have the chance to take part in Operation Smile missions in 2020. I'm really excited for them.'



From pre-surgery to recovery. Our colleagues supported the children and their families, and helped the medical teams with important administrative tasks.

# Six fundraising highlights from around the world



Manisha Palsana, Heléne Österman, Sandra Van Bergen and Kristen Digiovanni from Mölnlycke took part in a mission to India.

Being market leaders comes with a responsibility, not just to our customers but to the wider world.

We monitor and measure our environmental performance and strive to minimise our impact on the planet and its natural resources.

# Minimising environmental impact

Mölnlycke continuously works to prevent harm to the environment by adopting and implementing best practice through our supply chain. As a result of this, we have held global ISO 14001 certification for environmental management since 2002. We continuously monitor our environmental performance and compliance with relevant laws and regulations wherever we operate.

## Our mindset

We want our business to be conducted in a long-term sustainable way and we take responsibility for the environmental impact and pollution caused by our activities, products and services. We contribute to sustainable development by:

- our commitment to fulfilment of compliance obligations;
- conducting our business activities in such a way as to minimise our environmental impact on the planet and its natural resources; using them as effectively as possible and working to minimise the use of substances and materials with the potential to be harmful to humans or our environment;
- securing our company's future and business position in the best way by taking into account our stakeholders' expectations and requirements;
- striving for continuous improvement of our environmental performance, maintaining and encouraging an environmental management

system which promotes proactive change and setting relevant objectives and monitor their outcome.

## Environmental management – our approach

Environmental management is a part of our corporate management system. At a global level, we develop strategies, policies and objectives to ensure the fulfilment of our compliance obligations and stakeholder expectations. At a local level, our sites are responsible for complying with local environmental legislation, implementing our global Sustainability policy and meeting their environmental objectives and targets.

At all of our manufacturing sites and certified offices we have systems and procedures in place to monitor environmental performance.

## Climate impact

### • Energy consumption

We are committed to reducing our climate impact. To achieve this, we are taking steps to reduce the



consumption of fossil fuels across our operations. At our production sites, we are acting to minimise the energy required to run equipment as well as to heat, cool and light our sites. We measure and monitor our consumption of energy and our CO<sub>2e</sub> emissions. Some of the processes required to produce high-quality, sterile medical and surgical products are energy-intensive and we are constantly evaluating how we can make these processes more energy efficient and make use of renewable energy technology.

**• Transport**

We are working to reduce air freight, to optimise the fill rate of trucks and to optimise transport routes and deliveries to our customers, so fewer product transport journeys are needed. In collaboration with our transportation partners, we measure the climate impact of the transport of raw materials to our factories, semi-finished and finished goods sent between our factories – and finished goods going to our distribution centres.

**Water consumption**

We work continuously to reduce the amount of water we use for our production processes. We monitor and measure the amount of water we use and where it comes from.

**Waste management**

We seek to use materials more efficiently. This not only reduces pressure on natural resources but also reduces the amount of waste we generate at our production sites and the waste generated when the products and their packaging have been used.

Since the majority of our products are single use and must be burnt to prevent the spread of infections and bacteria, it is often not possible for our clients to recycle the used products. We are, however, committed to good recycling practices in our factories and have targets and actions in place to reduce waste.

We recommend our customers recycle packaging materials such as plastics, cardboard and corrugated board. We take responsibility for the electronic waste generated from our products and we make use of national systems for the collection of waste electronics and used batteries. We monitor and measure the amount of waste we generate at our sites and the waste handling method used.

**Materials and chemicals**

We actively work to remove potentially hazardous chemicals from our manufacturing processes and our products and replace them with less harmful chemicals and solutions. The primary purpose of our products is to heal wounds, prevent medical conditions, or enable improved results in the operating room

and we can never endanger the health outcomes of patients only to minimise environmental impact. As an example, the process we use to sterilise our products may lead to small increases in our use of chemicals and electricity – but it is essential to guarantee patient safety. This means that we have to be cautious about the primary purpose of our products when looking at new chemicals, materials or products.

We assess new materials and chemicals to ensure that we comply with the regulations and directives that apply to our products, such as REACH – Registration, Evaluation, Authorisation and Restriction of Chemicals, Restriction of Hazardous Substances (RoHS), and the Waste Electrical and Electronic Equipment (WEEE) directive. During product development we evaluate the materials and products against these and other relevant environmental regulations, external stakeholder expectations as well as towards our own internal objectives and demands. Our manufacturing sites continuously monitor the amount of chemicals used on site in order to minimise their consumption.

