

# SUSTAINABILITY REPORT 2023

**MilDef aims to maintain a good balance between business, environmental and social sustainability. This is considered essential in order to meet the needs of the present without compromising the ability of future generations to meet theirs. MilDef always operates in compliance with mandatory requirements, such as applicable laws and regulations, organizational and industry standards, contractual obligations, and any codes of practice.**

MilDef Group AB runs a multinational group of companies with a focus on delivering tactical IT solutions.

This report encompasses MilDef Group AB and all of its main processes and subsidiaries.

## **MilDef's impact within sustainability**

MilDef is a global systems integrator and full-spectrum supplier of rugged IT for defense and security applications as well as for national and critical infrastructure sectors. MilDef provides hardware, software and services that protect critical information flows and systems where the stakes are highest. The customers are mainly in defense-related industries, but there is also growth in areas such as health, industry and critical infrastructure.

MilDef's products are sold to customers through MilDef's companies in Sweden, Norway, Finland, Denmark, the UK, Germany, Switzerland, the USA and Australia, and through a network of partners. MilDef was founded in 1997 in Helsingborg, Sweden. MilDef Group has been listed on Nasdaq Stockholm since 2021. As of the report date MilDef has 309 employees.



Marie Jonsson, Director of Quality



# SUSTAINABILITY JOURNEY

1997

**MilDef** founded

2002

**ISO 9001**  
certification<sup>1</sup>

2009

**ISO 14001**  
certification<sup>2</sup>

2014

**MCF**  
MilDef Charity  
Foundation founded

1997–2014

## Focus and activities in 2023

- Sustainable consumption and production – procedures and instructions in place to promote sustainable production.
- Working environment – MilDef works proactively to promote a good working environment.
- Development of and access to technology – local manufacturing and supply.
- Promote social responsibility in the value chain – terms and requirements flow both upstream and downstream.
- Sustainable resource use – continual improvements in resource efficiency.
- Due diligence – framework implemented for human rights risk assessment.

<sup>1</sup> ISO 9001 – Quality management system

<sup>2</sup> ISO 14001 – Environmental management system





## Focus and activities for the year ahead

- Promote personal development at work – strengthen our staff processes, focusing on leadership and employeeship.
- Promote equality and diversity – increase the share of female leaders through internal development and external recruitment.
- Promote sustainable production and consumption – continuous improvement work to streamline and simplify.
- Promote a sustainable climate – increase our knowledge, awareness and insight.
- Promote a sound value chain free from corruption – strengthen requirements and monitoring of compliance, both internally and externally.

<sup>3</sup> ISO 45001 – Occupational health and safety management system

<sup>4</sup> ISO 26000 – Guidance on social responsibility



# SUSTAINABLE DEVELOPMENT

## MilDef's contributions to sustainable development

MilDef strives to contribute to sustainable development and acts in accordance with the Sustainable Development Goals (SDG) defined by the UN.

The Company supports the Ten Principles of the UN Global Compact on human rights, labor, environment and anti-corruption. The Company works continually to embed the UN Global Compact and its principles in the company strategy, culture and daily operations, and to engage in collaborative projects that promote the UN's wider SDG targets, especially those relating to sustainable development. Since 2021 MilDef has been a member of the UN Global Compact and has endorsed its Ten Principles.

MilDef has chosen to work systematically on sustainability in order to maximize its contribution and has integrated the ISO 26000 guidance standard on social responsibility in its existing combined management system, which includes work on quality, the environment, and health and safety. In addition to the organizations' social responsibility in line with ISO 26000:2021, MilDef also works with an environmental management system according to ISO 14001:2015, a quality management system according to ISO 9001:2015, and an occupational health and safety management system according to ISO 45001:2018 for which the company are also certified. The Company has certification for all of these standards.

MilDef's analysis of what corporate social responsibility entails for the Company is based on a process incorporating the following:

- Determination of value chain.
- Implementation of stakeholder analysis.
- Implementation of maximization analysis.
- Selection of goals from the SDGs.

The following issues have been prioritized in the maximization analysis:

- Human development and training in the workplace.
- Discrimination and vulnerable groups.
- Consumer service, support and complaint and dispute resolution.
- Climate change mitigation and adaptation.
- Promoting of social responsibility in the value chain.

The evaluation took its starting point in the interests of priority stakeholders, benefits for society and importance to the Group as a whole.

