

# Sustainability report.

Tamro AB 2022/23



**Tamro** 

A PHOENIX COMPANY

Tamro AB's Sustainability Report for 2022/23 constitutes a separate document to the Directors' Report and has been prepared in accordance with the requirements of the Swedish Annual Accounts Act.

The Board of Directors adopted Tamro's Sustainability Report for 2022/23 on 14 April 2023.

# About the report.

Tamro AB's Sustainability Report 2022/2023 has been prepared in accordance with the GRI Global Initiative Reporting Standard.

The aim of the report is to demonstrate, clearly and transparently, what sustainability work means for Tamro.

If you have any questions about the report or other questions related to Tamro's sustainability work, please contact us at the following address:

[sustainability@tamro.com](mailto:sustainability@tamro.com)

Tamro är en oberoende aktör och helhetspartner inom logistik tjänster, kommersiella tjänster och innovationstjänster för hälsa och sjukvård. Vi har 100 års erfarenhet av att arbeta med allas bästa för ögonen. Och på så vis underlättar vi vardagen för myndigheter, läkemedelstillverkare, apotek, sjukhus, konsumenter och patienter.

**Tamro**  
A PHOENIX COMPANY



# Managing Director's comments.

## We entrepreneurs all need to contribute a little more

As the new Managing Director of Tamro, it feels fantastic to be joining a company that really cares, and that assumes such incredibly important social responsibility on a daily basis. During 2022, Tamro has continued to deliver pharmaceuticals to all of Sweden's pharmacies, hospitals and healthcare facilities, and we have done so with a focus on social, environmental and financial sustainability.

If we look beyond our company, however, it is easy to see that simply continuing along the beaten track is not enough. Society at large is facing both social and environmental challenges. In this respect, it is also clear that our authorities are not capable of managing the situation on their own. As a result, all of Sweden's companies have to contribute a little more.

At Tamro we are therefore going even further, and are now setting ourselves the goal of being carbon neutral within Scopes 1\* and 2\* by 2030 at the latest. In order to support our local communities, we will also be working to ensure that young people can educate themselves and hopefully find a meaningful future within Tamro.

I am personally really looking forward to leading Tamro on its journey towards becoming a company that contributes a little more.

**Mats Johnson**  
Managing Director, Tamro



*\* Scope 1 includes direct greenhouse gas emissions, i.e. emissions over which the business has direct control. This might apply, for example, to greenhouse gas emissions from vehicles and machinery owned or leased by the business, where the business has an oil boiler for heating or where coal, gasoline and oil are burned in factories owned by the business.*

*\* Scope 2 includes indirect emissions from purchased energy, i.e. the consumption of electricity, district heating and district cooling.*





# About Tamro.

In pharmaceutical logistics, Tamro leads the way in Sweden and is part of PHOENIX Group, a pan-European conglomerate with more than 200 distribution centres in 29 countries. Every day, we supply 1,500 pharmacies throughout Sweden with pharmaceuticals and other medical and healthcare products.



Tamro is an independent actor and works with everyone's best interests in mind – pharmaceutical manufacturers, pharmacies, consumers and patients. We cooperate with about 150 pharmaceutical manufacturers and ensure that we have their products in stock, distributing them to pharmacies and hospitals. Tamro also offers Nordic distribution services and a large number of additional services to better facilitate our customers' day-to-day business.

As of the end of January 2023, 785 people are working at Tamro. The company has quality and environmental management systems that are certified in accordance with **ISO 9001:2015** and **ISO 14001:2015** respectively.

Our operations are conducted on the basis of wholesale licences that are issued by the Swedish Medical Products Agency. We apply **GDP** (Good Distribution Practice) and **GMP** (Good Manufacturing Practice), as well as the PHOENIX compliance programme within three areas: anti-corruption, competition and conduct. We have our head office and a distribution centre in Gothenburg, with additional distribution centres in Stockholm and Umeå.

### VISION, MISSION & BUSINESS CONCEPT.

#### Vision:

We aim to be the best partner in the fields of pharmaceutical logistics and value-creating services.

#### Mission:

Our mission is of vital importance. We supply pharmaceuticals. Every day.

### CORE VALUES.

Tamro has a strong corporate culture and our core values provide the foundation for a responsible company that inspires trust. Our core values serve as guiding principles for each individual employee and for Tamro as a whole.

