

A SUSTAINABLE ORGANIZATION

Surgical Science works actively to be an attractive workplace and sets targets to generate a high degree of employee engagement and a good working environment. The employees constitute an important asset for the company's competitiveness and profitability and it is of the utmost importance that it can attract personnel with appropriate skills and provide employees with opportunities for further development.

A global organization

Surgical Science's head office is in Gothenburg, Sweden. Operations are also located in Tel Aviv, Israel as well as in Stockholm, Sweden and Seattle and Cleveland, US. There are also employees in software development and sales in Germany, the UK, Poland, France, China and Costa Rica. The organization comprises various functions that collaborate to advance the work globally. The company strives to have an organization that is as flat as possible, characterized by expertise, entrepreneurial spirit, goal-orientation and rapid decision-making paths.

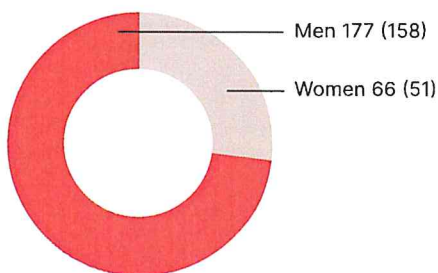
In 2022, the number of employees at Surgical Science increased by 16 percent through new recruitment, particularly of software developers, sales staff and support functions. At the end of 2022, there were 243 employees (209).

Surgical Science has an operational structure in which the various functions within the Group collaborate globally.

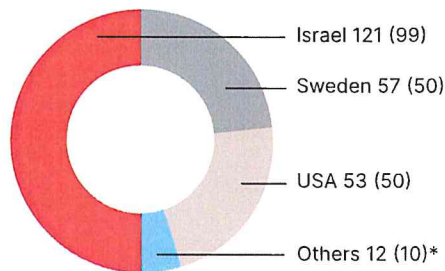
Committed employees

Surgical Science is a knowledge-intensive company, in which employees and their specific skills are a key asset for long-term competitiveness and profitability. Efforts to be an attractive employer and a sustainable workplace characterized by commitment and well-being are in focus for the company's continued success. Surgical Science's operations focusing on patient safety provide opportunities to attract external talent and retain the company's

Employees 2022 (2021)

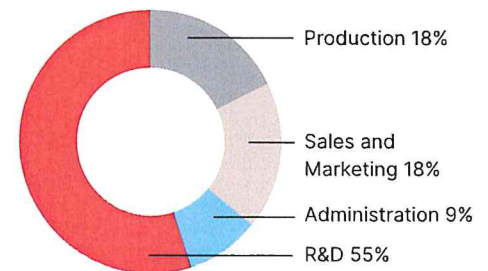



Distribution of employees by country in 2022 (2021)