Priority issues were linked to the SDGs and targets where the Company has a positive and/or negative impact. The SDGs that MilDef has chosen to focus on based on the maximization analysis carried out are:



## Sustainable Development Goals

MilDef works to promote the UN's 17 Sustainable Development Goals (SDGs). The Company has chosen to focus on the following five goals linked to its strategic development.



### Promote personal development at work

Provide an environment where people can grow, develop and reach their personal goals. Together we create a stimulating and developing workplace where we all thrive – facilitating sustainable careers.

*SDG 4.3.1, Increase participation in leadership programs.*



### Promote equality and diversity

People's equal value is an obviousness for us and also a basis for innovation, development and meaningfulness. With us, everyone should have the same opportunities to develop and grow as a person.

*SDG 5.5, Increase proportion share of female leaders.*



### Promote sustainable production and consumption

By strengthening our internal processes, we increase the competitiveness of our portfolio. This means increasing the intelligence of the systems, reducing lead times, improving reusability and much more.

*SDG 12.5, Reduce waste.*



### Promote a sustainable climate

By increasing our knowledge, awareness and insight, we can reduce our impact on the climate and environment, and mature our entire sustainability work.

*SDG 13.2.2 Reduce total Greenhouse Gas Emission.*



### Promote a sound value chain free from corruption

We must operate on the basis that tackling corruption is a prerequisite for sustainability. We want to take responsibility for ensuring that our entire value chain is sustainable, both upstream and downstream. We will especially take our responsibility in those parts of the value chain where we can do the most good.

*SDG 16.5.1, Maintain 0 cases of corruption or bribery.*



The selected SDGs have been linked to MilDef's vision, mission, business targets, sustainability strategy and Code of Conduct.

Based on the work outlined above, the Company has drawn up action plans for achieving the goals and established procedures for monitoring, evaluation and learning. The Company's sustainability-related activities are described in the present Sustainability Report and form part of the overall business planning. As such they are monitored, evaluated and improved on a continual basis.

During 2023 MilDef worked to focus and prioritize its sustainability efforts in the areas where the greatest effects can be achieved (reduced negative impact/increased positive impact).

### Contributions to sustainable development are reflected in MilDef's long-term objectives

- Be a leading supplier of tactical IT in our priority markets.
- Maintain an excellent standard of service for customers and partners.
- Provide and promote a stimulating, challenging and enjoyable working culture.
- Meet the Company's financial targets with reduced periodic volatility.
- Contribute to a democratic, equal and sustainable world.

### Sustainability governance

MilDef's Board of Directors has overall responsibility for sustainability, with work flowing throughout the organization according to set procedures for roles and responsibilities in the combined management system.

The overarching sustainability approach is driven primarily by the quality assurance unit, which has a dedicated budget and mandate for this purpose. Internal training is provided to disseminate knowledge and increase awareness within the organization.

|                        |                |
|------------------------|----------------|
| The Board of Directors | Ethics Council |
| CEO                    | QHSE Group     |
| Management Team        |                |
| Director of Quality    | OHS            |

MilDef works actively on the principles of corporate social responsibility, both internally with employees and externally with stakeholders. MilDef takes the seven principles in 26000:2021 as a starting point for this work, which is consolidated via the combined management system:

- Clear responsibility, transparency and ethical behavior are primarily ensured through the governance, strategy and compliance management processes.
- Respect for the stakeholders' interests is integrated in business planning and managed through stakeholder analysis.

- Respect for the the rule of law and international norms of behavior is ensured by means of legal compliance and control of the value chain in the compliance process.
- Respect for human rights is ensured partly through the due diligence process and systematic efforts to promote a good working environment.

Via its combined management system, MilDef applies a variety of policies that are important to its operations within the areas of quality, environment, occupational health and safety and sustainability. These provide a clear direction for the principles and flow through all areas of the organization.

Regulatory compliance, ethics and cultural attitudes are extremely important, and an annual program of refresher training has been set up for all employees. MilDef has defined a structure and process for managing governing documents (policies, procedures and instructions), including ownership and responsibility for compliance with these.