#### We create value.

We make things easy.  
We are businesslike.  
We create results.

#### We create opportunities.

We are constantly improving.  
We are innovative.  
We dare to try.

#### We take responsibility.

We keep our promises.  
We are reliable.  
We are honest.

#### We collaborate.

We show mutual respect for each other.  
We work together.  
We trust each other.

### RIGOROUS QUALITY ASSURANCE AND SECURITY MEASURES.

The manufacture of pharmaceuticals and medical and healthcare products is becoming increasingly advanced with increasingly effective products. In parallel with this, the demands for quality and security – both within the industry itself and from external stakeholders – are also increasing. Quality assurance and security are essential. All our facilities are secure and well-guarded, allowing access only to properly authorised persons. For security-classed and sensitive pharmaceuticals, we have premises with even tighter security and access requirements.

Our delivery vehicles have monitoring equipment to ensure that we continuously maintain the optimum environment for sensitive pharmaceuticals. Regardless of where a vehicle is located, we can always see the current status of its cargo, and guarantee that each pharmaceutical is delivered in the best condition, from A to B.

Everyone here is well-versed in proper pharmaceutical handling. Everyone who works at Tamro and our contracted drivers have attended a special training course in quality assurance.

We regularly conduct quality inspections together with both our customers and the Swedish Medical Products Agency. And we look forward to these occasions. It's important to us to know that we're up to standard and we are continually striving to improve our quality management system.

## HUMAN RIGHTS.

The fundamental principles underpinning basic human rights are that everyone is born free and that all people are equal. Basic human rights include, for example, the right to not be discriminated, freedom of expression, freedom of religion, the rights of women and children, the right to education and the right to health. For Tamro, human rights are an important aspect of our sustainability work.

- We adhere strictly to the Universal Declaration of Human Rights.
- Internally, we work systematically with issues related to areas such as victimisation, discrimination, equality, diversity, freedom of expression and skills development.
- With our code of conduct for suppliers, we set out requirements for the supply chain and other business partners as regards human rights.
- Suspected human rights violations can be reported anonymously via PHOENIX Group's whistleblowing system.
- The system is available both internally and externally.

A woman with long, curly brown hair tied in a ponytail, wearing a light grey sweatshirt and blue jeans, is seen from the back, leaning against a blue vertical playground pole. A young girl with curly brown hair, wearing a blue dress with a ruffled collar and a striped cardigan, is leaning against the same pole from the other side. They appear to be playing together on a playground. The background is a grey brick wall.

# Sustainability management.

For Tamro, sustainability is about acting responsibly – under all circumstances.



## SUSTAINABILITY WORK AT GROUP LEVEL.

At PHOENIX Group, success and sustainability go hand in hand. The Group's mission provides the basis for its sustainability work.

The goal is to grow sustainably – in all PHOENIX Group divisions, in all countries where the group operates and throughout the entire delivery chain. This is to be achieved by integrating sustainability-based principles with all the Group companies' business processes that concern customers, business partners and employees.

PHOENIX Group produces an annual sustainability report for the Group.

The Group's sustainability work is centred on the following areas:

- Climate impact
- Circular economy
- Responsible sourcing
- Diversity, equality and inclusion
- Corporate social responsibility

The Group has established a web-based whistleblowing system where stakeholders can ask questions and report shortcomings in compliance with the guidelines in Group companies. The tool guarantees anonymity for the informant and ensures that the report is tabled for discussion by the appropriate members of management.

## CSR ORGANISATION WITHIN PHOENIX GROUP.





## A SUSTAINABLE TAMRO.

Tamro should manage and develop its business in a sustainable manner. In practice, this means:

- We fulfil relevant environmental requirements and continuously strive to develop our environmental management.
- We develop and refine operations to minimise waste and other pollution, as well as to minimise health and safety risks.
- We provide a safe and healthy workplace and ensure that our staff have the right skills.
- We communicate openly and proactively with staff, customers and other stakeholders about our sustainability efforts and the expectations placed upon us.
- We encourage everyone in our value chain – suppliers, customers and partners – to work with sustainability issues.
- We pursue our operations with a long-term approach and with consideration for the economic, environmental and social aspects.