**Our environmental management system**

Mölnlycke has established, documented, and implemented a process-based environmental management system which is integrated with our quality management system. This system provides a structure for maintaining effectiveness, continuous proactive change and improvement. Mölnlycke operates a high-level management system at a global level and, in addition, our operational sites also have local systems.

**Environment – how we monitor and improve our performance**

To continuously improve our environmental performance, we focus on:

**Corrective action and preventive action**

We drive continuous improvement through our corrective and preventive action (CAPA) process. We conduct root cause investigations of any process issues, followed by corrective actions to resolve the issue and prevent the problem from recurring.

**Accident investigation**

We conduct root cause investigations of all environment-related accidents and spills at our sites, followed by corrective actions to resolve root causes and prevent them from recurring. Experiences from accidents are shared between our sites through the global Environment, Health and Safety (EHS) team.



**Audits**

We carry out internal and external audits to verify the effectiveness of our environmental management system and our ability to fulfil compliance obligations.

**Management review**

Mölnlycke’s management conducts reviews of our environmental performance regularly, starting at the executive level, throughout the organisation, to the manufacturing sites. We document and escalate identified issues, as appropriate.

**In production**

Environmental performance is regularly followed up and discussed in our factories. For example, we conduct inspections of all our manufacturing sites, we discuss environmental issues in different forums, we measure environment-related parameters and we ensure our environmental protection equipment is sufficient.

**Reporting**

Our environmental performance is monitored systematically and measured at our manufacturing sites, distribution centres operated by us and our certified offices. The results are presented in a global report and evaluated with regard to set objectives and targets.

**Training**

We have programmes of regular and ad-hoc environmental training courses for employees, subcontractors and visitors at our sites.

**Compliance and certification**

Mölnlycke is globally certified as fulfilling ISO 14001:2015 standard requirements and, as such, complies with local regulations as well as relevant global frameworks and international agreements. We have policies, processes and procedures in place to assure legal compliance and these are regularly checked and updated when necessary.

**Environment – our objectives**

For 2019 we set ourselves six objectives:

- No legal proceedings for environmental related issues;
- No accidents resulting in external environmental pollution;
- Improve utilisation of working materials, thereby continuously reducing manufacturing waste, manufacturing emissions harmful to the atmosphere, water or land and use of environmental resources;
- Reduce emissions from product transport related carbon dioxide by working internally and with our external partners to drive efficiency throughout the entire supply chain;
- Strive to remove hazardous chemicals from all areas of the business and replace them with chemicals less hazardous to the environment;
- Get all relevant manufacturing sites certified for ISO 14001 by end 2019.

# How we performed: CO<sub>2e</sub> emissions

## CO<sub>2e</sub> emissions from energy consumption (Scope 1 and 2)

Our energy consumption in 2019 amounted to a total of 97 939 tonnes CO<sub>2e</sub> compared to 91 792 tonnes in 2018. This includes CO<sub>2e</sub> emissions generated at our manufacturing sites from fuel combustion (scope 1) and emissions generated elsewhere to provide us with energy (scope 2).

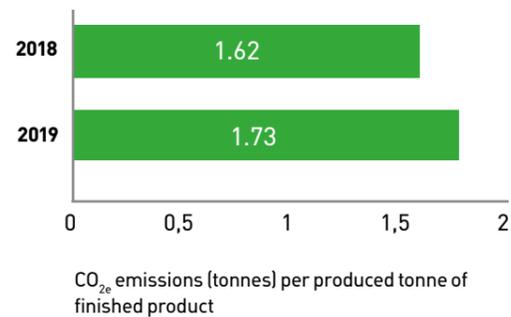
### Total CO<sub>2e</sub> emissions (Scope 1 and 2)

Energy source	CO <sub>2e</sub> tonnes		CO <sub>2e</sub> difference	
	2019	2018	Tonnes	%
<b>Scope 1</b>				
Natural gas	30 367	27 638	2 729	10
Light fuel oil	10 505	8 914	1 591	18
Propane	1 272	1 136	136	12
<b>Scope 2</b>				
Electricity	51 101	49 426	1 675	3
District heating & steam	4 694	4 680	14	0
<b>Total</b>	<b>97 939</b>	<b>91 792</b>	<b>6 147</b>	<b>7</b>