### The Group's policy portfolio includes

- AI Policy
- Anti-corruption and Anti-bribery Policy
- Antitrust and Fair Competition Policy
- Code of Conduct
- Communication Policy
- Finance Policy
- HR Policy
- Information Security and Data Protection Policy
- Insider Policy
- Intellectual Property Policy
- IT Policy
- Quality Policy
- Supplier Code of Conduct
- Sustainable Governance Policy

Responsibility for sustainability efforts is assigned in each policy, and the designated policy owner is responsible for monitoring the policy at Group level. The CEO is responsible for reporting to the Board of Directors annually on policy compliance.

MilDef uses Notisum's online legal monitoring service, which notifies the Company if any new/updated laws and regulations have been introduced of which it should be aware. In the online platform, MilDef describes how such laws and requirements apply to its business and how it meets the relevant requirements. Notisum carries out regulatory compliance checks in the relevant areas and countries on an annual basis.

The service includes specific lists of legislation on health and safety, environment and production, and covers Sweden, Norway, the UK and the USA.







## Stakeholder dialogue

A stakeholder analysis that rates each stakeholder on the basis of impact and interest is carried out in connection with business planning. Those with the highest rating are considered to be priority stakeholders. For MilDef these are employees, customers, investors and suppliers.

MilDef keeps track of stakeholders' views and opinions, including by means of employee surveys, customer surveys, management reviews, and continual gathering of stakeholders' expectations and views from industry and professional associations with which the Company is affiliated. Communication with stakeholders takes several different forms, and MilDef uses methods including surveys, individual and group discussions, digital information, and contact with various industry and professional associations to reach more of its stakeholders.

Sustainability-related information is communicated on an ongoing basis via the Group's website, press releases and social media, as well as through the intranet and other internal channels. Internal and external communication is evaluated on an ongoing basis to maximize its reach and to ensure that the Company is reaching out to the right stakeholders. External communication is managed by the Head of IR & Communications, and there are procedures in place to ensure compliance with any applicable requirements (insider trading, confidentiality, security classification, etc.).

MilDef maintains ongoing dialogue with both external and internal stakeholders, for example via news items, meetings, training and feedback on the Company's sustainability efforts.

| Stakeholder                               | Type       | Needs and expectations  | Management and dialogue   |
|---|------------|---|---|
| Employees                                 | Internal   | Attractive workplace, good working environment, individual development, sustainability, support, consultation and participation.                                | Employee development, digital employee handbook, guidance and awareness videos. Management system and intranet available 24/7 for all employees offering a news feed, transparency and two-way reporting paths. |
| The Board of Directors                    | Internal   | Compliance standards and business processes, delivery of approved budget, Group targets. Support and assistance in strategic processes and business management. | Scheduled meetings in accordance with established annual calendar and extra meetings as required, as well as monthly reporting by the CEO. Continual improvements through business management.                  |
| Media                                     | External   | News releases, access to images and information. Comments and cooperation.  | Investor page on website. All media is handled internally in accordance with an established procedure.  |
| Managers                                  | Internal   | Leadership development, business support, participation and consultation.   | Training process, HR support, MilNet for managers. Management system and intranet available 24/7 for all employees offering a news feed, transparency and two-way reporting paths.                              |
| Subsidiaries                              | Internal   | Group entity, business support.   | MilDef Meeting Plan, MilDef Management System, MilNet, internal audits. Corporate departments promote excellence and provide support.   |
| Labor rights organizations                | Associated | Compliance with statutory requirements, guidelines and industry standards.  | Consultation and transparency.  |
| Management Team                           | Internal   | Compliance standards and business processes, delivery of approved budget, Group targets.  | Continual improvements through business management. Business planning, monitoring and strategy work.  |
| Government/authorities                    | External   | Compliance with statutory requirements locally, nationally and globally.  | Internal legal department. Legal and regulatory monitoring via Notisum. Annual environmental reports (producer responsibility, F-gases, SCIP), MMS Annual plan.   |
| Customers                                 | Associated | Service level, sustainable enterprise, social responsibility, overall satisfaction, fulfillment of customer requirements.                                       | Customer satisfaction and feedback reviews, ESG ranking. Customer audits and surveys responded to.  |
| Business partners                         | Associated | Sustainability, cooperation, support.   | ESG ranking. Surveys responded to.  |
| Shareholders                              | Associated | Budget result, sustainability, good transparency and access to information.   | Investor page on the website with good transparency. Legal requirements complied with and disclosure requirements met via the website. Designated investor contact.   |
| Competitors                               | External   | Comparison and competition. Competition on equal terms.   | Good transparency and information on the website.   |
| Professional and industrial organizations | External   | Information, consultation and concerted action.   | Monitored.  |
| Local community/neighbors                 | External   | Respect for neighbors and the community at large; noise, pollution, social responsibility.  | Good waste management, low-risk facility and low environmental impact. Good transparency, visibility and informative presence. Contribute to jobs, further development and a sustainable society.               |
| Suppliers                                 | Associated | Safe supply chain, sustainability, KPIs. Support to meet MilDef's requirements.   | Supply chain process, Finance process. Ensure fulfillment of specifications. Support for transparency and disclosure obligation. Supplier Code of Conduct. Supplier portal.                                     |









