

## Communication on Progress (COP)

Period covered by our COP: From 1 January 2017 to 31 December 2017.

### **STATEMENT OF CONTINUED SUPPORT BY THE CHIEF EXECUTIVE OFFICER**

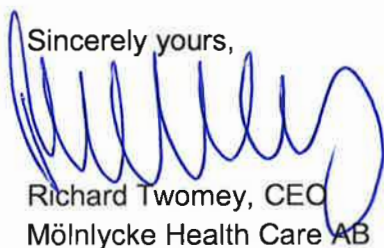
3 July 2018

To our stakeholders:

I am pleased to confirm that Mölnlycke reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress (Sustainability report), we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours,



Richard Twomey, CEO  
Mölnlycke Health Care AB

### **DESCRIPTION OF ACTIONS & MEASUREMENT OF OUTCOMES**

Human Rights see page 32-34, 37-40

Labour see page 19-22

Environment see page 24-31

Anti-Corruption see page 41



# Sustainability report 2018

Report based on facts from 2017

# Our sustainability approach

In the second decade of the twenty-first century, the world faces significant challenges. Population growth and climate change are driving demands for good health and wellbeing for all, decent work and economic growth and lower emissions – among many others.

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In 2015, countries within the the UN adopted a set of 17 sustainable development goals to be achieved by 2030; national and supra-national regulations are also tackling these. At the same time, 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 wellbeing for all' and #8: 'Decent work and economic growth' as we believe that this is where we can create the most value.

Our Executive Management 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:

- sustainable supply chains and supply chain resilience
- anti-bribery and corruption
- diversity and equality
- product quality
- CO<sub>2</sub> emissions
- waste.

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.

## **Report aim, scope and structure**

The report covers Mölnlycke's main operations around the world and our market sites between January and December 2017. Our previous Sustainability Report covered the 2016 calendar year, and our report is issued annually.

We take inspiration from the Global Reporting Index (GRI) guidelines to structure our report. The content for 2017 has been gathered from different internal specialists and approved by our Executive Management Team. 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 true 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](mailto:corporate.communication@molnlycke.com)

## CEO statement



# Sustainability with customers and patients at the heart

Our goal is to promote sustainable healthcare with better outcomes for customers, patients and society, while acting in a socially and environmentally responsible way, as CEO Richard Twomey explains.

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## Our purpose statement

Mölnlycke is a world-leading medical solutions company. 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.

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We're living in a time of great social change. As people live longer and enjoy higher standards of living globally, they inevitably demand more from their healthcare – increasing the pressure on already burdened systems.

As a world-leading medical solutions company, we have a key role in helping providers meet this demand, delivering better care for more people in a way that's sustainable over the long term. Through advances in our wound management, surgical and prevention solutions, we aim to increase the overall health economic value for society while also reducing patient suffering.

### Reducing unnecessary cost and suffering

Many of our solutions demonstrate this sustainable approach. Pressure ulcers make up a growing proportion of health spending – preventing them will not only reduce needless suffering for vulnerable patients, it will also reduce the time and cost of treatment.

We're partnering with healthcare providers to find new methodologies to reduce the incidence of pressure ulcers over the whole patient journey, from acute to long-term, with our products as just one part of the solution.

There are also examples within our surgical and wound treatment portfolios. Mölnlycke® Procedure Trays are well-known for driving operating room efficiency and reducing the risk of infection. Our next-generation wound care solution Mepilex® Border Flex manages exudate better and stays on for longer so patients can get back to their lives faster. In a small way, we believe our work contributes to the UN's global sustainability goal #3: 'Good health and wellbeing for all'.

### Implementing ethical standards

Sustainability is central to our whole business approach. We aim to be a long-term partner in society. That means acting in a socially responsible and ethical way, not just with our customers and patients, but also towards the environment, our people and the communities we serve.

Our Code of Conduct, page 37, sets out the high standards we expect from ourselves and our suppliers. 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.

In 2017, we also set up a new whistleblowing hotline that our employees can use if they spot bad practice in any of our operations.

We take product responsibility very seriously. We're passionate about developing clinical evidence to back up our solutions – so patients and customers can trust them to do what we claim they can do. This also ensures sustainable healthcare outcomes for our customers. When evidence about our solutions is misused, we challenge it to protect patients from harm – as we did in October this year when one of our competitors falsely claimed research about our solutions for their own products.

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 future transition to the EU Medical Device Regulation. We also meet key industry standards such as ISO 14001 for environmental management, ISO 13485 for medical devices, and Occupational Health and Safety Standard (OHSAS) 18001 for health and safety.

### **Continuously improving what we do**

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. During 2017, we started to implement Polaris, a new quality management system, to streamline, strengthen and simplify our procedures across the company.

We are also investing to improve our production facilities, create efficiencies and ensure quality for customers and patients. Our Mölnlycke® Procedure Tray factory in Havirov, the Czech Republic, which opened in May 2017, has set new benchmarks for production and quality standards, bringing sterilisation in-house to create efficiencies throughout the supply chain.

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.

However, a growing business like ours can struggle to demonstrate our efficiencies through targets – more production tends to mean greater consumption and higher costs. But we are increasing our efforts to do more with less and achieve our goals.

### **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>2</sub> emissions from our transportation network. This year, we achieved

global certification with the new ISO 14001:2015 standard for environmental management.

We set targets for improvement and, where we miss them, we investigate the reasons, so that we can implement corrective actions. Read more in Minimising environmental impact, page 24.

### A responsible employer

As an employer, we aim to provide the best working environment, with safe and fair working conditions, where we show respect for every individual. Our approach relates to the UN's global sustainability goal #8 'Decent work and economic growth'. 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. And we have quality procedures to ensure that suppliers treat their staff well – which is particularly important in developing countries.

In 2018 and beyond, we will focus on increasing diversity throughout the organisation, ensuring that we don't discriminate on the basis of race, nationality, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation. We will place a particular focus on growing the number of female leaders. Read more in Our people, page 19.

### 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 2017, we increased our efforts, donating more than \$200,000 to each charity – from fundraising efforts by colleagues, matched by donations from the company. We also donate products and time to these causes, and have provided volunteers for Operation Smile's surgical missions in developing countries over many years. Read more in Corporate Social Responsibility, page 35.

I truly believe that 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



# About the company

Mölnlycke is a world-leading medical products and solutions company. We aspire to equip everybody in healthcare to achieve the best clinical, patient and economic outcomes.

## Our solutions

Our medical solutions enhance performance in healthcare – from the hospital to the home.

### Wound management

We advance wound healing with wound care solutions that are backed by clinical evidence, including dressings with Safetac® and negative pressure wound therapy systems. We also provide education and expert support.

### Preventing pressure ulcers

We reduce the risk of pressure ulcers with prevention solutions such as prophylactic dressings, devices that help healthcare professionals turn and reposition patients and supporting educational and consultancy services.

### Surgical solutions

We improve safety and efficiency in and around the operating room with surgical procedure trays including surgical instruments. We also protect staff and patients from infection with surgical drapes, staff clothing, antiseptics and surgical gloves, and provide education and expert support.

### Our customers

Our surgical solutions are marketed to hospitals and healthcare providers in the acute sector, while our wound management and pressure ulcer prevention solutions 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 management solutions directly to patients through pharmacies.

## 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 more than 550 direct suppliers and contract manufacturers. In 2017, there were over 600,000 deliveries to 15,000 partners worldwide.

## Commercial

Our Commercial strategy teams 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. Our Commercial strategy function is based at our headquarters (HQ) in Gothenburg, Sweden.

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 in Gothenburg. Our sales and marketing operations are carried out within four regions: Asia-Pacific (APAC); Western Europe and Canada (WeCan); the US; and emerging markets in Europe, the Middle East, Latin America and Africa. In 2017, there were 11 sales offices in APAC covering 20 countries, 17 in WeCan covering 20 countries, one in

## Our main brands

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### WOUND MANAGEMENT

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

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

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



Exufiber®

### PREVENTION

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

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

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

**Mölnlycke® Z-Flex™ Heel boot.** A heel boot that positions the leg while taking the load off the heel.



Mepilex® Border Sacrum

### 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.



Mölnlycke surgical instruments

the US and nine in our emerging markets, covering 10 countries.

### Research and Development

Our R&D team is responsible for developing and upgrading our 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. R&D is based at our HQ in Gothenburg.

### Supply Chain Management, Manufacturing and Procurement

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

We have 16 manufacturing sites around the world: in Malaysia, Thailand, the Czech Republic, Finland, Belgium, France, Poland, 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, contract negotiations and supplier relationship management.

### Operations: 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 seven 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.

## OUR BUSINESS MODEL



Our five European distribution centres serve distributors in APAC and our distribution centres in the US as well as our WeCan customers, customers in the rest of the world and our 14 local warehouses. Our two US distribution centres serve our US customers and also house solutions manufactured in the US for non-US markets.

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.