* Other countries: China, Germany, France, Poland, UK, Greece and Costa Rica

Employees by function 2022

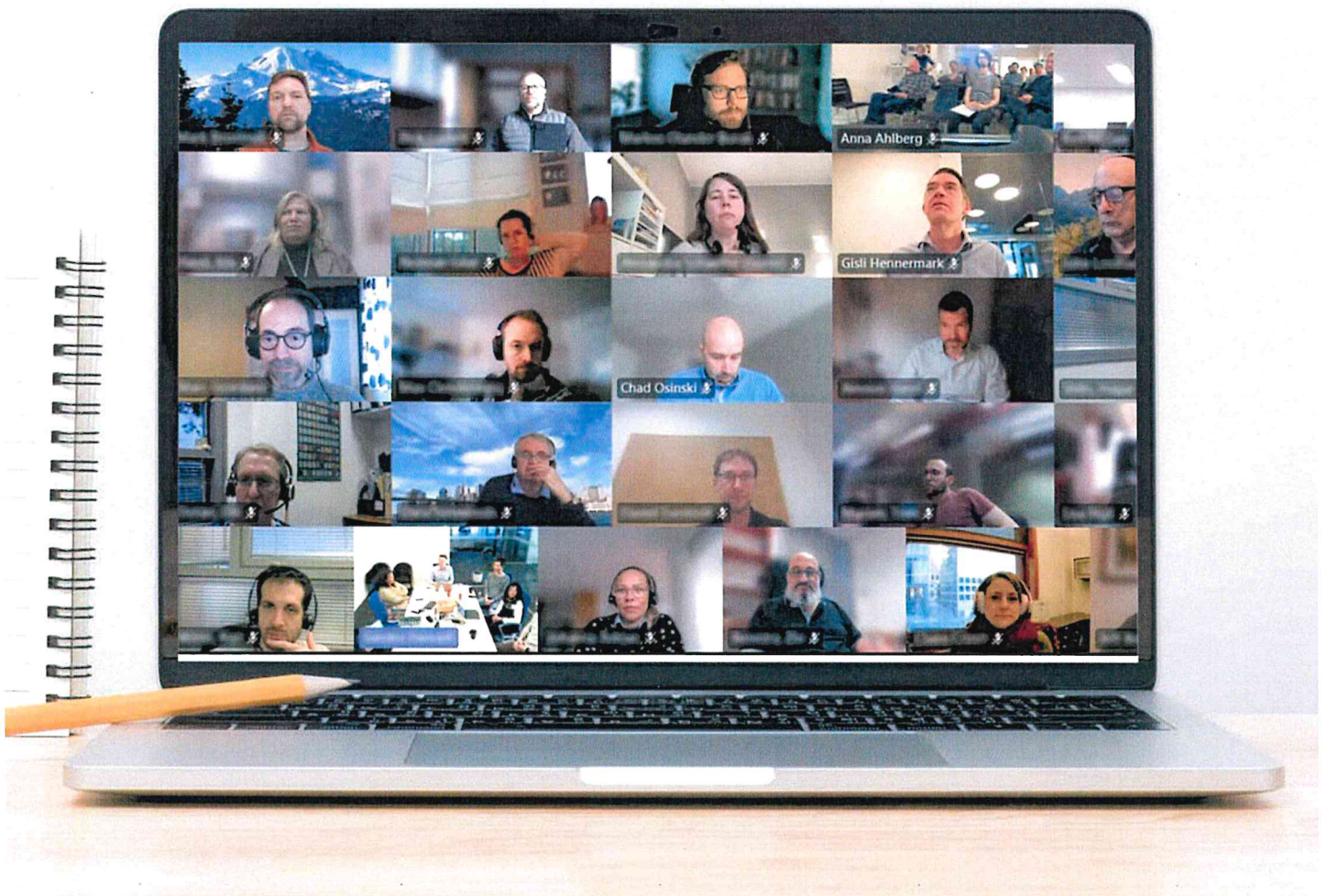


A man with a full, well-groomed reddish-brown beard and glasses is shown in profile, looking intently at a computer monitor. He is wearing a dark blue long-sleeved shirt. His right hand is holding a white pen, poised over a spiral-bound notebook on his desk. The computer monitor in the background displays a complex software interface with various data points and charts. The lighting is bright, creating a professional and focused atmosphere.

Working for a strong and common corporate culture is of great importance for Surgical Science's operations.

At least once a quarter, “All hands” meetings are held for all employees in the Group.

At these meetings, various projects are presented and discussed, and the company’s most recent interim report is reviewed, etc. The CEO and company management, who are responsible for these meetings, ensure that the company’s core values are discussed and permeate the communications.



employees as their work contributes to a purpose that generates value for society.

Surgical Science offers several incentives to foster increased commitment and health among employees.

One of these incentives is a warrants program, the view of the Board of Directors being that a program like this helps increase motivation and commitment among employees and strengthens the bonds between the employees and the company. Furthermore, warrants programs are considered to foster opportunities to recruit and retain knowledgeable and experienced employees and are expected to increase employees' interest in the business and the company's performance trend. On the whole, the assessment is that warrants programs will benefit employees and shareholders alike through increased share value.

Surgical Science currently has two warrants programs open, see more on page 75. The intention is to propose to the Annual General Meeting broad annual programs through which employees can accumulate their warrants holdings.

Implementation of a new HR strategy

In 2022, Surgical Science developed a global HR strategy in which considerable emphasis is placed on the commitment of managers and employees, as well as on simplicity contributing to business value.

Examples of focus areas for attracting talented people and for engaging, retaining and motivating internal talent include:

- continuing to build a strong corporate culture through the company's core values
- designing and implementing Surgical Science's leadership development program
- developing the performance management process, focusing on goal setting, well-being and individual development
- aligning and coordinating the organizational structure through a job architecture which includes position assessment
- implementing a global HR system

Surgical Science developed a global HR strategy in 2022. One of the areas of focus is to continue building a strong corporate culture through the company's core values.