The Group-wide code of conduct provides a basis for Tamro's sustainability work, which includes, for instance, fair competition, behaviour at work, information management and the environment. Furthermore, there are a number of explicit guidelines, which are determined by Tamro's management team. These include, for example, OHS guidelines, an environmental policy and an anti-corruption policy.

To ensure responsibility in the value chain, Tamro has implemented a code of conduct for suppliers. In addition to environmental requirements, it includes human rights, labour law and working conditions in accordance with the ILO Convention and the Universal Declaration of Human Rights, as well as national legislation.

## ENSURE ACCOUNTABILITY IN THE VALUE CHAIN.

The acceptance of accountability in the value chain is a central tenet of Tamro's corporate culture. Responsibility and ensuing compliance are of great importance to us – in terms of both creating a successful company with long-term sustainability and our relationship and cooperation with customers, business partners and other stakeholders. Efforts to ensure compliance are based on our management system and related processes, our code of conduct, our business-specific governing documents and our code of conduct for suppliers.

In conjunction with the management team's annual review work, the effectiveness of the management system is evaluated, including the results of Tamro's sustainability work. The basis for the evaluation comprises the results and trends seen in, for instance, risk analyses, internal and external audits and the status of corrective and preventive measures.

Based on the code of conduct for suppliers, Tamro's supply chain is followed up in relation to defined sustainability parameters. This is achieved, for example, with supplier assessments and supplier evaluations

## BUSINESS PARTNER DUE DILIGENCE AND SANCTIONS SCREENING.

For a number of years, PHOENIX Group has used a comprehensive sanctions screening system, where all business partners are checked daily against more than 15 different sanctions lists. In addition to this screening, PHOENIX Group has introduced a further system of enhanced supplier checks that all suppliers have to pass before Tamro can use the supplier. The supplier assessment is entitled Business Partner Due Diligence (BPDD), and is carried out in an IT system incorporating a number of elements and questions that may also include in-depth examination of the supplier.

The BPDD process includes steps where the supplier is evaluated in respect of

- human rights
- environmental perspective
- anti-corruption

- financial stability

The purpose of the system is to identify suppliers that could potentially pose a risk if Tamro were to use them.

If a supplier is identified as a potential risk, e-mails are sent to the Human Rights Officer and to the Compliance Officer, who will then make an assessment as to whether the supplier can be used and, if so, what measures are required.

During 2022/23, no suppliers have been identified with such a level of risk that Tamro has needed to implement special measures.

## RISK MANAGEMENT.

Tamro conducts risk assessments of its business processes in compliance with the standards **ISO 9001:2015** and **ISO 14001:2015** for quality and the environment, respectively.

For Tamro's warehousing and distribution, as well as the repackaging/relabelling of pharmaceuticals that are regulated by **EU-GDP** (Good Distribution Practice) and **GMP** (Good Manufacturing Practice), risk assessments are performed with a focus on patient safety.

In addition to risks to patients, it may also be necessary to take into account risks related to Tamro as a company, our employees, assets, customers and business. This is done, for example, in areas such as the work environment, preparedness, environmental impact assessments and project work.

Tamro also conducts risk analyses in other areas, see examples below

- Work environment
- Environmental impact assessment
- Storage of flammable goods
- Preparedness
- Project work

## ORGANISATION AND RESPONSIBILITY.

Tamro's operations are governed by the parent company Tamro AB, the company's Board of Directors, as well as the MD and management team. Governance is based on visions, values and strategies through various policy documents and established goals. Tamro's management at all levels, both centrally and locally, must manage the business in such a manner that the established goals are achieved. Managers are responsible for goals and guidelines being both known and understood within the organisation. Governance and management include revising goals and guidelines. Decisions on changes are made by the management team.

The management team has ultimate responsibility for Tamro's sustainability work. No individual member of the management team has been assigned sole overall responsibility, rather it is shared between the HR Director, General Counsel, Logistics Director, IT Director, Quality Director and Marketing Director. The management team is responsible for strategic and operational work within sustainability communication and reporting, the code of conduct, human rights, business ethics, environmental work, OHS and security issues.



A woman with a tattoo on her arm, wearing a dark blue t-shirt and gloves, is working in a warehouse. She is standing next to a metal cart filled with cardboard boxes. She is looking down at a document on top of the boxes. The background shows shelves with various boxes and labels, including '73' and '75'. The text 'Sustainability strategy.' is overlaid in large yellow letters on the lower part of the image.

