

Stockholm, 2023-06-26

## Engaging Workplace

### 1. Workforce Breakdown, Gender, Total Billerud

Data coverage: 100 % of our total workforce.

	%, 2022	Target, 2030
Share of women in total workforce (as % of total workforce)	23	35
Proportion of female managers, %	27	35
Proportion of female managers in junior/first level management, %	25	
Proportion of female managers in top level management, %	24	
Proportion of female managers in revenue-generating functions	24	
Proportion of women in STEM <sup>1</sup> positions	18	

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1. STEM=Science Technology Engineering Math

## 2. Workforce Breakdown, Ethnic origin

The numbers below are for Billerud North America 2022.

Data coverage: 29 % of our total workforce.

	% of all employees	% of management
American Indian or Alaska Native (not Hispanic or Latino)	0.88	-
Asian (not Hispanic or Latino)	0.47	0.5
Black or African American (not Hispanic or Latino)	1.0	1.98
Hispanic or Latino	0.35	-
Two or More Races (not Hispanic or Latino)	0.12	-
White (not Hispanic or Latino)	74.25	87.62
Declined to answer / (not supplied)	22.93	9.9

## 3. Training and Development

Data for our North American operations is not included. Training data is retrieved from the company HR system.

Data coverage: 71 % of our total workforce.

Average training hours, Gender, 2022	% of all employees
Total	12.7
Men	13.5
Women	10.4

Average training hours, Age Group, 2022	% of all employees
20 or younger	17.7
30-49	12.2
50 or older	10.9

Average amount spent per FTE on training and development: 6 433 SEK

#### 4. New hires

Data for our North American operations is not included.

Data coverage: 71 % of our total workforce.

New hires, Gender, 2022	% of new hires
Men	67
Women	33

New hires, Age group, 2022	% of new hires
0-19	1
20-29	28
30-39	34
40-49	22
50-59	13
60+	1

Average hiring cost/FTE, 2022: 20 000 SEK

#### 5. Employee turnover

Data coverage: 100 % of our total workforce.

Numbers are based on end-of-year data extract, analyzing the age and gender of persons leaving their employments during the year.

Total employee turnover, % (Number of leavers/ Total number of employees at the end of the year), 2022	8.5
Voluntary employee turnover rate (Number of leavers with a 'termination reason' that is considered Voluntary / Total number of employees at the end of the year), 2022	7.5

Turnover, Gender, 2022	% leavers	% of leavers
Women	9.7	26.3
Men	8.1	73.7

Turnover, Age group, 2022	% leavers	% of leavers
0-19	1.6	0.2
20-29	7.3	11.7
30-39	9.2	22.6
40-49	6.9	18.4
50-59	5.2	19.4
60-	25.4	27.6

## 6. Employee Development programs

### Employee engagement survey

At Billerud, we firmly believe in the power of employee engagement surveys to drive continuous improvement and create the best possible workplace environment. This survey serves as a vital tool for our organization, managers and employees alike, enabling us to gather valuable insights and develop strategies for growth.

We value our employees' opinions and view their feedback as an opportunity to grow and develop. The employee engagement survey is a way to show our commitment to fostering a positive work environment and creating a workplace that empowers and inspires our team members. Together, we strive to leverage the survey data to shape our organization's future, ensuring that our workplace remains vibrant, fulfilling, and geared towards excellence.

We conduct an annual survey for all employees in the group. Where we ask questions related to employee engagement, safety, organizational and social work environment, team efficiency, Sustainable Leadership, diversity and inclusion, team efficiency, management and much more.

During the year, managers and their teams also have the option to conduct pulse surveys, if there is a need to follow up more frequently or focus on a specific area.

### Trend of employee wellbeing

Data coverage: 100 % of our total workforce.

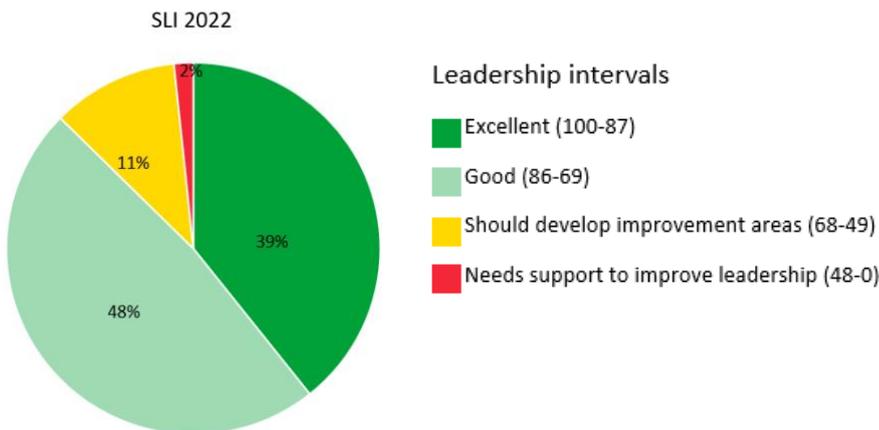
Overall response rate: 2019: 86%, 2021: 82%, 2022: 79% (85 % excluding the North American Operations)