## Our sustainability model

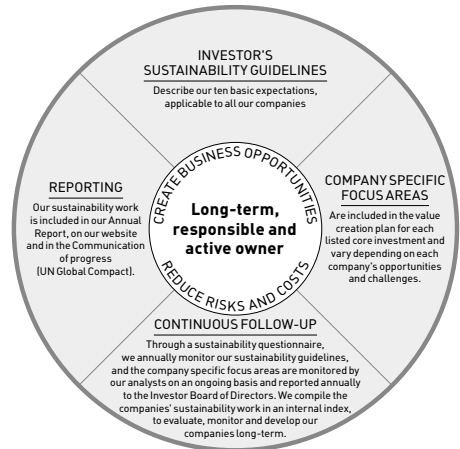
### Ownership

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

### Our sustainability approach

As a long-term, responsible and active owner, Investor AB sets out sustainability guidelines for their holdings, which we follow.

## INVESTOR'S SUSTAINABILITY MODEL



These consist of ten expectations to:

- act responsibly and in an ethical manner
- comply with all local and national legislation in each country of operation
- continuously improve social, environmental and economic impact
- support and invest in innovation
- analyse risks, formulate objectives and have adequate processes to manage and monitor sustainability risks
- sign and adhere to the UN Global Compact and its 10 principles as well as the OECD guidelines for multinational enterprises
- in an appropriate form, transparently report sustainability objectives, risks and progress
- encourage and promote diversity
- have an active dialogue with stakeholders such as suppliers and trading partners
- have a secure reporting channel (whistleblowing) in place.

## Our structure, history and performance

### Core and support functions

Our core functions include Commercial, Operations 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, HR, Corporate Communications, Corporate Strategy and Business Development.

Additionally, the company has three cross-functional franchises: Wound treatment, Prevention, and Surgical solutions. Following a strategic business review in 2017, a separate unit, Operating Room (OR) Solutions, was introduced on 1 October to give more focus to the product areas Mölnlycke® Procedure Trays, staff clothing and drapes.

### 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 'Mon-licka'), reflects the town of Mölnlycke, which grew up around the company. We are now based nearby in the city of Gothenburg.

### Financial performance

Our net sales during 2017 were EUR 1,443m. Operating costs amounted to EUR 431m, employee compensation EUR 345m, retained earnings EUR 1,195m, paid interests EUR 19m and paid taxes EUR 32m. EUR 450m was distributed to the owner Investor AB.

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

Mölnlycke has a two-tier board structure. In 2017 the company operated under an eight-member board of directors, comprising four independent members, our CEO, one member from Investor AB and two workforce representatives. The chairman is one of the independent board members. In 2017 the board held nine meetings.

### The Executive team

In 2017, the eight-member Executive team had day-to-day responsibility for the operational parts of the business:

- CEO: overall corporate responsibility
- Executive Vice President (EVP) Commercial: global sales and marketing, commercial excellence, market access and clinical evidence, branding
- EVP Operations: 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)
- EVP Research and Development: R&D, portfolio management, regulatory affairs
- EVP Finance and IT: finance business partners, finance expertise teams, transactional finance teams
- EVP Legal and General Counsel: legal affairs, intellectual property and trademarks, Corporate Social Responsibility (CSR)

- EVP Human Resources and Corporate Communications: HR business partners, HR expertise teams, working environment
- EVP Operating Room (OR) Solutions: full organisational responsibility for the product areas of Mölnlycke® Procedure Trays, staff clothing and drapes (from October 2017).

When determining the composition of the highest governance body and its committees, an adequate mix of qualifications and nationalities are prioritised.

### Corporate Compliance

The Corporate Compliance Committee consists of the CEO (chairman of the committee), the Executive team and the Chief Compliance Officer. The Executive team holds mutual responsibility for the company's economic, social and environmental management, implementation and performance – which are defined in the Corporate Compliance Programme.

### Corporate governance

In terms of corporate governance, we comply with Swedish company law, which includes detailed provisions on how to avoid conflicts of interest at the highest levels. It is also a part of our Code of Conduct, which is mandatory for all employees to follow and mentioned in our Global Trade Policy.

We make sure 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 make sure that we meet all the necessary rules in areas such as employment and environmental impact. There are multiple mechanisms that allow employees (who may also be shareholders) to report items related to economic, environmental and social issues:

the Corporate Compliance Committee, the CSR Panel, our local Environment, Health and Safety (EHS) team and our global EHS team in Gothenburg. In addition, we have a whistleblowing hotline that permits employees to voice any concerns to senior management.

## 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 all our 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 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 partnerships. In 2017, we signed a partnership agreement with the AstraZeneca BioVenture Hub to expand our R&D capacity. We have two labs within the hub: one focusing on cell biology and one on analytical chemistry.

### 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 conducted around 10 substantial market research projects during the year – mostly among healthcare professionals – to gain a greater understanding of their needs.

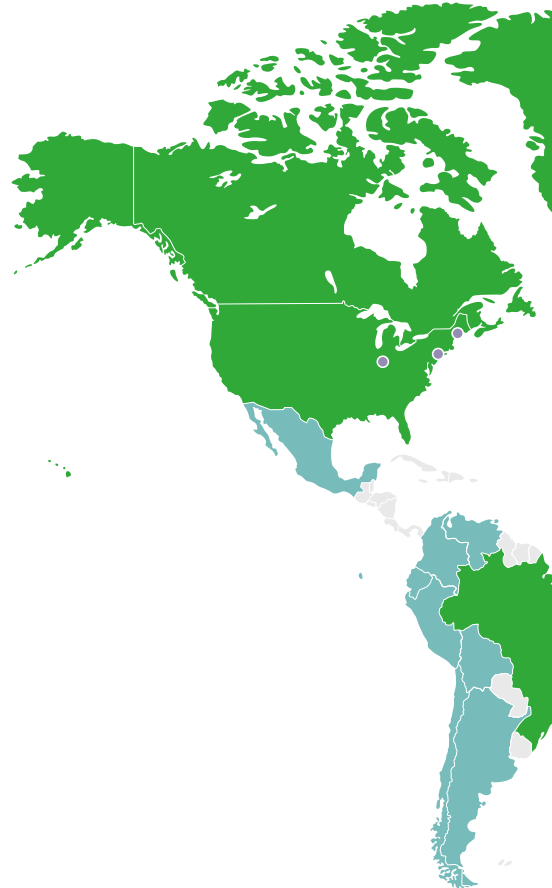
At Mölnlycke, we are dedicated not only to living up to, but also to exceeding those expectations. Therefore we engage in written and oral communication, advisory panels and surveys in order to get a better understanding of issues that are most important so that we can take appropriate action. While 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 the European Medical Technology Industry

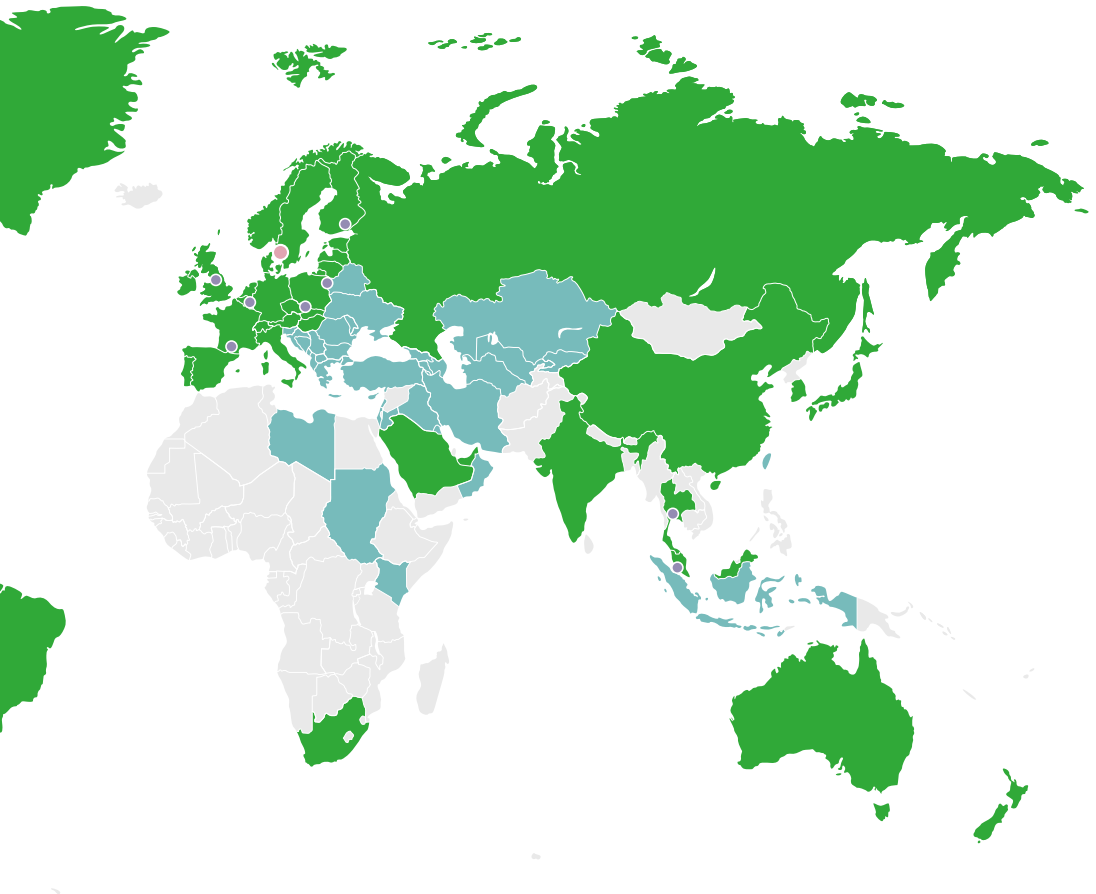
Association (Eucomed), which promotes the medical devices industry in the EU. We are also a member of the following trade associations: the Advanced Medical Technology Association (AdvaMed) in the US, the Medical Technology Association of Australia, Canada's Medical Technology Companies and Swedish Medtech.