To assess and further develop Surgical Science as a workplace, employee satisfaction will be reviewed in 2023 by means of an employee survey.

A healthy and safe workplace

As an overarching objective, Surgical Science seeks to provide a good working environment and to work systematically to minimize the risks of occupational injuries, accidents or mental illness. The company strives to formulate meaningful tasks that help employees develop and to involve them in designing their own work situation and in the process of change and development in the workplace. Working conditions must allow for variety, cooperation and social contacts. All employees should feel appreciated and respected, being treated with kindness and respect, both by employer representatives and fellow colleagues. Surgical Science believes that different views and experiences strengthen and broaden the company and should be encouraged.

As an organization, Surgical Science operates globally, meaning that language skills and knowledge of different cultures play an important role in achieving success. All employees must be able to work and develop together with no one being subjected to discrimination or harassment, neither by representatives of the company nor by co-workers.

In 2022, the process continued of integrating the acquired companies, this playing an important part in maintaining good health and security among employees. Considerable focus has been devoted to building a healthy shared social and organizational work environment.

To provide space for recovery and work-life balance, Surgical Science offers employees opportunities for flexible work arrangements, when possible. For example, the company offers flexibility in working from home or from the office in line with each country's local guidelines.

Surgical Science's Code of Conduct describes the company's core values and commitments, both in the workplace and in terms of the business operations.

Strong and shared corporate culture

Fostering a strong and shared corporate culture is of great importance to the operations to achieve a consistently high level of employee commitment, facilitating continued deliveries of high-quality, innovative products for increased patient safety. In 2022, the core values Respect, Curiosity and Perseverance were launched, with the core value of respect, for example, underlining the importance of Surgical Science being a workplace offering all individuals equal opportunities in a corporate culture free from discrimination and harassment. The core values shall guide employees in how they should act and make decisions, both on a daily basis and in long-term planning.

The guiding principles in the development of Surgical Science's core values were transparency and inclusion. The management assigned the task of developing the core values to a group representing the company's different functions, as well as the organization's various geographic locations. The group met on several occasions for discussions and assessments, sometimes guided by an external consultant specialized in such work. As part of the process, a survey was conducted that was open to everyone in the company, with the results being used in developing the core values. Ultimately, the working group's conclusions were presented at a joint meeting of the entire company.

Implementing the values is also a significant step in the continued process of integrating the previous acquisitions. During the year, the company's various teams held workshops to discuss the importance of the values for the individual and the organization and how they can be

incorporated in the daily work. In 2023, the application and observance of the values will be a highly useful and effective tool in implementing the cultural process in different procedures and in different parts of the organization.

Quarterly "All hands" meetings are held at which all employees have the opportunity to participate. The CEO and company management, who are responsible for these meetings, ensure that the values are discussed and permeate the communications.

Enhancing efficiency through digitalization

As part of the strong growth of Surgical Science's operations and organization, several digitalization projects have been initiated, including in the HR arena. These will remain in focus over the upcoming years to streamline work flows and collaboration, which will be even more important in a global perspective. In 2022, implementation of a global HR system began, simplifying a global approach and follow-up of data.