<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="display: flex; align-items: center;"><span style="width: 15px; height: 10px; background-color: #008000; border: 1px solid #000;"></span> Excellent (100-87)</div> <div style="display: flex; align-items: center;"><span style="width: 15px; height: 10px; background-color: #90EE90; border: 1px solid #000;"></span> Good (86-69)</div> <div style="display: flex; align-items: center;"><span style="width: 15px; height: 10px; background-color: #FFD700; border: 1px solid #000;"></span> Needs to improve (68-49)</div> <div style="display: flex; align-items: center;"><span style="width: 15px; height: 10px; background-color: #FF0000; border: 1px solid #000;"></span> Needs support to improve (48-0)</div> </div> <th>Engagement index (0-100)</th> <th>Organizational and Social working environment index (0-100)</th> <th>Sustainable Leadership index (0-100)</th>	Engagement index (0-100)	Organizational and Social working environment index (0-100)	Sustainable Leadership index (0-100)
Billerud Global	2019: 78	2018: 73	2019: 77
	2021: 77	2019: 75	2021: 78
	2022: 78	2022: 73	2022: 80
Papermarket BM goal:	79>100	73>100	77>100

### Employee engagement survey goals

At Billerud, we recognize the dynamic nature of employee engagement and the importance of setting targets that reflect this fluidity. Rather than focusing on rigid absolute numbers, we adopt an approach that emphasizes a minimum benchmarking target to gauge our progress and drive continuous improvement. By setting targets within this range, we acknowledge that employee engagement is a multifaceted concept that cannot be reduced to a single, fixed number. We understand that engagement levels can vary based on various factors, such as individual experiences, team dynamics, and evolving organizational goals.

Using this benchmarking method helps us to align with our industry and our belief that employee engagement is an ongoing journey rather than a destination. We strive to create an environment where our employees feel valued, empowered, and motivated to contribute their best. We believe that by having a benchmarking target range, we can gauge progress, identify trends, and make informed decisions that positively impact our workplace culture.



Breakdown by gender	Engagement index (0-100)	Organizational and Social working environment index (0-100)	Sustainable Leadership index (0-100)
Men	78	73	80
Women	82	75	83
Other gender identity	67	65	74

Breakdown by age (year of birth)	Engagement index (0-100)	Organizational and Social working environment index (0-100)	Sustainable Leadership index (0-100)
2000 or later	81	76	83
1990s	79	74	83
1980s	79	74	81
1970s	78	72	80
1960s	79	73	80
1950 or earlier	79	77	81

## 7. Performance Management

At Billerud, we believe that our people are our greatest asset and the key to our success. We want to attract, develop and retain the best talent in the industry, empowering them to reach their full potential. That's why we have implemented a robust performance management process that aligns with our Group strategy and core values, ensuring that our employees are duly recognized and rewarded for their exceptional contributions. We are committed to providing a fair and competitive compensation package that includes salary and bonus to acknowledge and appreciate our employees' achievements.

Our performance management process is not only a way to drive business results, but also a way to engage and motivate our people to be part of a winning team.

The performance management process starts with the manager and employee collaboratively setting clear and meaningful goals for the year, grounded in the Group's mission, objectives and safety commitment. Throughout the year, managers provide regular feedback and coaching, offering support for our employees' growth and development, ensuring continuous improvement. To assist employees in identifying and



pursuing their career aspirations, we provide each employee with an individual development plan. This plan serves as a roadmap to guide them towards their desired professional growth within our organization.

At the end of the year, we conduct a comprehensive review of the employee's performance, based on their results and behaviors. To ensure fairness and objectivity, managers gather feedback from various sources, facilitating a well-rounded evaluation. We also conduct calibration meetings to establish performance ratings consistently across the organization, fostering transparency and equity in our assessment process.

Furthermore, we actively measure our managers leadership effectiveness through a Sustainable Leadership index. As part of our annual employee engagement survey, our employees rate their direct managers on various leadership behaviors. This valuable feedback allows us to continuously enhance our leadership culture and practices, ultimately benefiting both our managers, employees and the organization as a whole.