In 2017, we actively engaged in Eucomed-sanctioned and -driven lobbying and public policy activity.



## Our global footprint

-  Global HQ and R&D  
Gothenburg, Sweden
-  16 manufacturing sites
-  38 sales offices covering 42 countries
-  63 countries with sales through distributors





# Responsibility for our products

Mölnlycke provides medical solutions for wound treatment, prevention and for use in surgery. The quality and safety of our products is at the core of our business. Through our process-based quality management system, we constantly check, analyse and review quality throughout the product life cycle and seek to continuously improve everything we do.

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## Our policy

We continuously strive for industry-leading reliability and quality in our products and services in the interest of patient safety, customer satisfaction and business excellence.

We will comply with all applicable laws and regulations regarding the safety and efficacy of our products and we will comply with the required and applicable standards for our processes.

Note: the quality policy in this report does not apply to Mölnlycke facilities in the US, which operate under a local quality policy. We will be bringing these policies in line with each other during 2018.

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## Our quality management system

Mölnlycke has established, documented, and implemented a process-based quality management system as a means of providing a structure for maintaining effectiveness and initiating 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 us a high level of transparency, allowing us to view and analyse the way we work in detail. This, in turn, provides a solid foundation for improvements and change management.

Mölnlycke operates a global quality system and our sites have complementary local quality systems and staff who are responsible for local quality management and compliance.

## Quality – How we monitor performance

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

### Design controls

During R&D, we follow a product development process to ensure that our ideas not only meet customers' needs but also satisfy safety standards. All ideas are thoroughly assessed, and those that receive positive evaluation continue to the development phase where potential design hazards are identified and risks are eliminated or minimised. We conduct thorough clinical trials to test our wound management solutions both in vivo and in vitro, 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, continuously monitor processes and products during the production phase to make sure our products meet the quality specifications, and proactively look for opportunities to improve.

### Corrective action and preventive action

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

### Audits

We verify conformance and effectiveness of the quality system and our ability to meet regulatory and quality requirements through internal and external audits.

### Management review

Mölnlycke management undertakes a thorough review starting at the corporate and executive level and extending through our manufacturing sites and distribution centres. We document and escalate all quality and process issues, as appropriate.

### Managing suppliers

Our primary suppliers are thoroughly assessed to ensure they meet our quality requirements. We evaluate suppliers and use third-party auditors to conduct supplier assessments, where necessary. The suppliers' manufacturing sites should 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 the quality and safety of our products. We review, evaluate, investigate, and take corrective and preventative 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 and 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, considering 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, as well as how we will handle any waste generated.

The steps in the product development process are documented and stored in product data management.

### **Labelling and marketing**

The labelling of our products follows regulations applicable 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 health-care professionals are governed by our Compliance Programme policies and procedures. The Corporate Compliance

Committee (made up of our Executive 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, environment, health and safety systems are certified to standards applicable to the products we manufacture. As a global medical solutions company, Mölnlycke complies with the regulations applicable to the regions where our products are sold.

## **OUR CERTIFICATIONS INCLUDE:**



# People

Mölnlycke ensures that all of its employees worldwide have basic human rights with regard to their employment with the company. We also strive to create an environment where our people feel empowered to develop to their full potential, wherever they work.

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## Our policy

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.

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### Social conditions and human rights

Workers' rights are set out in our Global trade policy 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 make sure that human and social rights are respected, we have a whistleblowing hotline available to our employees in local languages. Hotline reports are promptly investigated and appropriate corrective action is taken.

Overall responsibility for setting appropriate anti-slavery and human trafficking policies sits with the Corporate Compliance Committee (CCC). The CCC (made up of our Executive team and Chief Compliance Officer), is responsible for approving and implementing the Compliance Programme policies and procedures.

### Human rights – Our performance 2017

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.

We received two reports of wrongdoing in 2017 through our whistleblowing hotline. We have dealt with all human rights grievances in an appropriate way.

### **Social conditions – Our performance 2017**

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, where unions do not operate, we have work councils.

### **Diversity**

With more than 7,500 employees spread across the world in a wide variety of jobs, we are a diverse, multicultural organisation. We know a good mix of employees in a global company has different characteristics, experiences, backgrounds and mindsets. 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 on all levels, including management, to ensure full understanding. This is balanced with the multicultural ambition of our company to promote a mix of people of different cultures, ages, sexes, religions, working patterns, and abilities to facilitate innovation and out-of-the-box thinking.

In 2017, while women made up 66 percent of our staff and were strongly represented in our factories, they made up less than a third of our senior leaders. We therefore recognised that we need to take action on gender diversity, particularly at a senior leadership level.

During the year, we started to define a diversity policy, which will be finalised during 2018.

We also identified the need for an improved review process of how we recruit new leaders, both locally and at HQ – with particular focus on gender diversity.

Our ambition is for women to make up 40 percent of our senior leaders (Director level and up) by 2022.

### **Learning and development**

To drive our business forward, we have four high-performance behaviours we expect of all our employees, and which 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, applicable for all managers of people. These will be used for recruitment purposes from mid 2018:

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

### **Learning and development – Our approach**

Our learning philosophy is based on the 70–20–10 model in which learning is generally gained:

- 70 percent from on-the-job training – from basic to special assignments
- 20 percent from coaching and feedback
- 10 percent 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 generic 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 annually 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 2017**

A total of 93 percent of our employees completed and signed the Code of Conduct training.

### **Employee surveys**

We perform regular employee surveys to find out how people feel about our strategy, their work, the company, and the way they are managed. The information collected in the surveys is extremely valuable to support the sustainable development of our company, culture and employees.

In autumn 2017, we conducted a cultural survey among 3,075 white-collar workers across the globe, and 93 percent of our employees responded. The survey was made available for adaptation and local use in our factories. The next survey will take place in autumn 2018.

### **Net promoter score**

In the cultural survey, we achieved a net promoter score (those who would recommend us as an employer) of 13. External benchmarking considers scores of 10–30 to be very positive, while scores of 30+ are hard to find.

## People data

### Gender split

#### Globally

● Male	2,639	34%
● Female	5,121	66%
<b>Total</b>	<b>7,760</b>	<b>100%</b>

#### Americas

● Male	376	54%
● Female	325	46%
<b>Total</b>	<b>701</b>	<b>100%</b>

#### Leaders (Director level and up)

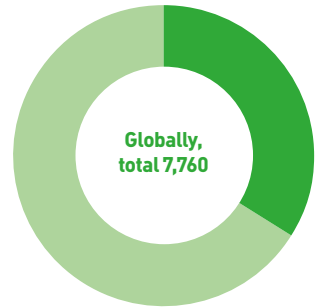
● Male	92	68%
● Female	44	32%
<b>Total</b>	<b>136</b>	<b>100%</b>

#### Asia/Pacific

● Male	1,015	28%
● Female	2,584	72%
<b>Total</b>	<b>3,599</b>	<b>100%</b>

#### Europe, Middle East/Africa

● Male	1,248	36%
● Female	2,212	64%
<b>Total</b>	<b>3,460</b>	<b>100%</b>



### Leadership diversity

Approximately 32 percent (44 of 136) of our most senior leaders below Executive level are women.

