



ORGANIZATION

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

A global organization

Surgical Science's head office is located in Gothenburg, Sweden. Operations are also located in Tel Aviv, Stockholm, Seattle and Cleveland, and there are also employees in software development and sales in a number of countries such as Germany and China. The organization comprises various functions that collaborate to advance the work globally. The company strives to have an

organization characterized by expertise, entrepreneurial spirit, goal-orientation and rapid decision-making paths.

In 2023, the number of employees at Surgical Science increased by 7 percent through the new recruitment of software developers, sales staff and support functions. At the end of 2023, the number of employees amounted to 260 (243).

Committed employees

Surgical Science is a knowledge-intensive company and its employees and their specific skills are a key asset for long-term competitiveness and profitability. Consequently, the company's efforts to be an attractive employer and a sustainable workplace characterized by commitment and well-being are focus areas. Surgical Science's operations provide opportunities to attract external talent and retain the company's employees as the company's work helps to add value to society through improved patient safety.

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

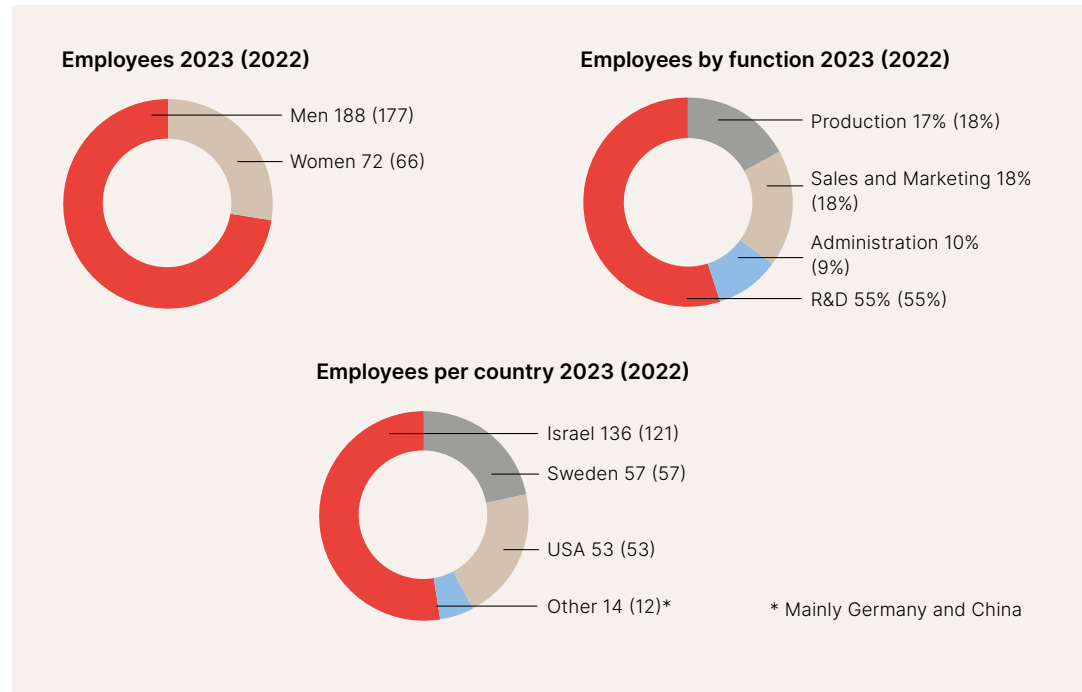
One of these incentives is a warrants program, the view of the board being that a program like this helps to increase motivation and commitment among employees and strengthens the bonds between the employees and the company. Furthermore, warrants programs are considered to foster opportunities to recruit 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.

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Surgical Science currently has two warrants programs open – see more on pages 57-58. The intention is to propose to the annual general meeting broad annual programs through which employees can accumulate their warrants holdings.