# ENVIRONMENTAL SUSTAINABILITY (ESG)

The overarching aim within environmental responsibility is to protect the environment by actively and measurably striving to reduce the Company's and the customers' environmental impact and to reduce resource use, both in MilDef's own operations and in those of its suppliers. The Company is committed to protecting the environment, preventing pollution, and complying with current and expected future legal requirements.

## Climate impact

MilDef strives to reduce its impact on climate and the environment. The Company is aware that its operations have an impact on the environment and, from a sustainability perspective, strives to use and apply resource-efficient materials and functions in buildings and premises connected to the MilDef Group.

## Greenhouse gas reduction program

Determining and analyzing significant environmental topics makes it possible to identify measures to reduce or mitigate the impact of greenhouse gases.

## Ongoing measures of this nature are summarized below

### Energy efficiency

The Group's goal is to make its energy consumption sustainable.

Measures are in progress to lower energy consumption in MilDef's premises: The headquarters in Helsingborg is a gold-certified green building. 100% green electricity is used, around 25% of which is produced locally by photovoltaic panels on the roof. Energy consumption is monitored in premises where this is possible, and measures are identified to lower energy consumption.

### Purchasing

The Group's goal is to make its purchasing sustainable. MilDef works with large and well-established manufacturers of good reputation and encourages its suppliers to also use materials more efficiently and reduce waste. MilDef is extending its environmental principles to its supply chain, particularly for strategic and important suppliers.

### Business travel

The Group's goal is to promote sustainable travel. MilDef is working to lower emissions from business travel. Public transit is used where practical, and vehicles are shared for trips to visit customers and suppliers and attend events.

Teams meetings are encouraged where this is appropriate and can work as an alternative to travel.

In 2022 MilDef launched an initiative to reduce annual carbon dioxide emissions per employee from business-related travel. Data gathering was started, and a procedure implemented to achieve sustainable travel. Efforts to safeguard, automate and refine the data gathering processes are ongoing.

## Responsible production

MilDef produces and sells electronic products, and environmental sustainability is taken into account at all stages of the product lifecycle. The Company seeks to ensure a long life for its products, and end-of-life products can easily be dismantled for reuse or recycling.

All end-of-life products can be returned to the headquarters in Sweden.

Producing companies are affiliated to collection systems for electrical equipment, batteries and packaging materials, and waste quantities are reported to the Swedish Environmental Protection Agency or equivalent each year.

## Transport of products

The Group's goal is to make its logistics sustainable. For deliveries to customers and transportation of display materials, samples, etc., MilDef strives to maximize capacity utilization and ensure route optimization while using sustainable transport solutions wherever possible, for example by coordinating delivery days. Optimizing packaging makes transport more efficient, saving weight and space.

## Packaging materials

The Group's goal is to have a sustainable logistics chain. This means reusing incoming packaging materials whenever possible and being environmentally aware when purchasing new material.

## Reducing waste

MilDef's goal is to maintain sustainable waste management. MilDef has several measures in place related to waste reduction and recycling in the workplace, including guidance on the recycling program and initiatives to reduce everyday trash volumes. Waste generation should be prevented whenever possible. If waste is unavoidable, every effort should be made to keep it to a minimum.

- **General waste:** Reuse is to be encouraged throughout the business. All sites have a waste hierarchy to optimize waste management.
- **Hazardous waste:** Procedure for chemicals handling (to minimize hazardous chemicals). All waste is separated and handled in accordance with the waste hierarchy, using the correct disposal streams and documentation.

In general MilDef has been successful in developing and monitoring targets, and metrics are reviewed as part of each company's management review.