#### Mölnlycke Board of Directors, 31 December 2017

0–30 years: 0; 30–50 years: 3; 50+ years: 5

Gunnar Brock, Swedish, M  
Christer Eriksson, Swedish, M  
John Hepburn, Canadian, M

Clare Hollingworth, British, F  
Johan Malmquist, Swedish, M  
Richard Twomey, British, M

Carolin Jakobsen\*, Swedish, F  
Lars Sundqvist\*, Swedish, M

\* Employee representative on the Board

#### Mölnlycke Executive Management Team, 31 December 2017

0–30 years: 0; 30–50 years: 2; 50+ years: 6

Richard Twomey, British, M  
Stefan Fristedt, Swedish, M  
Staffan Ternström, Swedish, M

Eric de Kesel, Belgian, M  
Barry McBride, British, M  
Martin Lexa, German, M

Anders Andersson, Swedish, M  
Shawna Traynor\*, American, F

\* Acting EVP Legal

### By employment type

#### Blue collar/white collar

##### Americas

● White collar	536	76%
● Blue collar	165	24%
<b>Total</b>	<b>701</b>	<b>100%</b>

##### Asia/Pacific

● White collar	634	18%
● Blue collar	2,965	82%
<b>Total</b>	<b>3,599</b>	<b>100%</b>

##### Europe, Middle East/Africa

● White collar	2,089	60%
● Blue collar	1,371	40%
<b>Total</b>	<b>3,460</b>	<b>100%</b>

### Permanent/temporary employment

##### Americas

● Permanent	695	99.1%
● Temporary	6	0.9%
<b>Total</b>	<b>701</b>	<b>100%</b>

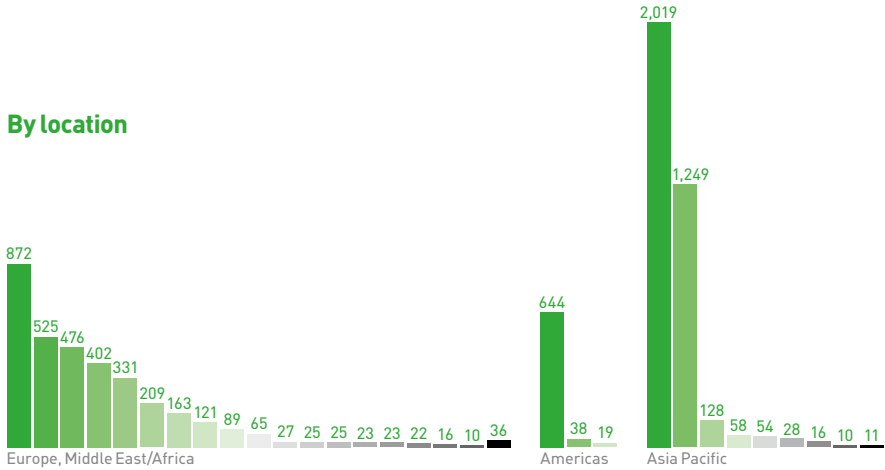
##### Asia/Pacific

● Permanent	3,570	99.2%
● Temporary	29	0.8%
<b>Total</b>	<b>3,599</b>	<b>100%</b>

##### Europe, Middle East/Africa

● Permanent	3,033	87.7%
● Temporary	427	12.3%
<b>Total</b>	<b>3,460</b>	<b>100%</b>

## By location



### Europe, Middle East/Africa

● Czech Republic	872	● Italy	65
● Sweden	525	● Norway	27
● Finland	476	● Austria	25
● Belgium	402	● Switzerland	25
● UK	331	● Netherlands	23
● France	209	● Hungary	23
● Germany	163	● Denmark	22
● Poland	121	● United Arab Emirates	16
● Spain	89	● Saudi Arabia	10
		● Other	36
<b>Total employees</b>		<b>3,460</b>	

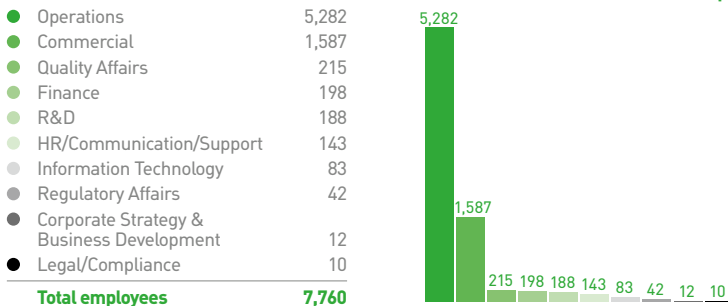
### Americas

● US	644
● Brazil	38
● Canada	19
<b>Total employees</b>	
<b>701</b>	

### Asia Pacific

● Malaysia	2,019
● Thailand	1,249
● China	128
● Australia	58
● Japan	54
● Singapore	42
● India	28
● Republic of Korea	10
● Other	11
<b>Total employees</b>	
<b>3,599</b>	

## By function



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.



# Minimising environmental impact

Managing the environmental impact of what we do is a high priority for Mölnlycke. We continuously work to prevent harm to the environment by adopting and implementing best practice at our operational sites. As a result of this, we have had global ISO 14001 certification for environmental management since 2002. We continuously monitor our environmental performance and comply with relevant laws and regulations wherever we operate.

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## Our policy

We want our business to be conducted in a long-term sustainable way. In the short and long term, we take responsibility for protection of the environment from 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 to minimise our impact on the planet and its natural resources. We strive for continuous reduction of the environmental impact caused by our business through setting and continuously monitoring suitable environmental objectives. 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
  - 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.
- 

## Environmental management – Our approach

Environmental management is a core part of our corporate management system. At a global level, we develop strategies, policies and objectives to ensure compliance and continuous improvement. At a local level, all of our sites are responsible for complying with environmental legislation, implementing the company policy and meeting our environmental objectives. We have systems and procedures in place to monitor performance against environmental targets at all of our manufacturing sites.

## Emissions reduction

We are firmly committed to reducing CO<sub>2</sub> emissions. To achieve this, we have set targets for reducing emissions from transportation. We are actively 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 CO<sub>2</sub> emissions from transport of raw materials to factories, goods travelling between factories, and finished goods going to our warehouses.

## Energy consumption

We measure and monitor our consumption with the aim of reducing the amount of energy we use in our factories. 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 more energy efficient.

### **Waste management**

We seek to use materials more efficiently to reduce the amount of potentially harmful waste we generate. This includes reviewing the type and quality of materials we source as well as the way we make and package our finished goods.

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 in each of our sites to reduce waste.

We also recommend that our customers recycle packaging materials such as plastics, cardboard and corrugated board. We take responsibility for waste from our electrical products, such as negative pressure wound treatments, and have systems in place for the collection of waste electronics and used batteries.

### **Materials and chemicals**

We strive to remove potentially hazardous chemicals from our manufacturing processes and products, and replace them with equally effective, but less harmful solutions. We systematically strive to minimise the environmental impact of our products.

However, the primary purpose of our products is to heal wounds, prevent medical conditions, or enable improved results in the operating room. We can never endanger the health outcomes of patients simply in order to minimise environmental impact. For 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 but also curious when looking at new chemicals, materials or products.

### **How we assess new materials and chemicals**

We comply with the EU 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 use a ‘traffic light’ system to classify raw materials. We also consider the life cycle impact of the raw materials we use, from production to product use and waste handling. Any materials classified as ‘red’ are considered hazardous to the environment and are only used where there is no alternative from a technical, reasonably economic or patient safety point of view. All our factories continuously monitor the amount of chemicals used on site to ensure that their consumption is minimised.

### **Water consumption**

We continuously strive to reduce the amount of fresh water we use.

### **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 and continuous improvement. Mölnlycke operates a high-level management system at a global level and, in addition, our operational sites also have local systems established.

## Environment – How we monitor performance

To continuously improve our environmental performance, we focus on the following:

### Training

We have programmes of regular and ad-hoc environmental training courses 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 any process issues, followed by corrective actions to resolve the issue and prevent the problem recurring.

### Accident investigation

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

### Audits

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

### Management review

Mölnlycke management undertakes a thorough review of environment, 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 inspections, discuss environmental issues regularly in different forums, measure environment-related parameters and inspect environmental protection equipment.

### Certification and compliance

As a global company, Mölnlycke complies with local as well as relevant European and global regulations. Mölnlycke is globally certified to ISO 14001:2015 standard.

### Reporting

Our environmental performance is monitored systematically and measured at our manufacturing sites, distribution centre at Anderson in the US, our HQ and our office in Iberia. The results are presented in a global report.

When we set our targets for 2015–2017, we had 13 manufacturing sites. Three new manufacturing sites were added during the programme, which affected our performance against targets. One new manufacturing site started production in May 2017 and consequently only reported during the second half of 2017.

### Legal compliance

As part of our performance review, we monitor any legal proceedings against us for environmental breaches. We did not have any legal proceedings for environment-related incidents during 2017.

## Environment – Our objectives

To implement our policy and achieve our sustainability goals, we set four key objectives for our environmental programme 2015–2017:

- **Emissions** – reduce the amount of CO<sub>2</sub> emissions we produce per tonne of finished goods.
- **Energy consumption** – reduce the amount of energy we consume at our factories per tonne of finished goods.
- **Waste management** – improve how we use materials in manufacturing, so as to reduce harmful waste and emissions.
- **Chemicals** – reduce our use of chemicals classified as hazardous to the environment.

## CO<sub>2</sub> How we performed: Emissions

### Target 2015–2017

To reduce emissions of CO<sub>2</sub> from transportation by 5 percent in relation to the produced weight of finished goods.

### Our performance 2017

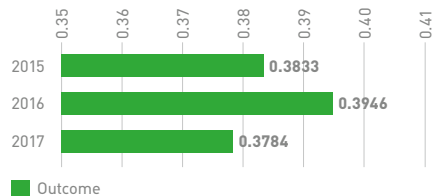
We reduced the amount of CO<sub>2</sub> emissions per tonne finished goods by 4 percent in 2017 compared to 2016. Total CO<sub>2</sub> emissions from transport were back down to 2015 levels.