**The main contributors** to the increase of CO<sub>2e</sub> emissions were two of our manufacturing sites in Malaysia, where Biogel® gloves are produced. The production processes for gloves are significantly more energy demanding than the processes required to manufacture others of our products. As a result, 91% of Mölnlycke's total scope 1 emissions and 48% of the scope 2 emissions came from these two manufacturing sites. The increases were mainly caused by higher production volumes of 6% in Kulim and 11% in Batang Kali. In Kulim, scope 1 emissions of natural gas increased by 2,871 tonnes and scope 2 emissions of electricity went up by 861 tonnes. In Batang Kali, scope 1 emissions of light fuel oil increased by 1,601 tonnes and scope 2 emissions of electricity went up by 476 tonnes.

Relative CO<sub>2e</sub> emissions were 1.73 tonnes per produced tonne of finished product, which is an increase of 7% compared to 1.62 tonnes in 2018.

### Relative CO<sub>2e</sub> emissions



**Several initiatives** were conducted to reduce CO<sub>2e</sub> emissions from energy consumption at our manufacturing sites. For example, our factory in Karvina, Czech Republic decreased its CO<sub>2e</sub> emissions (scope 2) by approximately 204 tonnes even though production increased. This was mainly due to activities that reduced the base load on the building, such as the upgrade of building management system, installing UV film on window panes to reduce cooling needs and replacing LED lighting.

*Note: We calculate our Scope 2 emissions using a location-based method. We have introduced changes to the method in 2019, including updating our emission factors and correcting errors in calculations previously used at one of the manufacturing sites when converting electricity consumption from kWh to GJ. Corrections have been made in 2019 and all previously reported data has been updated in this report.*

## CO<sub>2e</sub> emissions from product-related transport (Scope 3)

CO<sub>2e</sub> emissions from product-related transportation amounted to a total of 22 104 tonnes in 2019. This is similar to 2018, as were relative emissions (tonnes CO<sub>2e</sub> per produced tonne of finished product).

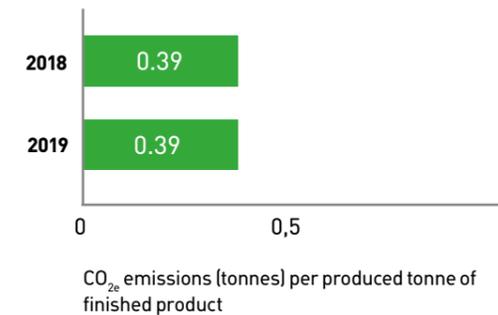
**Our target** was to reduce CO<sub>2e</sub> emissions from product-related transportation by 2% in relation to the produced weight of finished goods.

### Total CO<sub>2e</sub> emissions (Scope 3)

Transport method	CO <sub>2e</sub> tonnes		CO <sub>2e</sub> difference	
	2019	2018	Tonnes	%
Air	889	1 001	-112	-11
Boat	9 847	9 663	184	2
Truck	11 367	11 460	114	-1
<b>Total</b>	<b>22 104</b>	<b>22 124</b>	<b>-20</b>	<b>0</b>

## cont. CO<sub>2e</sub> emissions from product-related transport (Scope 3)

### Relative CO<sub>2e</sub> emissions



In 2019, we worked actively to reduce our use of air freight, which resulted in a 11% reduction of CO<sub>2e</sub> emissions compared to 2018. This was mainly due to the introduction of dual sourcing, in order to reduce risks relating to access to raw materials and the unplanned need for air freight. However, introduction of new transport routes via dual sourcing may occasionally contribute to increased CO<sub>2e</sub> emissions compared to single sourcing according to plan.

In 2018-2019, we implemented a number of improvements at our distribution centres, which will reduce our transport-related emissions in the coming years. Examples are:

- Change of transport routes: sending finished goods directly from our manufacturing sites in Mikkeli, Finland and Havirov, Czech Republic to our new distribution central in Malaysia instead of sending goods via Waremmé, Belgium.
- Change of transport modality: switching from truck to intermodal rail and motor transport between our distribution centres in Waremmé, Belgium and Landskrona, Sweden. Since outbound logistics from distribution centres are not included in the measuring scope, these results are not reflected in the reported results for environmental impact for 2019.
- Change of contract manufacturer: certain items intended for the European market are now manufactured in Morocco, rather than Cambodia.