# Sustainability strategy.

For Tamro, sustainability is about acting responsibly, taking into account the needs of both current and future generations. This in turn involves creating long-term sustainable solutions based on economic, social and environmental considerations, as well as the refinement of these values within our business processes.

## STRATEGY PROCESS.

We prepare a new, long-term strategic plan every three years. The long-term strategic plan is developed gradually, and incorporates business intelligence, operations analysis, goal formulation and the establishment of focus areas for the next three years. Our business intelligence involves the analysis of political, economic, social, technical, legal and environmental factors. Further to this, it includes market, customer and industry analyses.

The operations analysis entails conducting a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), a commitment index from staff surveys, and reviews of our current quality management system, goal fulfilment and focus areas.

The purpose of Tamro's strategic planning is to develop and maintain a viable combination of business goals, competencies and resources congruous to the prevailing market opportunities. The strategy process is an essential part of the management process.

## STAKEHOLDER INVOLVEMENT.

Everyone can contribute to sustainable development. We have done a great deal, but together with our stakeholders we can do even more. We involve our stakeholders in a partnership built on dialogue and cooperation. Their interests and expectations are important sources of information for us, which we use to identify what we should be focusing our sustainability work on.

A regular dialogue with PHOENIX Group is maintained via various management meetings, which are held frequently throughout the year.

We also conduct stakeholder dialogues with all managers on a monthly basis, where the management team provides information about Tamro's current situation as well as operational and commercial goals, and invites parties to take part in a dialogue.

Tamro also has an app that is used for communication with all employees regarding large and small issues alike.

Additionally, each manager has ongoing meetings with their staff.

Annual performance appraisals are conducted between employees and their managers, and ongoing status meetings are held between the annual appraisals.

Regular meetings are held with the trade unions with which we have collective agreements to ensure constructive collaboration, as well as an active dialogue between the company, its employees and the trade unions.

Since the company was founded in 1921, we have developed additional services that help our customers – pharmaceutical suppliers and pharmacies – to improve their operations. A well-functioning pharmaceutical supply chain requires cooperation and the sharing of knowledge and experience.

Regarding our supply chain, we maintain ongoing dialogues with our principal suppliers through supplier meetings.



A dramatic sunset over the ocean. The sky is filled with dark, heavy clouds, with a bright orange and yellow glow from the setting sun breaking through near the horizon. The ocean below is dark with white-capped waves. In the foreground, there are dark, blurry, vertical lines that appear to be reeds or grasses, partially obscuring the view.

# Environmental responsibility.

It's the small things done on a daily basis that lay the foundation for a sustainable society. In light of this, Tamro conducts ongoing activities to improve and uphold effective procedures for minimising our negative environmental impact. We consider it essential that we comply with all applicable environmental laws and regulations. Moreover, responsible environmental considerations are to be incorporated in all business processes, plans and decisions. Our environmental work is based on PHOENIX Group's code of conduct and our environmental management system, which is certified in accordance with ISO 14001:2015.

## OUR ENVIRONMENTAL ORGANISATION.

It is always everyone's responsibility to ensure that we comply with our environmental procedures. All employees are expected to perform their day-to-day work in an environmentally friendly manner.

Tamro has a designated Sustainability Manager who, working alongside local environmental coordinators, is responsible for ensuring that our environmental management work is maintained.

## OUR ENVIRONMENTAL POLICY.

Tamro contributes to health through a secure supply of pharmaceuticals, health products and related services in a responsible, proactive and respectful manner.

Increase the company's knowledge and our employees' understanding of our sustainability work

Take environmental aspects into account in all our processes, services and improvement work

Comply with applicable environmental laws and ordinances

Tamro should reduce negative environmental impact by:

Collaborating with and placing demands on our logistics carriers for logistics solutions that reduce their carbon

Actively seeking effective methods for longer-term energy consumption

Sorting our waste to enable as much reuse and recycling as possible

## SIGNIFICANT ASPECTS OF OUR ENVIRONMENTAL IMPACT.

Tamro has examined the environmental aspects of its business and assessed which aspects have the greatest impact on the environment. Each year, we conduct an evaluation to check whether our operations have changed in any way that affects these environmental aspects.