The reduction was a result of ongoing work to optimise our transportation, by increasing the utilisation rate of vehicles and containers, and minimising the number of transport routes. We also opened a new distribution centre in US, which reduced the number of journeys our products had to make within the country.

Between 2015 and 2017, we reduced our CO<sub>2</sub> emissions by 1 percent – 4 percent less than our 5 percent target. We have engaged with our logistics colleagues in order to realign our targets and reporting principles for future years.

### CO<sub>2</sub> EMISSION REDUCTION

CO<sub>2</sub> (tonnes)/produced tonne of finished product



#### Measuring scope and principles:

Transport of raw material and semi-finished or finished goods. Transports are measured in tonnes per km. The CO<sub>2</sub> reporting coefficients are mainly based on *Greenhouse gas Protocol – Mobile Guide (03/21/05) v 1.3* and the tank-to-wheel principles. 2015 is the base year for the CO<sub>2</sub> calculations, due to the start of the new environmental programme and the changed calculation methodology. A recalculation policy has been established.



## How we performed: Energy consumption

### Target 2015–2017

To continuously strive to reduce the amount of energy we use compared to the previous year.

### Our performance 2017

Our total energy consumption increased by 1 percent during 2017 compared to 2016 (104,234 GJ). But energy per produced tonne decreased by 1 percent between 2017 and 2016. However, between 2015 and 2017, total energy consumption increased by 7 percent and energy consumption per produced tonne increased by 5 percent.

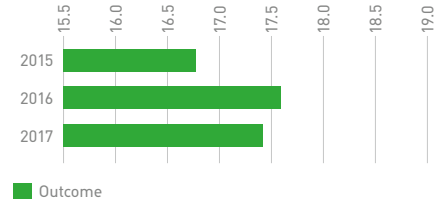
Energy-saving projects led to successful reductions at six of our sites between 2015 and 2017. However, due to changed production lines and increased volumes, energy consumption went up at five of our sites. This impacted on the overall result.

### Energy consumption within the company 2017

- Fuel consumption from non-renewable sources (renewable sources were not used): light fuel oil 106,924 GJ, natural gas 482,879 GJ, propane 19,677 GJ
- Electricity consumption 353,490 GJ
- Heating and cooling consumption 31,446 GJ
- Steam consumption 22,868 GJ
- Total energy consumption 1,017,284 GJ (no energy was sold)

### ENERGY CONSUMED IN GIGAJOULES PER PRODUCED TONNE OF FINISHED PRODUCT

Gigajoules





## How we performed: Waste management

### Target 2015–2017

To reduce the total amount of waste generated at our sites and achieve a recycled waste rate of 97 percent by the end of 2017. Every site should have one recycling promotion event per year.

### Our performance 2017

We generated 11,147 tonnes of total waste in 2017; 191 kg waste per tonne of finished goods.

There was a downward trend compared to 2016: total waste was down 4 percent on 2016, while waste per tonne of finished goods was 6 percent lower than 2016. However, compared to 2015, total waste increased by 3 percent and waste per tonne of finished goods by 1 percent.

We recycled 86 percent of all waste generated in our manufacturing sites in both 2016 and 2017, which is slightly lower than in 2015 (87 percent). Six of the sites were above target in 2017, but in total we are 11 percent below our target.

Waste reduction programmes led to successful reductions at eight of our sites during 2017, and we are now back down to waste levels of 2015. One reason behind our failure to meet targets was new production lines and reconstructions at the sites. Work has been initiated in order to review our waste flows at the sites and to realign our targets and reporting principles for future years.

We follow regulations around the disposal of hazardous waste arising from the production of our advanced wound care products.

### TOTAL DISCHARGE 2017 AND METHOD USED

Class	Method used	Tonnes
Hazardous	Incineration	82.0
Hazardous	Landfill	470.0
Hazardous	On-site storage	1.7
Hazardous	Recovery, including energy recovery	4.3
Hazardous	Recycling	789.9
Hazardous	Other	25.2
Non-hazardous	Composting	4.9
Non-hazardous	Incineration (mass burn)	3,077.2
Non-hazardous	Landfill	1,013.9
Non-hazardous	Re-use	255.6
Non-hazardous	Recovery, including energy recovery	1,398.5
Non-hazardous	Recycling	3,990.6
Non-hazardous	Other	32.9



## How we performed: **Materials and chemicals**

### **Target 2015–2017**

To systematically strive to remove environmentally hazardous chemicals from our manufacturing processes and products and replace them with less hazardous ones.

### **Our performance 2017**

We continued to keep our products free of potentially harmful chemicals, such as phthalates and solvent-based adhesives, which we have removed from our laboratories, production processes and products over recent years.

The use of silver sulphate in some of our advanced wound care dressing products is drawing attention from stakeholders – and

we are constantly reviewing it as it is toxic when used in significant quantities. Silver is a well-known antimicrobial substance that manages bioburden levels in the wound, thereby 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 that are becoming increasingly popular in several parts of the world.



## How we performed: Water

### Target 2015–2017

We do not have a specific target for reducing water consumption in our factories. Instead we continuously strive to reduce the amount of water we use compared to the previous year.

### Our performance 2017

Our total water consumption decreased by 0.5 percent in 2017 (1,913,306 m<sup>3</sup>) compared to 2016.

We reduced water consumption at eight of our sites in 2017.

No water sources were significantly affected by withdrawal for our operations.

### TOTAL WATER WITHDRAWAL 2016

Source	Cubic metres
Surface water, including water from wetlands, rivers, lakes and oceans	958,979
Ground water	388,917
Rainwater collected directly and stored by the organisation	0
Waste water from another organisation	0
Municipal water supplies or other water utilities	565,410



# Health and safety

Mölnlycke aims to provide a safe environment for our employees, suppliers and visitors at all of our sites around the world. We proactively assess health and safety risks in each of our locations and work with local teams to eliminate them. We continuously monitor our safety performance and comply with relevant laws wherever we operate.

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## Our policy

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 wellbeing and contribute to sustainable development by:

- our commitment to fulfilment of compliance obligations
  - conducting our business by taking into account people's expectations and requirements regarding health and wellbeing, 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, by 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.
- 

## Health and safety management – Our approach

We work continuously to improve health and safety by taking proactive measures to prevent accidents at all of our operating sites and fulfilling our compliance obligations. Each of our factories has a health and safety team made up of a cross-section of employees who meet regularly to consider health and safety issues and recommend actions to help prevent accidents.

We collaborate between our sites, so that we can share best practice and achieve improvements across the whole company. EHS representatives from each manufacturing site meet monthly with the regional and global EHS management to discuss issues and share experiences and ideas. The global EHS team also meets at an annual global EHS conference, held at one of our manufacturing sites, which includes 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 process-based health and safety management system which is integrated with our quality management system. This system provides a structure for maintaining effectiveness and continuous 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 any process issues, followed by corrective action to resolve the issue and prevent the problem recurring.

### Accident investigation

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

### Audits

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

### Management review

Mölnlycke management undertakes a thorough review 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 European or global regulations. Our major manufacturing sites' health and safety systems are certified to OHSAS 18001 standard. When the new ISO 45001 standard is published, Mölnlycke plans to achieve global certification for this standard.

## Legal compliance

As part of our performance review, we monitor any legal proceedings against us for environmental breaches. We did not have any legal proceedings for health and safety-related incidents during 2017.

## Reporting

Our health and safety performance is monitored systematically and measured on a monthly basis at manufacturing sites, distribution centre at Anderson in the US and our HQ. The results are presented in a global report, which also covers incidents, accidents and near misses. It also includes the root cause of the accidents and lists the corrective and preventative actions taken to mitigate risks. More than 60 percent of the accidents are hand injuries and wounds related to the tasks performed in our factories.

When we began our 2015–2017 EHS programme, we had 13 manufacturing sites. Three new manufacturing sites were added during the programme. One new manufacturing site started production in

May 2017 and consequently only reported during the second half of 2017.

### **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 disease. 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 four key objectives for our health and safety programme 2015–17, to:

- by focusing on prevention, reduce the rate of Lost Time Accidents (LTA) and Lost Time Days (LTD)
- set health and safety targets at each local site, focusing on their respective top three health and safety issues
- bring all relevant sites in line with the global certification for ISO 45001
- have no legal proceedings for any health or safety incidents.

**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.

### **Health and safety – Our performance 2017**

The number of LTAs per million working hours was 2.5, up from 2.4 in 2016.

The number of LTDs per million working hours was 71, down from 76 in 2016.

The number of near-miss safety incidents corrected within one month was 64 percent – down from 93 percent in 2016.

As part of our drive for constant improvement, our EHS programme set ambitious targets to be achieved by end of 2017. We did not achieve our target of two LTAs and 20 LTDs per million working hours. Although the number of LTAs per million working hours was slightly up from 2016, it amounted to one additional LTA. Our performance was affected by production changes at our European manufacturing sites in the second and third quarters of the year. These included reorganisation of production lines and production teams, changes in line management and very intensive new employment periods in the Czech Republic, where we opened a new factory during 2017.