In terms of other incentives, during 2023 Surgical Science began reviewing the benefits that exist in the countries where the company operates and identifying benefits that could be implemented globally. One such example is Surgical Science's referral program, which rewards employees who recommend potential candidates that are subsequently being hired.

From 2023 onwards, Surgical Science will measure employee satisfaction through an employee survey (eNPS Employee Net Promoter Score). The method is easy to implement and provides knowledge about how the company is perceived by employees and the reason for their views.



To assess and further develop Surgical Science as a workplace, employee satisfaction will be reviewed annually. The response rate for the 2023 employee survey was 86 percent. The results have been presented to all employees and also at team level. Various measures have been taken at both the local and overall level to address what has been identified as potential for improvement.

HR strategy

Surgical Science developed a global HR strategy in 2022. The strategy prioritizes focus areas for attracting external talent and engaging, retaining and motivating internal talent. In addition, it assists managers in their development and serves to build a shared culture. During 2023, Surgical Science implemented several of the strategy's proposed initiatives.

Leadership development

The leadership development program is aimed at all managers and defines what is expected of a manager and how they can contribute to a common culture across the entire company as well as better business performance. The first step, which was carried out in 2023, relates to situational leadership. All managers have participated in the training, which has, for example, resulted in a common leadership language throughout the organization in order to contribute to the development of committed and productive employees.

The next step, which will be implemented in 2024, is to train employees in situational leadership to ensure a common leadership language across the organization.

During the year, Surgical Science established a process for conducting goal and development discussions with employees, which helps to improve goal fulfillment and employee commitment. This performance management process is documented in the HR system.

HR system

The new HR system is a control tool that gives Surgical Science a clearer overview of the organization, such as by documenting completed employee conversations and internal training. The system contains valuable information for resource planning and for safeguarding future skills needs. Additionally, the system contains a recruitment tool that provides knowledge about the company's efficiency when it comes to, for example, how long it takes to recruit for a specific role.

Other HR activities

During 2023, Surgical Science inventoried and harmonized employee roles and professional titles. This work has resulted in a global structure and forms the basis for a definition of each role which, in the next step, will be developed into more detailed job descriptions and facilitate continued career development.



A healthy and safe work environment

As an overarching objective, Surgical Science seeks to provide a good working environment and to work systematically to minimize the risks of occupational injuries and accidents. 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 and be treated with kindness and respect, both by employer

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representatives and by 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.

Working for a strong and common corporate culture is very important for the company's operations as this creates a high level of commitment.

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.

Strong and shared corporate culture

Fostering a strong and shared corporate culture is of great importance to the company's operations as this ensures a high level of employee commitment, facilitating the continued supply of high-quality and innovative products for better patient safety. In 2022, the core values of 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 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. After that, 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 daily work.

These core values guide employees in how they should act and make decisions on a day-to-day basis and in long-term planning. In 2023, the application and observance of the core values was a highly useful and effective tool for implementing the cultural process in different procedures and in every part of the organization.

Quarterly "all hands" meetings are held at which all employees have the opportunity to participate. In 2023, a project group evaluated and adopted an additional internal communication option, with the implementation of a global intranet in 2024.

For additional information on Surgical Science's core values, see page [49](#).


Code of Conduct and whistleblower channel

Surgical Science's Code of Conduct lays the foundation for how the company views and will work on issues such as business relations, the

working environment and environmental considerations. The Code of Conduct contains important principles and guidelines for decision-making in day-to-day operations and comprises two areas: the work 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 communicate to 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.surgicalscience.com.

The Code of Conduct is distributed to all employees, who then sign in the HR system that they have read, understood, and will comply with the Code of Conduct.

Surgical Science established a whistleblower function in 2023. This is an external channel that allows employees, for example, who cannot otherwise notify the company of deviations from good business ethics or the Code of Conduct in general, to anonymously report misconduct. The whistleblower function, which is available on the Surgical Science website, complies with EU legal requirements and the GDPR for reporting and follow-up.



Training on Surgical Science's simulators is an effective way of securing practical skills and thereby increasing patient safety.