Transport, waste management and energy consumption are our three most important environmental aspects.

## GENERAL ENVIRONMENTAL GOALS.

Based on the environmental aspects of our business, the management team establishes our general environmental goals:

- Strive to reduce the negative environmental impact of our transport operations.
- Strive to reduce our energy consumption.
- Sort our waste to enable as much reuse and recycling as possible.

Tamro does not have quantified targets in these areas due to external conditions that Tamro cannot influence.

## ENVIRONMENTAL ACTIVITIES.

Based on our general environmental goals, a number of detailed objectives for our environmental work are established each year. We refer to them as environmental activities. The environmental activities are followed up using Tamro's balanced scorecard.



## TRANSPORT.

Tamro strives to ensure climate-friendly logistics throughout its value chain. We do our utmost to have a positive influence on developments at our carriers, achieved through regular meetings and in conjunction with negotiating agreements. Drivers are trained in eco-driving so as to ensure the greenest possible driving style.

We continually monitor our transport operations' fuel consumption and emissions.

We are constantly developing our transport operations to have the least possible impact on the environment.

During 2022, Tamro has changed the fuel we use for transport between our facilities in Gothenburg and Stockholm, moving from diesel to biogas. This means that we are reducing our CO<sub>2</sub> emissions on this route by about 80%.

## WASTE MANAGEMENT.

For us, waste management includes both the waste that Tamro generates and the pharmaceutical products that are destroyed.

In 2022/23, approximately 80% of our own waste was recycled or incinerated for energy recovery. Within our efforts aimed at reducing the negative impact that pharmaceuticals have on the environment, we work both to reduce pharmaceutical waste as well as to ensure that it is disposed of and destroyed by means of incineration in approved incineration plants.

## CIRCULAR ECONOMY.

When distributing to pharmacies, Tamro uses crates to distribute goods.

When purchasing new crates, these are made of 100% recycled plastic.

## ENERGY CONSUMPTION.

We work tirelessly in our commitment to energy efficiency and climate action for the better. We employ energy monitoring, which includes measures such as energy optimisation and tracking the share of energy we use that is produced from renewable sources. We are also changing over our lighting to LEDs on an ongoing basis.



# Corporate social responsibility.

Our employees are our most important asset and are of great strategic importance to our business operations. Accordingly, here at Tamro we consider it essential to ensure a safe and healthy workplace for all our staff.



## A GOOD WORK ENVIRONMENT.

A good work environment requires a balance between and continual development in the areas of employeeship, leadership and work organisation.

## EMPLOYEESHIP.

Active employeeship provides opportunities for development, participation and responsibility at work. It contributes to an atmosphere that bolsters the employee's confidence in their ability to see opportunities and deal with any difficulties they may face in their work. One of the building blocks of Tamro's management philosophy is "Respect for the individual", which aims to ensure that every employee can come into their own and develop at Tamro. By taking the pulse in employee surveys, we give each employee the opportunity to provide feedback on an ongoing basis. The three main areas we measure are commitment, health and well-being, as well as diversity and inclusion.

Managers enable active employeeship by working in accordance with Tamro's management philosophy and providing employees with the necessary conditions, support and motivation.

## LEADERSHIP.

Managers act as role models, establish norms and reflect Tamro's values. With their approach and behaviour, managers set the tone for the atmosphere at the workplace. Managers have competence, clear authority and responsibility for the work environment. All new managers undergo a basic training course in managerial skills and we ensure that all managers are familiar with their work environment responsibilities. Every year, we also conduct joint meetings with all managers focusing on leadership development. Our actions and the way we plan our work are characterised by Tamro's management philosophy and leadership promise.

## WORK ORGANISATION.

Work is organised so as to reduce the risk of ill health. The way work is organised supports cooperation, development and innovation.

A good work environment contributes to increased job satisfaction, commitment and better health. With a good work environment, employees choose to remain and develop, thereby increasing both the quality and efficiency of our business. The work environment is also key to getting new employees to choose Tamro. Tamro has a work environment policy in place elaborating the company's visions and ambitions in occupational health and safety (OHS). The policy aims to convey a common approach.

Tamro has primary responsibility for the work environment and acts systematically to prevent ill health and accidents.