During 2017, we worked with an independent external company to investigate the safety performance and identify major gaps at some of our European manufacturing sites. These sites started with individual corrective action programmes from autumn 2017. We also set up a global safety excellence programme for all manufacturing sites and implementation began in December 2017. This increased focus contributed to an LTA-free month in December. Half (50 percent) of our manufacturing sites have been LTA-free throughout 2017.

We did not reach our target of correcting 85 percent of reported near misses. This is mainly due to an increase in reporting – up by 121 percent compared to 2016. Most of the reported events are observations of unsafe situations or unsafe acts but have been reported as near misses as we continue to develop our reporting system and criteria. We have since revised our criteria and established additional reporting categories to get a more accurate picture of the type of reported events.

# 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.

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## 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.

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## Documentation

We document our community support at a global level in our HQ in Gothenburg, Sweden. The records cover who we support and the amount of time, products and funds we donate. Local offices keep records of local community support.

## Global community support in 2017

In 2017, we appointed 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.

We raised around \$200,000 for each of them – through funds raised by employees, and matched by the company.

## DEBRA

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.

### Operation Smile

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.

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 2017, six employees, including a member of our Executive Team, volunteered on an Operation Smile mission to the Philippines.

### Local community support in 2017

On top of this, our subsidiaries have organised fundraising activities to support Operation Smile and DEBRA. They have also supported a range of local charities.

In the UK, the company has raised funds for Changing Faces, a charity which enables people who have a disfigurement to find a way to live the life they want. They have also supported Facing Africa – Surviving Noma, which funds surgeons to perform facial reconstructive surgery on Noma patients.

Our factory at Mikkeli in Finland has supported HOPE, a charity which helps disadvantaged families in the local area, with funds and by donating Christmas presents.

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Operation  Smile

  
debra  
International



Operation Smile helps children born with a cleft palate



DEBRA patient with EB

# Code of Conduct

As an international company, we have a particular duty to respect, promote and comply with the principles of ethical and social responsibility associated with human rights, the workplace, and working conditions, not to discriminate, to maintain equality and relations with the surrounding world.

The Mölnlycke Code of Conduct is a set of basic rules, guidelines and criteria that comply with established international standards and meet our customers' needs and expectations.

We also expect our suppliers to consider adhering to our Code of Conduct. We have developed a Supplier Code which builds on our Code of Conduct and specifically targets issues and conduct that are more closely applicable to suppliers. As a large company and buyer, we are in a position to affect working conditions in a positive way and promote workers' rights in our major suppliers' factories. We work actively with our suppliers to make sure we not only have an efficient relationship, but also take human rights and health and safety into consideration.

## Code of Conduct

The Board of Directors has adopted the Code of Conduct to govern the behaviour of our company – Directors of the Board, permanent and temporary employees, temporary workers and consultants. Everyone who represents Mölnlycke has a responsibility to be familiar with and comply with this Code. The Code of Conduct also serves as a guideline in order to avoid conflicts of interest.

No code or set of standards can cover every possible business situation that may arise in the complex regulatory environment in which Mölnlycke operates. However, Mölnlycke considers compliance with its Code of Conduct to be vital. The company's reputation for quality products and high standards, and our passion for our mission can only be maintained by consistently honest and ethical dealings.

## Compliance with law

Mölnlycke and its employees shall comply with applicable laws and regulations where we are operating. We act proactively when possible, such as with the enacted US Sunshine Act 2010 and the UK Bribery Act 2010 and the UK Modern Slavery Act of 2015. Mölnlycke will not participate in any business opportunity in any part of the world that does not comply with our Code of Conduct.

## Employee responsibility

Managers are expected to know and follow the applicable laws of their relevant market in which Mölnlycke does business. Employees are expected to comply with those laws, and managers are expected to ensure compliance.

As a company, we provide relevant training and access to resources to assist with legal compliance.

## Corporate social and ethical responsibility

Our guidelines for this initiative are based on the principles outlined in the following documents:

- UN Agenda 21 – Sustainable Development Knowledge Platform
- ISO 26000 Guidance on Social Responsibility
- UN Universal Declaration of Human Rights
- UN Global Compact
- OECD Guidelines for Multinational Enterprises
- Relevant International Labour Organisation (ILO) conventions.
- Global trade policy
- Supplier Code of Conduct.

The commitment also applies to our relations with business partners, suppliers and subcontractors. If any human rights abuses are committed by our partners, then it is our duty to assist in ensuring that such violations cease, or if this fails, to stop working with that partner.

### At the workplace

A strong and consistent relationship with all employees, built on mutual respect and dignity, is a vital concern for Mölnlycke high performance behaviours – Customer at heart, Own the outcome, Appropriate urgency and Teamwork guide us in our work and conduct.

We must work actively to promote equality in the workplace. Unlawful discrimination based on gender, age, sexual orientation, race, colour, religion, ethnicity, social origin, disability, or political opinion will not be tolerated.

Child labour as defined by ILO Conventions is prohibited. Mölnlycke will comply with applicable laws relating to forced labour,

child labour, minimum national salaries, working hours, leave and overtime, and the timely and accurate payment of wages.

Employees are free to, and entitled to, form and/or join union organisations. Employees shall be able to report complaints about their working conditions without risking any negative consequences as a result of doing so.

### Relations with the world around us

We must not be, either directly or indirectly, involved in situations that entail violations of human rights.

### Respect in the workplace

No employee should be subjected to verbal or physical harassment, and such conduct will not be tolerated. Mölnlycke is committed to creating a work environment that is free from harassment in any form, a culture that recognises and appreciates the advantages of a diverse workforce, and a decision process which seeks to ensure that all employees are treated with dignity and respect.

### Environmental management

Mölnlycke is committed to doing business in an environmentally responsible manner, complying with all applicable laws and regulations in the countries where we operate and will strive to improve its performance to benefit its employees, customers, communities, shareholders and the environment.

### Health and safety

Mölnlycke is committed to providing a safe, healthy work environment for employees and guests to our premises that is in compliance with applicable laws and regulations in the countries where we are operating, and in

accordance with our global health and safety policy. All employees are expected to develop proactive, cooperative behaviour on issues of health and safety throughout the company.

### **Customer relationships**

No benefit will be given to a customer with an explicit or implicit requirement to use or purchase Mölnlycke products.

### **Donations, gifts and business courtesies**

The giving of gifts is generally prohibited. Donations to customers or organisations closely affiliated with customers must comply with local laws and standards and should promote a social benefit.

### **Improper payments**

No bribes, kickbacks or other payments for illegal purposes, shall be made to, or for the benefit of, government employees or officials, any customers, or others. Nor shall such payments or benefits be accepted by any Mölnlycke employee.

### **Payments to customers**

Mölnlycke may compensate customers for consulting, research and other legitimate services rendered, and reasonable costs incurred where the services have value to Mölnlycke and are rendered for fair market value. In limited circumstances, Mölnlycke may underwrite clinical research or continuing education programmes.

### **Fair dealing**

All employees should deal fairly with Mölnlycke's customers, suppliers, competitors and employees. No one should take unfair

advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair dealing practice.

### **Record keeping**

Mölnlycke entities will maintain accurate company records and accounts in order to ensure legal and ethical business practices and to prevent fraudulent activities.

### **Antitrust/competition laws**

Mölnlycke fully supports antitrust laws in the US and competition laws outside the US to ensure free and open competition in the marketplace. Violation of these laws by Mölnlycke and its employees is prohibited.

### **Conflict of interest**

Mölnlycke employees are responsible for avoiding conflicts of interest as well as the appearance of such conflicts.

### **Intellectual property and confidential information**

Mölnlycke invests substantial resources in developing intellectual property and know-how, both of which are critical to the company's future success. Mölnlycke protects its intellectual property by seeking patent, design right, trademark, or trade secret protection. It protects its confidential information by taking precautions to prevent inappropriate disclosure or loss of such information. All employees share a responsibility to protect company intellectual property and confidential information.



### **Corporate opportunities**

Employees may not take for personal use opportunities that are discovered through the use of corporate property, information or position. Nor may they use corporate property, information or position for their own personal gain or to compete with Mölnlycke.

### **Protection and proper use of company assets**

All employees should protect Mölnlycke's assets and promote their efficient use. Theft, carelessness and waste have a direct impact on Mölnlycke's profitability. All Mölnlycke assets should be used for legitimate business purposes.

### **Clinical, regulatory affairs and quality affairs**

Mölnlycke products are heavily regulated by governmental agencies, health ministries and other regulatory authorities worldwide. Mölnlycke is 100 percent committed to ensuring that all our products and services meet the highest levels of quality and safety.

To achieve this, we meticulously comply with the regulations, legislation and requirements of all the different regions in which we are present.

### **Political activity**

No corporate funds, or other corporate assets, may be contributed directly to any political party, political committee, or candidate for public office at the federal level or at the state level, unless permitted by law, with the exception of funds used to administer the corporate political action committee.

### **People acting on behalf of Mölnlycke**

Mölnlycke expects its independent dealers, distributors and agents to act consistently with the policies set out in this Code of Conduct. The Mölnlycke manager responsible for any such relationship must ensure that the terms of the relationship are set out in a written agreement, provide a copy of the Code, and require consistency with the Code of Conduct in all dealings on Mölnlycke's behalf.