*Note: We measure transport in tonnes per km, and report on the transport of raw materials to our factories, semi-finished and finished goods sent between our factories – and finished goods going to our distribution centres. The CO<sub>2e</sub> reporting coefficients are mainly based on Greenhouse gas Protocol – Mobile Guide (03/21/05) v 1.3 and tank-to-wheel principles.*

## Total CO<sub>2e</sub> emissions

**In total**, we generated 120 043 tonnes of CO<sub>2e</sub> emissions from energy consumed at Mölnlycke-owned manufacturing sites and from transportation. Our relative CO<sub>2e</sub> emissions were 2.12 tonnes per produced tonne of finished product, which is 5.4% more than 2018 (2.01 tonnes).

We will continue in 2020 to improve the methods used to measure our emissions and to focus our efforts on the factors which contribute most to our CO<sub>2e</sub> emissions, both on a global and local level. New specific objectives, targets and improvement plans will be developed during the year in order to minimise our CO<sub>2e</sub> emissions.

### Relative CO<sub>2e</sub> emissions



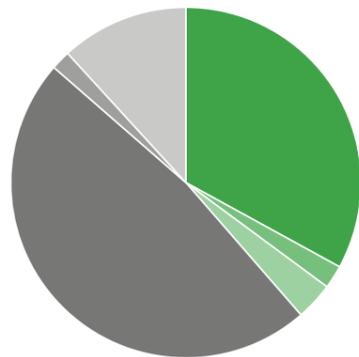
- Scope 1 – at our sites
- Scope 2 – elsewhere to provide us with energy
- Scope 3 – from bought transports

CO<sub>2e</sub> emissions (tonnes) generated per produced tonne of finished product

## How we performed: Energy consumption

**Our total** energy consumption 2019 was 1 120 TJ, compared to 1 038 TJ in 2018. No energy was sold. This chart shows a breakdown by energy type.

Total energy consumption (TJ)

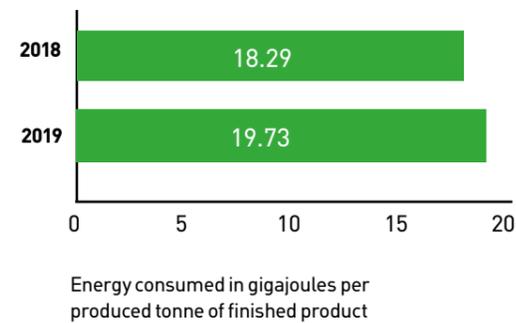


● Natural gas	535	● Electricity	369
● Propane	20	● District heating	24
● Light fuel oil	132	● Steam	39

Approximately 68% of Mölnlycke's total energy consumption from manufacturing in 2019 occurred at two of our manufacturing sites in Malaysia: Kulim and Batang Kali. The increase in production of our Biogel® gloves at these sites was responsible for approximately 95% of the total increase in energy consumption. In Kulim, total energy consumption increased by 55 190 GJ and relative energy consumption by 4%. In Batang Kali, total energy consumption increased by 22 744 GJ and relative energy consumption by 5%.

We consumed 19.73 GJ of energy per tonne of finished goods in 2019. Our relative energy consumption has therefore increased by 8% since 2018.

Relative energy consumption



**Several initiatives** were conducted to reduce the CO<sub>2e</sub> emissions from energy consumption at our manufacturing sites. One example is our factory in Karvina, as described in previous section, which decreased energy consumption by 1 333 GJ, even though production increased by 65%.

*Note: In previous years, there were errors when converting electricity consumption from kWh to GJ at one of our sites. This has now been corrected and all previously reported data has been updated in this report.*

## How we performed: Water

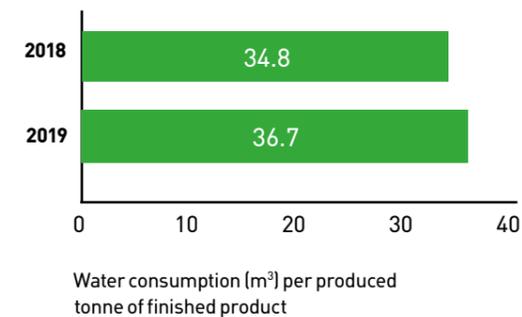
**Our total** water consumption in 2019 was 2 081 946 m<sup>3</sup>, an increase of 6% compared to 2018. This increase was mainly caused by the increased production at our two

manufacturing sites in Malaysia (Kulim and Batang Kali), which together account for 91% of our total water consumption.