OHS tasks and the associated responsibilities are clearly delegated in writing within the line organisation.

Our systematic work environment management, which includes physical and psychological and social conditions, is the natural way of working and is integrated with day-to-day operations. Physical work environment factors and risks can, for example, be associated with forklifts, machines and lifts, while psychosocial factors and risks can be associated with stress, responsibility, communication and participation.

Here at Tamro, we welcome broad participation at all levels of the business when it comes to issues and activities within systematic work environment management. We work together in relation to the work environment, which means that employers, employees and safety representatives are all given the opportunity to participate in our work environment management. We are careful to maintain close cooperation with trade unions.

Tamro's approach to systematic work environment management is three-fold – reactive, proactive and health-promoting – and adapts the measures to situations based on these.

In a good work environment, working conditions are adapted to various physical, psychological and social circumstances. Initiatives in job adaptation and rehabilitation are conducted at an early stage. Every employee contributes to a good work environment by contributing to good relationships and a creative atmosphere.

In a good work environment, every employee takes responsibility for their health. Wellness activities are encouraged and offered to all employees, and are part of our long-term health work.

Examples of health-promoting activities conducted at Tamro include medicals as needed via our occupational healthcare, counselling with external healthcare providers, a wellness allowance and massages.

### **DIVERSITY, INCLUSION AND VICTIMISATION.**

Diversity and inclusion are about bringing people with different skills, backgrounds, experiences and personalities together, in order to create an innovative and inclusive culture and organisation. We value each individual's unique qualities and skills, and everyone is respected regardless of gender, transgender identity or expression, ethnicity, religion or other belief, disability, age or sexual orientation.

A diverse workforce helps to build our culture and success.

Teams that incorporate both diversity and inclusivity have a significant advantage when it comes to being able to become high achievers. Diversity and inclusion also make companies more attractive on the market from an employer perspective, making it possible to take advantage of a larger recruitment pool, motivate a larger proportion of employees to feel ownership as regards contributing to the team and the organisation, and build a stronger brand and a more profitable business. An inclusive work environment is key when it comes to diversity. Inclusion relates to seeing and encouraging people to feel and think differently, and to see opportunities that others don't. An inclusive work environment can lead to employees daring to challenge established processes and thoughts, as well as never settling for the status quo but always striving to drive the business forward. We expect all employees to do their best to increase diversity and insight into its benefits, and actively contribute to an inclusive work environment.

In January 2022, the distribution between men and women stood at 48% and 52% respectively. The average age of our employees is 40 years.

We are also proud to have a very large mix of different nationalities represented within the company.

### **HARASSMENT AND VICTIMISATION.**

At Tamro, all work is characterised by respect for the individual, and for this reason we do not accept any form of harassment. We all have an important role to play when it comes to creating a work environment that is free from harassment based on gender, transgender identity or expression, ethnicity, religion or other belief, disability, age or sexual orientation. It is also the personal responsibility of every employee to work to ensure that victimisation does not occur in the workplace. By being aware of the problem and ensuring that our own and our colleagues' behaviour is not offensive and cannot be perceived as offensive, we can prevent harassment.

In order to avoid employees at Tamro being subjected to any form of victimisation, as well as to prevent ill health by providing the help and support needed by those who are victimised as early and effectively as possible, we implemented a procedure for dealing with victimisation several years ago. Its starting point is that all activities shall be planned and organised in such a way that victimisation, bullying, discrimination and harassment are prevented by our systematic work environment management.

### **HUMAN RESOURCE PLANNING.**

Competence means that the employee has the knowledge, willingness and ability to solve the tasks assigned to them. Tamro expands willingness and ability to also encompass values, attitudes and behaviour.



Competence also involves acquiring, using and sharing knowledge and experience. To support the work to ensure that Tamro has the competence necessary to run operations as intended both today and tomorrow, and to ensure that employees have the right skill sets for current needs, the company has established a procedure for human resource planning in its management system.

Skills development at Tamro is based on our business operations. In certain areas, training needs to be provided in order to comply with legal requirements or audit requirements.

In those cases where a group of employees has the same development needs, the relevant development initiatives are coordinated by location or company-wide. If the competence requirement cannot be met by skills development, it is acquired through recruitment instead.