### **Government, analyst and media inquiries**

Mölnlycke must be made aware of any inquiries from the government, the financial/analyst community, or the media so that it can properly and thoroughly respond.

# Anti-bribery and corruption

We take great care to comply with all applicable laws and regulations in every country we work in. We also strive to prevent corruption within our operations.

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## Our policy

It is Mölnlycke's policy to comply with the export/import controls and sanction regulations of Sweden, the UN/EU, and the countries where we do business. Under no circumstance may an export, re-export, or import (whether a service, a commodity, technical data, or technology) or any other transaction be made contrary to these laws and regulations or to Mölnlycke's policies and procedures governing international transactions. This includes compliance with all anti-bribery/corruption laws related to interactions with customs officials when importing or exporting Mölnlycke product. It is Mölnlycke's policy to not bribe or otherwise inappropriately induce customs officials to violate any laws or regulations on Mölnlycke's behalf. In addition, to fulfil global and local regulations, Mölnlycke will, upon a request from the proper authority, provide the necessary documentation to support its international transactions.

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## Fighting corruption

We take a vigilant approach to preventing corruption connected to any of our operations or suppliers. Our Code of Conduct sets out our policies on donations, gifts, business courtesies, improper payments, fair dealing, antitrust/competition laws and conflicts of interest.

## Fighting corruption: Our approach

We launched a whistleblowing hotline in local languages which employees can use to report any incidents of corruption, illegal or unethical behaviour whenever they occur. The whistleblowing hotline 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.

We carry out mandatory Code of Conduct training and have begun antitrust training in 2017. We employ staff to ensure that we comply with anti-bribery regulations and laws. Employees and external partners are encouraged to seek advice and/or report incidents to us.

## Fighting corruption: Our performance 2017

We did not receive any fines or sanctions for non-compliance with laws and regulations relating to bribery or corruption.

Where there was a risk of corruption, appropriate disciplinary actions were taken.

# Working with suppliers

We aim to ensure ethical practices throughout our supply chain. We ask 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 standards.

The procurement team is trained in the Global Trade policy and Global Code of Ethics and Integrity and applies this when working with suppliers and partners.

Once a supplier has been appointed, we then continue to monitor their performance as part of our supplier performance management

system, including against risk of abuse of human rights, health and safety incidents, employment laws or use of child labour. If we identify risks, we carry out supplier audits 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.

## Our performance 2017

None of our suppliers were subject to a human rights review or impact assessment.

Our Supplier Code of Conduct assessments identified no incidents of child labour among suppliers. Where human rights concerns were raised at our suppliers, we put a corrective action plan in place. We continue to actively monitor progress to ensure timely correction.

## Notable changes during 2017

We brought on a number of new suppliers when we set up a new factory in Havirov, the Czech Republic and a new distribution centre in Nevada, the US. No other significant changes took place during 2017 regarding suppliers or supply chain structure in relation to suppliers.

# Managing sustainability risks

Our Executive team has overall responsibility for establishing systems to manage risk and for reviewing and measuring their effectiveness. Senior management has day-to-day responsibility for implementing the systems and for monitoring their impact.

## Our risk management systems

We've designed our systems to identify, map and manage the most material risks for our business and long-term sustainability. These include the risk of material mis-statement in our financial reporting, the risk of failing to achieve our business objectives, reputational risk and the risk of bribery and corruption in certain markets.

In addition to this, we have a set of procedures, rules and policies to help us manage risk – and we also offer training courses to educate people 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. These procedures, rules, courses and policies are reviewed on a regular basis to ensure they are current and still meet our needs.

While we have extensive tools in place to manage risk, our company and our suppliers' companies are made up of people. This means we have a risk of human error, just like any other company.

To mitigate this risk, we regularly audit our operations and those of our suppliers. We also oblige people to attend training to ensure that awareness is kept alive. We have a whistle-blowing hotline where employees can report any concerns. And if we find incidents, or if incidents are reported, we follow up with appropriate actions.

## Sustainability risks in focus

### Anti-bribery and corruption

We have identified bribery and corruption as our most significant sustainability risk, as they are common in certain of our markets. Consequently, we devote considerable resources to mitigating this risk. During 2017, we launched mandatory antitrust education to supplement our Code of Conduct training. We also monitor and audit our suppliers with a focus on anti-bribery and corruption. 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 chains and supply chain resilience

We recognise supply chain resilience as a sustainability risk. 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, audit and follow up supplier actions – and carry out unannounced spot checks.

We understand that our suppliers may be at particular risk of violating human rights in some markets. To manage this risk, our Supplier Code of Conduct specifies that suppliers must protect human rights. Furthermore, our CEO and Executive team have signed a statement against slavery and human trafficking as a sign of our commitment.

We know that ethical behaviour is about the culture of an organisation, as well as its policies and processes. To reduce the risk of lack of resilience in our supply chain, we seek to build long-term relationships with our suppliers, based on fairness, collaboration, transparency and open communication.

### **Health and safety**

We recognise that our people are at risk of having accidents – particularly in our factories – and the number of accidents is likely to go up in line with increases in production. To mitigate this, 2017 saw us create a comprehensive internal programme that will be rolled out from Q1 2018 in order to improve health and safety awareness and performance at all of our manufacturing sites.

### **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, we reviewed how we ensure a diverse workforce, particularly at a leadership level, during 2017. In 2018, we will introduce a global diversity policy and define KPIs to improve gender balance in recruitment.

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.

### **CO<sub>2</sub> emissions and waste**

We have some environmental risks but we are working to minimise our impact. We monitor and measure our usage of water, hazardous chemicals and CO<sub>2</sub> emissions and strive constantly to decrease waste from

our production and avoid environmental pollution caused by our operations. We have an extensive programme in place to monitor and reduce emissions from transportation in collaboration with our suppliers and will intensify this work during 2018.

### **Product quality**

To minimise product quality risks within our operations and those of our suppliers, we have robust policies and processes, and we conducted a detailed review of them during the year. We have also started to implement a new quality management system, Polaris, in 2017 – which will be fully rolled out in 2018, further protecting our product quality.

### **Strengthened capabilities to manage reputational impact**

During 2017, we decided to focus in depth on reputational risk, and how it could affect the long-term sustainability of our business.

To minimise our reputational risk from some kind of incident occurring, we redesigned our crisis management teams, processes and scenarios during the year. In 2018, we will roll out increased media monitoring and new corporate and site crisis management training.

In order to manage our reputational risk, we also became more assertive in protecting our reputation for high product quality. We see the research that supports our product efficacy as fundamental to the trust customers place in us, as it informs their treatment decisions and healthcare spending. In the US, we discovered a competitor using research about our products to market their products – which could have put patients at risk of harm, and potentially damaged our reputation. We filed a lawsuit against the competitor in the US to protect our product claims, prevent harm to patients and reduce our reputational risk.

# Our sales offices

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## Mölnlycke HQ

Mölnlycke Health Care AB  
Box 13080  
SE-402 52 Gothenburg  
Sweden

ADDRESS Gamlestadsvägen 3C  
TEL +46 31 722 30 00  
EMAIL info.se@molnlycke.com  
WEBSITE www.molnlycke.com

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## Australia

Mölnlycke Health Care Pty Ltd  
Level 4  
12 Narabang Way Belrose  
NSW 2085  
Australia

TEL +61 2 897 721 44  
EMAIL info.au@molnlycke.com

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## Austria

Mölnlycke Health Care GmbH  
Wagenseilgasse 14  
AT-1120 Vienna  
Austria

TEL +43 1 278 85 42  
EMAIL info.at@molnlycke.com

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## Belgium

Mölnlycke Health Care NV/SA  
Berchemstadionstraat 72, bus 2  
B-2600 Berchem (Antwerp)  
Belgium

TEL +32 3 286 8950  
EMAIL info.be@molnlycke.com

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## Brazil

Mölnlycke Health Care de  
Produtos Médicos Ltda.  
Rua Castilho, 392 - Cj. 122  
Brooklin Paulista  
04568-010 São Paulo-SP  
Brazil

TEL +55 11 3016 8900  
EMAIL vendas.curativos@  
molnlycke.com

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## Canada

Mölnlycke Health Care Inc.  
2010 Winston Part Drive  
Suite 100  
Oakville Ontario L6H 5R7  
Canada

TEL +1 905 829 1502  
EMAIL info.ca@molnlycke.com

---

## China

Mölnlycke Health Care  
Room 301, Building H  
Beijing Phoenix Plaza  
No. 5A Shuguangxili  
Chaoyang District  
100028 Beijing  
China

TEL +86 10 512 88 571  
EMAIL info.cn@molnlycke.com

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Mölnlycke Health Care  
Room 407  
No. 108 Yuyuan Road  
Jing'an District  
200040 Shanghai  
China

TEL +86 10 512 88 571  
EMAIL info.cn@molnlycke.com

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## Czech Republic

Mölnlycke Health Care s.r.o.  
Hájkova 2747 / 22  
130 00 Prague 3  
CZ-Czech Republic