# SOCIAL RESPONSIBILITY (ESG)

The overarching aim within social sustainability is to promote a better society by acting as a responsible and respectful employer and helping to further social progress at the locations where the Company is active, based on the Code of Conduct. The Company is committed to continual improvement of the working environment and sustainability by promoting a positive health and safety culture.

## Social engagement

Ten years after the launch of the MilDef Charity Foundation, 2023 saw a series of donations to people in need. Never before has the Foundation donated such a large amount to young and older individuals in need of help and support. In 2023 a total of SEK 555,000 was donated to seven different, carefully selected organizations in the Helsingborg area. These organizations span everything from protecting victims of domestic violence to giving hope to people with substance abuse problems, offering a safe and dry place to sleep and get a meal, helping young students to finish school, and giving underserved people the chance to take part in sport. Quite simply, actions that make things a little easier and restore hope to those who have lost hope. The goal is to donate at least 50% of the annual contribution received from MilDef Group AB, and there is full transparency regarding the donation recipients, which are presented on MilDef's website.

The Foundation is headed by a board of trustees, which meets regularly to drive the work forward and make decisions on applications received and on its own proposals.



**Helsingborgs women's crisis center – SEK 125,000** The center offers help to women and girls at risk of domestic violence, providing professional help in the form of counselling and advice by phone or email. In 2023 MilDef helped to facilitate safe transport for women experiencing domestic violence as well as emotional support activities for children caught up in such situations.



**Skånes stadsmission – SEK 60,000** MilDef supports Skåne city mission, which in turn helps people in vulnerable life situations. This may be people experiencing mental health issues, homelessness or poverty. In 2023 MilDef decided to contribute in particular to setting up city mission operations in Helsingborg, including local activities and a food shop, and on supporting families with children over the Christmas period.



**Drivkraft – SEK 50,000** Drivkraft seeks to provide young people with the motivation and energy to finish school, develop socially and make new friends. MilDef has supported Drivkraft Helsingborg for several years. The organization works with local schools to offer mentoring for students and homework assistance.

## Health, safety and wellbeing

MilDef is committed to continually improving occupational health, the working environment, safety and wellbeing. By promoting a positive health and safety culture, work-related risks are identified and eliminated. This is accompanied by methodical efforts to control and prevent elements of risk.

The working environment must reflect a high level of participation and give employees the freedom to make their own decisions and work innovatively. Everyone is to have a sense of job satisfaction, security and belonging, and feel that going to work is fun. The Company has a zero-tolerance approach to any form of discrimination or harassment.

MilDef works strategically to improve its operations by setting and striving to achieve KPIs, which are set and monitored by analyzing objectives and key results (OKR). Progress toward these targets is reviewed by means of regular analysis and inspections as required.

All employees, whatever their duties, are to be given opportunities for consultation, participation and development, and to forge social contacts. Through its focus on the working environment, MilDef seeks to achieve an organization that is efficient in the long term and, at the same time, provides for good physical and mental health, wellbeing and job satisfaction for all employees, and prevents accidents.

It is important to the business that all staff have sufficient training to perform their roles within the organization effectively. The performance management process was updated during the year, partly to ensure that training and awareness needs are identified and the necessary training resources provided.

### Training requirements are often role-based but examples of professional development carried out during the year include

- Training in systematic working environment efforts for all managers.
- CPR courses for all staff.
- Introduction to the integrated management system for new employees.
- Increased awareness of policies via nano learning.
- Information security via nano learning.
- Inspirational lectures and preventive health activities during "Wellness Month".

One of the main goals is to provide and promote a stimulating, challenging and pleasant work culture, and efforts are made to ensure the working environment is as safe as possible.

We believe that we achieved this in 2023.



### Respect for human rights

MilDef has a responsibility to respect internationally recognized human rights and is committed to eliminating the risk of its basic processes causing injury to people or infringing on their human rights.

The Company is taking the next steps in its development by integrating human rights due diligence.

Human rights risks and impact assessments are used as a tool to enable MilDef to assess the Company's impact on human rights for both internal and external stakeholders. This method makes it possible to identify and prioritize human rights risks and will help the Company to plan and manage these critical human rights risks effectively.

The first step is identifying risks and being aware of stakeholders who are likely to be impacted by the Company's business activities. MilDef takes into consideration both the risk of human rights violations that have already occurred and those likely to arise throughout the value chain. This includes the Company's direct business activities and the indirect activities of suppliers, contractors or trading partners where there is a risk of involvement in human rights violations.