Total water consumption

Source	m <sup>3</sup>		Difference	
	2019	2018	m <sup>3</sup>	%
Surface water, including water from wetlands, rivers, lakes and oceans	1 110 989	1 058 638	52 351	5
Ground water	360 683	344 245	16 438	5
Rainwater collected directly and stored by the organisation	0	0	0	0
Waste water from another organisation	0	0	0	0
Municipal water supplies or other water utilities	610 274	569 589	40 685	7
<b>Total</b>	<b>2 081 946</b>	<b>1 972 472</b>	<b>109 474</b>	<b>6</b>

Relative water consumption



Relative water consumption increased from 34.8 to 36.7 m<sup>3</sup> per produced tonne of finished product. No water sources were significantly affected by withdrawal for our operations.

## How we performed: Waste management

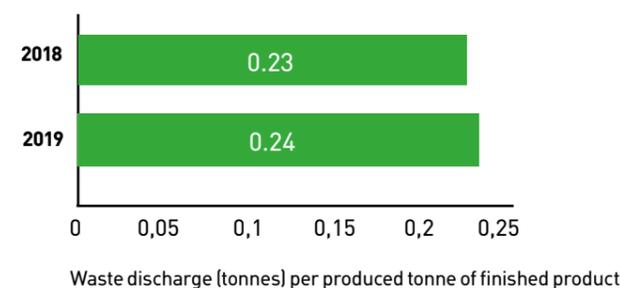
**In total**, we generated 13 413 tons of waste in 2019. Relative waste discharge (waste generated per produced tonne finished goods) 2019 was 236 kg, which is a 5% increase from 2018.

**Our target** is to reduce the total amount of waste generated at our sites by 2% and achieve a rate of recycling and energy recovery of 85%.

### Total waste generation

Class	Method used	Tonnes		Difference	
		2019	2018	Tonnes	%
Non-hazardous	Composting	10	4	6	127%
Non-hazardous	Destruction, including incineration without energy recovery	64	88	-25	-28%
Non-hazardous	Incineration with energy recovery	4 895	4 861	34	1%
Non-hazardous	Landfill	2 323	2 230	93	4%
Non-hazardous	Recycling	3 715	3 699	16	0%
Non-hazardous	Reuse	738	683	55	8%
Hazardous	Destruction, including incineration without energy recovery	76	65	11	17%
Hazardous	Incineration with energy recovery	15	18	-2	-12%
Hazardous	Landfill	617	376	241	64%
Hazardous	Recycling	960	772	188	24%
<b>Total</b>		<b>13 413</b>	<b>12 795</b>	<b>618</b>	<b>5%</b>

### Relative waste discharge



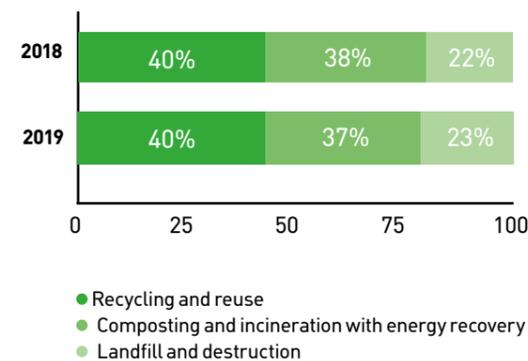
The figure for our relative waste generation increased by 5% in 2019 compared to 2018. Kulim increased relative waste discharge by 28%, mainly due to a sludge dryer not functioning efficiently when removing water from wet sludge (waste handling method: landfill). Mikkeli saw an increase in relative waste

discharge of 11%, which was mainly due to high waste percentage on new production lines introduced in 2019. In Mikkeli, the main contributors to the increased relative waste generation were energy waste (incineration with energy recovery) and PE-paper waste (recycling).

**Several initiatives** were conducted to reduce the total amount of waste at our manufacturing sites.

Karvina saw a decrease in its relative waste discharge of 41%, thanks to an increase in production, while waste amounts remained the same. In Oldham, waste

went down by 27%, due to reduced liquid waste from a specific production line. Additionally, one waste fraction which was previously sent to landfill, is now sent for energy recovery instead.