TEL +420 221 890 517  
EMAIL info.cz@molnlycke.com

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## Denmark

Mölnlycke Health Care ApS  
Gydevang 33  
DK-3450 Allerød  
Denmark

TEL +45 48 16 82 68  
EMAIL info.dk@molnlycke.com

---

## Estonia

Mölnlycke Health Care OÜ  
Vabaõhmuuseumitee 4-67  
EE-13522 Tallinn  
Estonia

TEL +372 671 1520  
EMAIL info.ee@molnlycke.com

---

## Finland

Mölnlycke Health Care Oy  
Pitäjänmäentie 14, 3rd floor  
FI-00380 Helsinki  
Finland

TEL +358 201 622 300  
EMAIL info.fi@molnlycke.com

---

## France

Laboratoire Pharmaceutique  
Mölnlycke Health Care  
13 Allée du Château Blanc  
59290 Wasquehal  
France

TEL +33 320 122 555  
EMAIL info.fr@molnlycke.com

---

## Germany

Mölnlycke Health Care GmbH  
Grafenberger Allee 297  
DE-40237 Düsseldorf  
Germany

TEL +49 211 92 08 80  
EMAIL info.de@molnlycke.com

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## Hong Kong

Mölnlycke Health Care  
7/F, DCH Building  
20 Kai Cheung Road  
Kowloon Bay, Kowloon  
Hong Kong

TEL +852 2300 2076

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## Hungary

Mölnlycke Health Care Kft  
Dévai u. 26-28 III. Em.  
HU-1134 Budapest  
Hungary

TEL +36 1 477 3080  
EMAIL info.hu@molnlycke.com

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### India

Mölnlycke Health Care India Pvt Ltd  
Universal Business Centre  
2nd floor,  
Universal Trade Tower  
Sector 49, Gurgaon Sohna Road  
Gurgaon 122 018  
Haryana  
India

TEL +91 124 469 6008  
EMAIL [contact.india@molnlycke.com](mailto:contact.india@molnlycke.com)

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### Ireland

Mölnlycke Health Care  
Unity House  
Medlock Street  
Oldham, Lancashire  
OL1 3HS  
United Kingdom

TEL +44 161 621 3900  
EMAIL [info.uk@molnlycke.com](mailto:info.uk@molnlycke.com)

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### Italy

Mölnlycke Health Care s.r.l.  
Via Marsala 40/C  
I-21013 Gallarate (VA)  
Italy

TEL +39 0331 714 011  
EMAIL [csc.it@molnlycke.com](mailto:csc.it@molnlycke.com)

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### Japan

Mölnlycke Health Care K.K.  
4F Concieria Nishi-Shinjuku  
Tower's West  
6-20-7 Nishi-Shinjuku  
Shinjuku-ku  
Tokyo 160-0023  
Japan

TEL +81 3 6914 5004  
EMAIL [info.jp@molnlycke.com](mailto:info.jp@molnlycke.com)

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### Korea

Mölnlycke Health Care Korea Co.  
Ltd  
2nd floor, Hansol Richville  
46 Wiryeseong-daero  
Songpa-gu  
Seoul 05627  
Korea

TEL +82 2 3789 1402  
EMAIL [info.kr@molnlycke.com](mailto:info.kr@molnlycke.com)

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### Latvia

Mölnlycke Health Care OÜ  
Vabaõhumuuseumitee 4-67  
EE-13522 Tallinn  
Estonia

TEL +372 671 1520  
EMAIL [info.lv@molnlycke.com](mailto:info.lv@molnlycke.com)

---

### Lithuania

Mölnlycke Health Care UAB  
J Galvydzio g. 3  
08236 Vilnius  
Lithuania

TEL +370 5 274 5837  
EMAIL [info.lt@molnlycke.com](mailto:info.lt@molnlycke.com)

---

### Malaysia

Mölnlycke Health Care  
First Subang  
Suite 1108, South Tower,  
Jalan SS15/4G  
47500 Subang Jaya  
Selangor  
Malaysia

TEL +60 3 5612 2926  
EMAIL [info.my@molnlycke.com](mailto:info.my@molnlycke.com)

---

### Netherlands

Mölnlycke Health Care B.V.  
Postbus 3196  
4800 DD Breda  
Netherlands

TEL +31 76 521 9663  
EMAIL [info.nl@molnlycke.com](mailto:info.nl@molnlycke.com)

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---

### New Zealand

Mölnlycke Health Care Pty Ltd  
Level 4  
12 Narabang Way Belrose  
NSW 2085  
Australia

TEL +61 2 897 721 44  
EMAIL [info.nz@molnlycke.com](mailto:info.nz@molnlycke.com)

---

### Norway

Mölnlycke Health Care AS  
Postboks 6229 Etterstad  
NO-0603 Oslo  
Norway

TEL +47 22 70 63 70  
EMAIL [info.no@molnlycke.com](mailto:info.no@molnlycke.com)

---

### Poland

Mölnlycke Health Care Polska  
Sp z o.o  
ul. Przasnyska 6B (Wejście C)  
II piętro  
01-756 Warszawa  
Poland

TEL +48 22 350 5280  
EMAIL [biuro@molnlycke.com](mailto:biuro@molnlycke.com)

---

### Portugal

Mölnlycke Health Care LDA  
Rua Brito Capelo, nº 807  
4450-068 Matosinhos, Oporto  
Portugal

TEL +351 808 919 960  
EMAIL [info.pt@molnlycke.com](mailto:info.pt@molnlycke.com)

---

### Russia

Mölnlycke Health Care  
10/3 B. Toul'skaya Str  
Moscow 115191  
Russia

TEL +7 495 232 26 64  
EMAIL [info.ru@molnlycke.com](mailto:info.ru@molnlycke.com)

---

**Saudi Arabia**

Mölnlycke Health Care  
 Jameel Square, Office 208  
 Tahliya Street  
 Jeddah, Saudi Arabia

TEL +966540931409  
 EMAIL waleed.mohamed@  
 molnlycke.com

**Singapore**

Mölnlycke Health Care  
 Asia-Pacific Pte Ltd  
 298 Tiong Bahru Road  
 #07-03 Central Plaza  
 Singapore 168730

TEL +65 6438 4008  
 EMAIL info.ap@molnlycke.com

**Slovakia**

Mölnlycke Health Care s.r.o  
 Hájkova 2747 / 22  
 130 00 Prague 3  
 CZ-Czech Republic

TEL +420 221 890 517  
 EMAIL info.cz@molnlycke.com

**South Africa**

Mölnlycke Health Care  
 South Africa (Pty) Ltd  
 MSI Business Park  
 68 Rigger Road  
 Spartan  
 South Africa 1619

TEL +27 11 975 0633  
 EMAIL lurlene.battrick@  
 molnlycke.com

**Spain**

Mölnlycke Health Care S.L.  
 Avda. de la Vega, Edif. 3  
 3a Planta  
 ES-28108 Alcobendas (Madrid)  
 Spain

TEL +34 91 484 13 20  
 EMAIL info.spain@molnlycke.com

**Sweden**

Mölnlycke Health Care AB  
 Box 13080  
 SE-402 52 Gothenburg  
 Sweden

TEL +46 31 722 30 00  
 EMAIL info.se@molnlycke.com

**Switzerland**

Mölnlycke Health Care AG  
 Brandstrasse 24  
 CH-8952 Schlieren  
 Switzerland

TEL +41 44 744 54 00  
 EMAIL info.ch@molnlycke.com

**Thailand**

DKSH (Thailand) Limited  
 Division of Mölnlycke Health Care  
 Mezzanine Floor  
 2106 Sukhumvit Road  
 Bangchak, Phrakhanong  
 Bangkok 10260  
 Thailand

TEL +66 2 220 9000

**United Arab Emirates**

Mölnlycke Health Care  
 Unit No 603  
 Jumeirah Business Center 1  
 Plot No. G2  
 Jumeirah Lakes Towers  
 Dubai, UAE

TEL +971 4 554 7317  
 EMAIL info.ae@molnlycke.com

**United Kingdom**

Mölnlycke Health Care Ltd  
 Unity House  
 Medlock Street  
 Oldham, Lancashire OL1 3HS  
 United Kingdom

TEL +44 161 621 3900  
 EMAIL info.uk@molnlycke.com

**United States**

Mölnlycke Health Care US LLC  
 5550 Peachtree Parkway,  
 Suite 500  
 Norcross, GA 30092  
 US

TEL +1 678 250 7900  
 EMAIL info.us@molnlycke.com

For product complaints or adverse events  
 please email [vigilance@molnlycke.com](mailto:vigilance@molnlycke.com)  
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At Mölnlycke, we deliver innovative solutions for managing wounds, improving surgical safety and efficiency, and preventing pressure ulcers. Solutions that help achieve better outcomes and are backed by clinical and health-economics evidence.

In everything we do, we are guided by a single purpose: to help healthcare professionals perform at their best.

**And we're committed to proving it every day.**

Mölnlycke Health Care AB, Box 13080, Gamlestadsvägen 3C, SE-402 52 Gothenburg, Sweden.  
Phone +46 31 722 30 00.

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