### Responsibility in the supply chain

MilDef seeks to maintain sustainable procurement and purchasing processes. We strengthen our framework on an ongoing basis by adding targets relating to our main areas of impact. On this journey we have implemented our Supplier Code of Conduct as part of every agreement signed, and we work actively to gain acceptance for this in transaction-based purchasing too. Our program for improving the supply chain identifies which suppliers should be prioritized and encourages them to improve their sustainability efforts.

Understanding the effects of our activities through a long and complex value chain presents challenges. MilDef seeks to promote human rights and eliminate bribery and corruption in all parts of our supply chain. We have therefore launched a human rights due diligence program, based on the UN Global Compact. The program helps us to identify areas, regions or suppliers that may potentially present human rights issues.

***“Going forward I hope we can introduce further targets in our sustainability framework relating to climate and resource depletion, for example measuring emissions and energy use in our supply chain. By working with our existing and new suppliers, we can take significant steps toward becoming sustainable.”***

*Carl-Magnus Eriksson,  
Director of Global Supply Chain*









# GOVERNANCE (ESG)

The overarching aim is to achieve long-term business sustainability through good business practices and business ethics. Sustainable enterprise is considered to encompass not only how MilDef behaves with respect to the world around it but also how people within the Company behave and treat one another. The aim is to treat one another with great warmth and respect, giving MilDef the security and self-confidence it needs to be able to treat customers and other stakeholders in the same way, while also providing world-class service. Both working at and doing business with MilDef should be a safe and pleasant experience.

## Anti-corruption

The Company operates on the basis that tackling corruption is a prerequisite for sustainability. It is therefore important for MilDef to set a good example and apply the same zero-tolerance approach to bribery in all markets and in relation to all of its business partners. This means the Company must never seek or accept business advantages based on unlawful or unethical behavior such as unlawful payments, bribes, kick-backs or other questionable incentives in order to influence someone's professional duties or to achieve or retain an unfair business advantage.

MilDef assesses the corruption risk in all transactions based on e.g. the corruption index, business chain and customer intelligence. If there is a heightened risk of corruption, MilDef cancels the transaction or carries out a special, in-depth review to ensure that the Company is not contributing to corruption. The anti-corruption system includes internal governing documents and continual training for all employees to increase knowledge of corruption and ensure that business activities are conducted responsibly and correctly.

## Responsible sales

A KYC (know your customer) framework is used to ensure that the market actors MilDef chooses to do business with live up to both regulatory and ethical requirements. For ethical reasons, MilDef refrains from doing business in/with nations that are subject to arms embargos, although MilDef's products are not typically covered by such embargos. The Company also has a generally restrictive attitude to exporting technological products to defense customers in countries outside MilDef's priority markets (selected EU and NATO countries), which limits both the risk of contributing to corruption and of the products falling into the wrong hands.

## Grievance mechanisms

We want to be aware of any grievances affected by the business activities and facilitate reporting of them. To make it possible for grievances to be addressed early and remediated directly, we have established the following Grievance Mechanism Infrastructure:

| Internal (for employees):      | In the value chain (for workers):                    | External (for communities):                            |
|--------------------------------|--|--|
| Employee survey                | Supplier agreement                                   | 2Secure whistleblower function                         |
| OHS Committees                 | Process audits                                       | Contact details for complaints via the website (email) |
| MMS Case system                | 2Secure whistleblower function                       |  |
| 2Secure whistleblower function | Contact details for complaints via the website (RMA) |  |
| Union negotiations             |  |  |

Complaints from stakeholders are handled via MilDef's integrated management system, with suggestions for improvements drawn up and implemented as required. To safeguard the whistleblower's anonymity, an independent external whistleblowing service is made available and can be used to draw attention to serious cases of censurable conditions anonymously. This is valued in particular as it provides an opportunity to find out about matters that for various reasons would otherwise have risked remaining undiscovered. Only if the Company is aware of any irregularities can it change and improve.

## Risk management

Every opportunity within the business is associated with one or more risks, and an enterprise risk management (ERM) program

is used to determine which opportunities should be monitored. ERM is a systematic process for taking stock of, assessing and preventing risks within the business. The aim of risk management is to safeguard resources and revenues from threats – both internal and external – as profitably as possible.