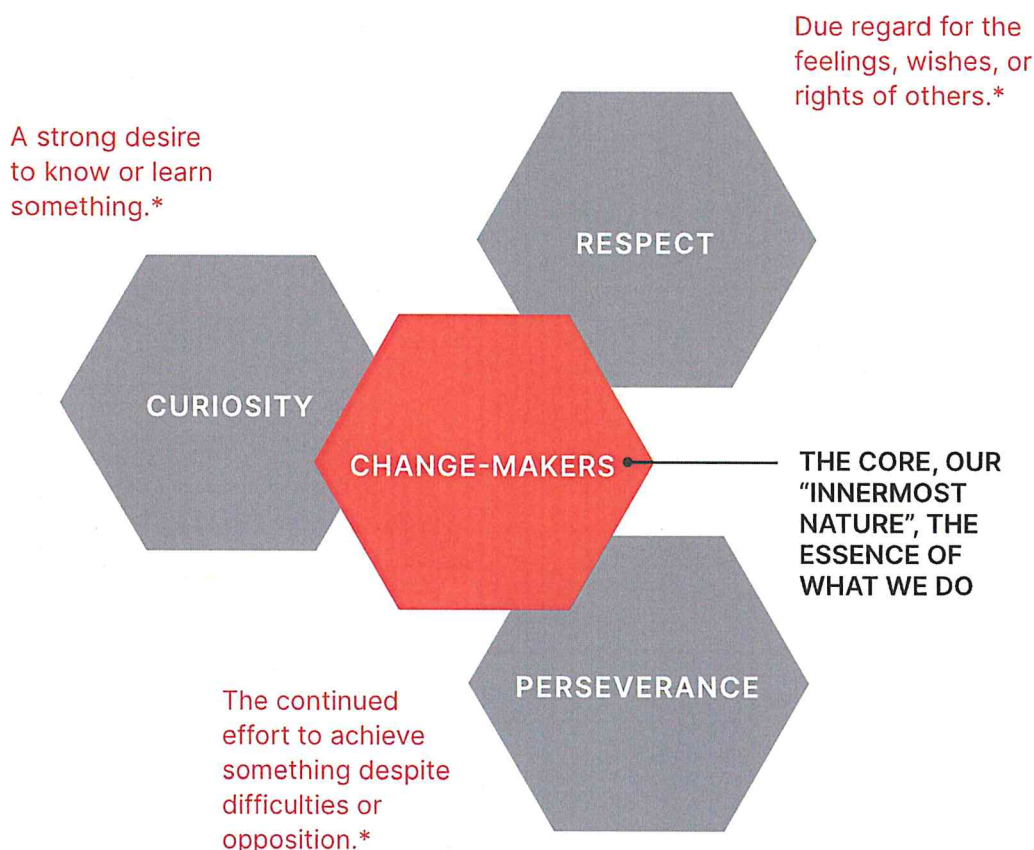
Code of Conduct

Surgical Science's Code of Conduct lays the foundation for how the company views and will work on issues including business relations, the working environment and environmental considerations. The Code of Conduct contains important principles and guidelines for decision-making in the daily operations and comprises two areas: the workplace environment and how the company conducts business ethically and appropriately. The purpose of the Code of Conduct is to set standards and provide examples of how employees, suppliers and partners are expected to behave and to communicate towards customers and other stakeholders in line with what principles the company conducts its business. The Code of Conduct can be read in its entirety at Surgical Science's website, www.surgical-science.com.

All new employees are informed about the Code of Conduct and, in connection with Surgical Science implementing a global HR system, the Code of Conduct shall be signed digitally in that system as of 2023.

Surgical Science’s Book of values

The core of our business is the people and how we act. Our values are our guidelines for decision making and everything we do, and the essence describes our higher purpose. Together, they unite us as a global organisation. The values and their stories are found in our Book of values.



CHANGE-MAKERS

We are driven by the urge to bring value to the world, our environment, and our customers. Our purpose, our sole reason to exist, is to provide medical professionals with the opportunity to train before entering the clinical environment. We are giving them the means to improve patient care.

As change-makers, we are making a difference. Always with a focus on the customer and their patients.

Our success is derived from creating solutions with a real impact on patient safety and ultimately save lives.

RESPECT

We are a company with colleagues across the world, collaborating to address medical professionals within all cultures. Our daily routines are influenced by differences in attitudes and language, but also affected by being performed in different time-zones. As every position in the company is important, trust and respect for our different roles and backgrounds is what brings the company together. No matter where we are, geographically or in the organization, esteem makes us feel welcomed, included, and comfortable at work.

CURIOSITY

Innovation adds value to our customers, and curiosity is at the heart of innovation. At Surgical Science, empowerment ensures us the space and freedom to develop interesting solutions. It brings something new and unique. Knowing that co-workers have one's back provides a freedom that pushes us to innovate, and to look for new markets, new audiences, and new ideas. Curiosity creates new possibilities to health-care and patient safety.

PERSEVERANCE

Devotion defines us. Our line of business brings meaning; the products we deliver save lives. But product development takes time. Even if we are aiming at getting things done without a lot of bureaucracy, our success is dependent on patience and a sense of sticking-to-it. But perseverance presupposes passion as well. Doing the job happily and with focus, also through temporary frustration. Keeping an eye on the target.

* Definitions by Oxford Languages