*Note: We have corrected the figures for 2018, due to errors in the data reported previously. Approximately 1,000 tonnes of waste (waste handling method: landfill) have been added.*

In 2019 the rate of recycling, reuse, composting and energy recovery was 77% compared to 78% in 2018. 23% of all waste was sent to landfill or to be destroyed, compared to 22% in 2018.

## How we performed: Materials and chemicals

The use of silver sulphate in some of our advanced wound care dressing products is accurately monitored and processed in order to minimise its waste. When this waste occurs, most of the silver sulphate is recycled. Silver is a well-known antimicrobial substance that manages bioburden levels in the wound, reducing the risk of wound infection. The use of antimicrobial wound care products also helps to reduce the risk of inappropriate use of antibiotics.

So far, no other antimicrobial agent has proven to be as effective as silver, which is why we are continuing to use it in our products. We do, however, offer a wide range of other advanced wound care dressings without silver which can be widely used.

Focus on the environment

# Five ways we're working to reduce our impact

For decades, we've been working to increase the sustainability of our solutions. This is both because it's the right thing to do and to support our customers – many of whom, such as the Southern District Health Board in New Zealand, now calculate their carbon footprint. As their partners, we contribute to that. We are as transparent as we can be; sharing our sustainability approach and targets and being open about where we still need to make progress.



**A**cross the business, there are numerous projects to minimise our impact on the environment. We put the spotlight on five things we've been doing to help make our solutions more sustainable in 2019.

## 1

### Clean energy in manufacturing

We installed **2,600 photovoltaic panels** on the roof of our manufacturing facility in Kuala Ketil, Malaysia, which manufactures Biogel® gloves. The installation of the 914 kWp photovoltaic system is expected to generate approximately 23,400 MWh of clean energy over the long term – preventing the release of 16,200 tonnes of carbon dioxide into the atmosphere.

## 2

### Recycled raw materials

**Key functionality in the** Mölnlycke® Z-Flex™ Fluidized Heel Boot will be made of recycled polyurethane from Q1 2020. The air chamber in HeelBoot helps to prevent pressure ulcers by redistributing pressure from the heel and Achilles tendon to the whole lower leg. To help reduce our environmental impact, our product development teams worked with our polyurethane suppliers to test recycled alternatives. In user tests, the air chamber made of recycled polyurethane performs exactly as the air chamber made of non-recycled materials.



## 3

### Smaller packing boxes

**In 2019, we introduced a new, smaller** packing box for our procedure trays – bringing a number of environmental benefits. The new boxes, which are 80 mm lower than the old ones, take up less space, meaning each truck can carry on average 200 more trays than before, reducing our use of road transport. We're also able to reduce our use of the chemical EtO during sterilisation – as 5% more boxes can be sterilised at one time. The new smaller boxes require less material to produce and mean less packaging waste for healthcare facilities. By the end of the year, around 30% of our trays were being packed in smaller boxes.





## 4

### Recycling waste materials from manufacturing

**Small amounts of silver are used** in the foam layer of our Ag dressings as a fast-acting anti-bacterial for acute burns and highly infected wounds. Since 2009, our factory in Wiscasset, Maine, has been reclaiming the silver waste from foam scrap. We recently identified how to capture the microscopic amounts of silver left in wastewater, preventing it from entering the sewage system and causing a hazard. Thanks to the project – a collaboration between Mölnlycke, the Wiscasset sewage department and the Maine Department of Environmental Protection – 100% of silver waste is now recycled. We were proud to receive the Governor’s Award for Environmental Excellence for Sustainability as a result.



## 5

### Reducing freight volume through efficient logistics

**Every year, we ship 15,000 boxes** of drapes and gowns from our manufacturing facility in Thailand to our factories in the Czech Republic by sea freight. Until this year, each 40-foot container carried 72 boxes. Our logistics teams knew there was wasted space in the containers – and identified a novel solution: using slip sheet technology to change the way boxes were loaded into the container. Each container can now transport a total of 120 boxes of drapes and gowns, reducing the number of containers we require.

These are just a few examples of the numerous projects within Mölnlycke to reduce our environmental impact. As Jayne Ladbrook, Procurement Manager from the Southern District Health Board in New

Zealand says, ‘We know Mölnlycke is careful to minimise waste in packaging: we don’t look very positively on suppliers who ship large cardboard boxes full of fresh air around the world.’

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Find out more at [www.molnlycke.com](http://www.molnlycke.com)

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