The risk strategy involves identifying and assigning responsibility for risks at all organizational levels and is part of the business planning process. Proactive work on risk management is integrated into strategic planning and operational processes. It aims to identify, prioritize and manage potential risks within the respective sustainability areas. Read more about risk and risk management on pages 79-81.









## SUSTAINABILITY REPORT 2023

| ESG statistics for MilDef  | 2020    | 2021    | 2022    | 2023    |
|--|---------|---------|---------|---------|
| <b>ENVIRONMENT (E)</b>   |         |         |         |         |
| <b>1. Electronic products placed on the Swedish market, HQ* (kg)</b>                     |         |         |         |         |
| Quantity sold  | 9,563   | 10,560  | 6,196   | 11,678  |
| Recycling rate   | 0%      | 80%     | 62%     | 54%     |
| <b>2. Batteries placed on the Swedish market, HQ* (kg)</b>                               |         |         |         |         |
| Quantity sold  | 349     | 134     | 300     | 487     |
| Recycling rate   | 4%      | 8%      | 22%     | 8%      |
| <b>3. Waste HQ*, by type (kg)</b>  |         |         |         |         |
| Waste (kg)   | 11,535  | 14,984  | 11,109  | 12,086  |
| Hazardous waste (kg)   | 1,413   | 962     | 396     | 1,450   |
| Per employee   | 138     | 156     | 96      | 102     |
| <b>4. Business travel by transport type (MTCO2e)</b>                                     |         |         |         |         |
| Total  | 18.85   | 30.96   | 276.12  | 339.63  |
| Per employee   | 0.16    | 0.19    | 1.46    | 1.51    |
| <b>5. Electricity usage HQ* (kWh)</b>  |         |         |         |         |
| Electricity  | 211,381 | 175,794 | 258,612 | 299,966 |
| Heating  | 127,000 | 132,882 | 117,001 | 119,039 |
| Green energy   | 100%    | 100%    | 100%    | 100%    |
| <b>6. Water usage HQ* (m3)</b>   |         |         |         |         |
| Water  | 399     | 388     | 471     | 624     |
| Per employee   | 4.24    | 3.80    | 3.93    | 4.69    |
| <b>SOCIAL RESPONSIBILITY (S)</b>   |         |         |         |         |
| <b>1. Major accidents</b>  |         |         |         |         |
| Total  | 0       | 0       | 0       | 0       |
| <b>2. Workplace fatalities</b>   |         |         |         |         |
| Total  | 0       | 0       | 0       | 0       |
| <b>3. Percentage of women</b>  |         |         |         |         |
| The Board of Directors   | 23%     | 33%     | 33%     | 29%     |
| Management Team  | 25%     | 10%     | 20%     | 50%     |
| Employees  | 25%     | 15%     | 25%     | 27%     |
| <b>4. Workforce</b>  |         |         |         |         |
| Organic net new hires  |         | 33      | 78      | 56      |
| Total net new hires  |         | 68      | 108     | 16      |
| <b>5. Donations to charity (SEK 000)</b>   |         |         |         |         |
| MilDef Charity Foundation  | 320     | 650     | 200     | 600     |
| Veterans with Dogs (UK)  |         |         | 100     |         |
| Association of the United States Army – AUSA National Scholarship (US)                   |         |         |         | 100     |
| The US Navy Memorial (US)  |         |         |         | 100     |
| Support for UK Ministry of Defence Project Manager to participate in Invictus Games (UK) |         |         |         | 100     |
| <b>GOVERNANCE (G)</b>  |         |         |         |         |
| <b>1. Scope of ISO certification</b>   |         |         |         |         |
| Number of sites  | 5       | 8       | 12      | 9       |
| Covered by certification   | 5       | 5       | 9       | 6       |
| Certification rate   | 100%    | 63%     | 75%     | 67%     |
| <b>2. Whistleblowing cases</b>   |         |         |         |         |
| Corruption   | 0       | 0       | 0       | 0       |
| Discrimination   | 0       | 0       | 0       | 0       |
| Workplace bullying   | 0       | 0       | 0       | 0       |
| Severe human rights issues   | 0       | 0       | 0       | 0       |
| <b>3. Customer control (Ethics Council)</b>  |         |         |         |         |
| Cases tried  | NA      | 2       | 8       | 7       |
| Cases rejected   | NA      | 2       | 4       | 1       |

\* HQ refers to MilDef's headquarters in Helsingborg.

