

ORGANIZATION



Focus on a strong corporate culture

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.

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Surgical Science strives to have an organization characterized by expertise, entrepreneurial spirit, goal-orientation and rapid decision-making paths.

A global organization

Surgical Science’s head office is located in Gothenburg, Sweden. There are also operations in Tel Aviv, Stockholm, Seattle, Cleveland, Shenzhen and, since February 2025, Cardiff. Software development and sales staff are also located in a few other countries, including Germany. 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.

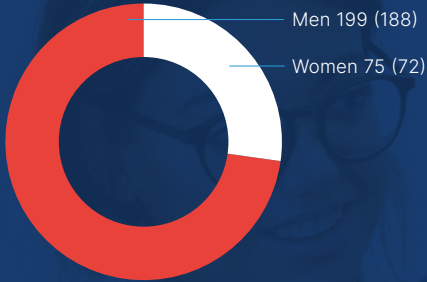
To enhance the company’s innovation capacity and customer focus, the development function has been reorganized, which should enable it to handle more development projects and respond

to customer requests more quickly. The sales function has also been restructured and is now divided into regions to ensure better proximity to customers and distributors and to make better use of shared resources.

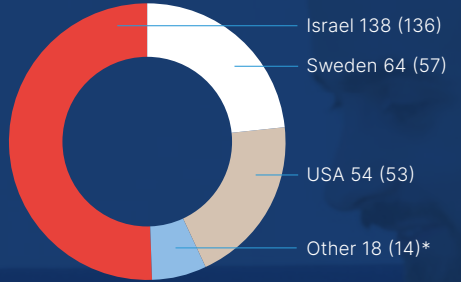
The management team has been reshaped and reduced from eight to five members to create clearer ownership and shorter decision-making paths.

In 2024, the number of employees at Surgical Science increased by 5 percent through the recruitment of new software developers, support and sales staff, and new support functions. At the end of 2024, the number of employees amounted to 274 (260).

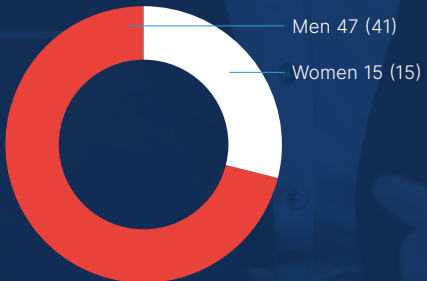
Employees 2024 (2023)



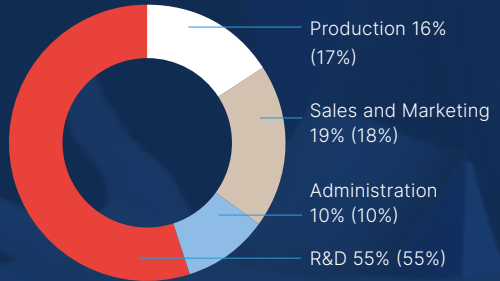
Employees per country 2024 (2023)



Managers 2024 (2023)



Employees by function 2024 (2023)



* Primarily Germany and China

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 a focus area. 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.

Surgical Science currently has four warrants programs open – see more on pages 58-59. The intention is to propose to the annual general meeting broad annual programs through which employees can accumulate their warrants holdings.

Surgical Science measures 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 2024 employee survey was 78 percent (86). The results have been presented to all employees and also at team level. Measures will be taken at both the local and overall levels to address what has been identified as potential for improvement.

HR strategy

The HR strategy prioritizes focus areas for attracting and retaining talent. In addition, it assists managers in their development and serves to build a shared culture. In 2024, several projects and initiatives were implemented in line with these focus areas, including the launch of new global processes and further development for managers in various areas.



The company strives to formulate meaningful tasks that help employees develop and to involve them in designing their own work situation.

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 and better business performance. All managers at Surgical Science undergo this training. The program will be broadened in 2025 to include new focus areas.

An important activity for managers and staff continues to be the Performance Management process, which will help to improve target attainment and employee engagement. This process is documented in the HR system.

HR system

Surgical Science's HR system is a management tool that gives the company 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 has resulted in a global structure and forms the basis for a clear definition of each position. This framework facilitates the integration of new colleagues, such as in connection with acquisitions.

In 2024, work started on creating global and more detailed job descriptions that will also facilitate career development in the future.

A healthy and safe work environment

As an overarching objective, Surgical Science seeks to provide a good working environment and to undertake 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 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.

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. Surgical Science has clarified its core values by formulating three value

statements: Respect, Curiosity, and Perseverance, which reflect the company's culture.

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 2024, 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. For additional information on Surgical Science's core values, see page [50](#).

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

At least quarterly, company-wide meetings are held where all employees have the opportunity to participate. In 2024, a complementary option for internal communication was assessed and decided upon. The project started in 2024 and will continue in 2025.

Code of Conduct and whistleblower channel

Surgical Science's Code of Conduct lays the foundation for how the company views and should work on matters such as business relations, 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 with customers and other stakeholders in line with the principles with which the company conducts its business. The Code of Conduct can be read in its entirety at Surgical Science's website.

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 has a whistleblower function. 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.

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