Management's responsibility is to define general competence requirements and to ensure the organisation, resources and processes necessary for human resource planning. The manager's responsibility is to clarify the needs of the business, as well as to conduct annual performance appraisals and draw up plans for skills development based on our business goals.

The manager is responsible for ensuring that prioritised skills development is implemented and evaluated. The employee's responsibility is to assume responsibility for their skills development. This entails planning and implementing, in consultation with their manager, development initiatives in line with their skills development plan.

The goal is for the employee to achieve the established skill requirements for their role(s).

All employees have an annual performance appraisal with their immediate manager. During the performance appraisal, the employee's performance, motivation and skills in their role are discussed in relation to the needs of the organisation and the determined salary criteria. The manager and the employee use the appraisal to decide on a number of goals and a development plan to bolster the employee's competence and to enable them to develop, improve and influence their salary.

## **CORPORATE CITIZENSHIP.**

In our corporate citizenship, we are mainly involved in issues concerning health and well-being.

### **DELIVERING HEALTH THROUGHOUT SWEDEN.**

Tamro has an important role in the Swedish value chain for well-being. Thousands of people's health and sometimes even lives are dependent on us delivering pharmaceuticals and other medical and healthcare products on time and in perfect condition to the country's pharmacies and hospitals. Having all of Sweden as our work domain and hundreds of safety regulations to take into account entails great responsibility. On the other hand, we have had over 100 years to develop procedures and processes that are effective. Time and time again.

### **FOUNDATION FOR QUEEN SILVIA CHILDREN'S HOSPITAL.**

Tamro has sponsored the Foundation for Queen Silvia Children's Hospital since 2007. Over the years, Tamro has contributed to about sixty new computers, wireless broadband and hospital clowns, as well as therapeutic interiors and nursing room renovations. The latest additions are Svea, a certified therapy dog, and a sibling supporter, who is on hand to assist the siblings of the sick children admitted to the hospital.

In 2022, working alongside Göteborgs Auktionsverk, Tamro has also staged a charity art auction, where the proceeds were donated to the Foundation for the Queen Silvia Children's Hospital.



# Financial responsibility.

Among the prerequisites for the long-term profitability and success of our business are our reputation, our credibility and ensuring good business ethics.

At Tamro, good ethics means doing what is right, such as respecting laws where we operate and working actively to prevent corruption.



## **RULES OF CONDUCT.**

Based on our Group-wide code of conduct, we have established rules of conduct that apply to our employees. All employees, regardless of their position in the company, are encouraged to follow the code of conduct and to ensure that their subordinates do likewise.

All employees are expected to perform their duties in a professional manner and to safeguard Tamro's image and reputation. Customers, suppliers and colleagues shall always be treated with respect and honesty. Conduct resulting in unlawful acts or that damages Tamro's reputation, and conduct that can result in potential conflicts of interest, shall be avoided. All employees are encouraged to report signs of misconduct or violations of the code of conduct.

## **ANTI-CORRUPTION.**

Tamro has a zero tolerance policy for corruption and has had an anti-corruption policy in place since 2015. The policy is group-wide, which serves as a modern and refined standard for the prevention of bribery. The policy encompasses, among other things, conflicts of interest, national and international legislation, bribery and corruption, gifts and benefits, as well as the monitoring and compliance organisation.

Tamro has implemented and employs guidelines and procedures that comply with the principles of the policy, and does its utmost to reduce the risk of unethical and illegal business practices.

## **FREE AND OPEN COMPETITION.**

Tamro strives for a competitive market and does its utmost to prevent, preclude and identify any violations of the applicable competition legislation.

These efforts are based on the group's competition policy, which in turn is based on the provisions of European competition law. All group companies operating within the EU, as well as their employees, must comply with these statutory regulations.

Competition law ensures free and open competition and prevents anti-competitive behaviour by companies. Free and open competition is one of the cornerstones of our economic system. It promotes dynamism and efficiency, creates growth and job opportunities and ensures that consumers can acquire modern products at reasonable prices. Compliance is monitored by regular risk assessments and compliance reports, employee training in competition law, and active and visible support from Group management and the Board of Directors through the regular supervision of activities that may risk violating competition law. In appropriate cases, internal and/or external audits are conducted. Employees shall report any suspicion of anti-competitive behaviour to or through their immediate manager, Tamro's legal department or the Group's whistleblowing system.