

# SUSTAINABILITY ROADMAP 2030



POMONA  
GRUPPEN

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# Introduction

**Pomona-gruppen's Sustainability Roadmap 2030 sets a clear, unified direction for all Pomona companies.**

It is grounded in the group's material Impacts, Risks and Opportunities (IROs) across five key areas: Climate Change, Resource Use & Circular Economy, Own Workforce, Workers in the Value Chain, and Business Conduct. It is also guided by the UN Sustainable Development Goals (SDGs) and by growing customer expectations for responsible business practices.

The roadmap is our guiding document **which reflects the ambition to drive tangible sustainability progress and long-term resilience.**

**Each company is expected to translate these group-wide targets into concrete, company-specific targets and actions.** Where relevant, subsidiaries should also define additional targets for any unique key area and material IRO to ensure relevance and impact.

“There has been a continued strong focus on our sustainability efforts, something we see as absolutely central to long-term success.” Fredrik Rapp, President and CEO

# Our vision

**“At Pomona, we invest with a long-term vision. We believe that, now more than ever, this is an essential investment strategy to promote a sustainable future for business, people and the planet.”**

Our vision is to be at the forefront and to embrace the challenges and opportunities created by this major transformation in the world. This enables not only ourselves, but also our customers and suppliers to conduct business in a sustainable way.

## **Our Environmental Responsibility**

We are committed to reducing our climate impact and achieving net-zero emissions by 2050, in line with the 1.5°C Paris Agreement goal. By operating within planetary boundaries and striving for a positive environmental footprint, we aim to reduce harm and support regeneration through circular and climate-smart practices.

## **Our Social Responsibility**

We take our social responsibility seriously – by putting people first. We strive to offer a safe, inclusive, and supportive workplace where employees thrive. Through ethical business practices, responsible sourcing, and local engagement, we contribute to a fairer, more sustainable future.

## **Our Business Ethics**

We are committed to acting with integrity and transparency in everything we do. We have zero tolerance for bribery, corruption, or unethical behaviour, and we expect the same from our partners. Everyone we work with should feel respected, safe, and treated with care.

# Our vision – Net Zero

*“**Net zero** is a state where greenhouse gas (GHG) emissions released into the atmosphere are balanced by GHG removals over a specified period. The global goal is to reach net-zero emissions by 2050 at the latest to limit global warming to 1.5°C.”* – Science-Based Targets Initiative (SBTi)

**For Pomona, this means that we aim to reduce our absolute emissions across our value chain to the minimum (i.e. by 90-95%). The remaining residual emissions – that are technically or economically infeasible to eliminate – will be neutralised by investing in carbon removal initiatives or carbon offsets.**

To achieve this, each company will develop a climate-related transition plan as part of our overall strategy, including concrete targets, actions and resources for our transition towards a lower-carbon economy.

This Sustainability Roadmap 2030 is our first step towards our commitment of achieving net-zero emissions by 2050, in line with the 1.5°C Paris Agreement goal.

# Climate Impact - Targets

As part of our long-term vision, we have set measurable near-term targets for Climate Impact based on the Paris Agreement goal of limiting global warming to 1.5 degrees Celsius.

## By 2030\*, Pomona-gruppen aims to:

- Achieve a  $\geq 42\%$  reduction in absolute Scope 1 & 2 emissions, tCO<sub>2</sub>e.
- Transition to 100% fossil-free electricity sources.
- Lower the energy intensity of our operations, MWh/MSEK net sales.
- Ensure that all Pomona companies have achieved significant reduction in their Scope 3 emissions\*\*.
- Ensure that all Pomona producing entities are in transition to a low-carbon emission product portfolio \*\*\*.
- Ensure that all Pomona companies have set a net-zero transition plan aligned with the target year 2050 or earlier.

\*Baseline year 2025

\*\*Special attention on categories: 3.1 Purchased goods & services, 3.4 Upstream transportation and distribution, 3.11 Use of sold products, 3.15 Investments. A minimum of 67% of total Scope 3 emissions should be part of the respective reduction target(s).

**Note:** Companies with minimal climate impact may provide a qualitative justification for limited targets, commit to sourcing renewable or climate neutral electricity and increasing energy efficiency, and report annually on scope 1-3 GHG.

\*\*\* **Low-carbon emission product portfolio** refers to products whose full life-cycle greenhouse gas emissions (measured in tCO<sub>2</sub>e) are substantially lower than the average emissions of conventional alternatives in the same category.

### These offerings either:

- **Use** significantly less carbon-intensive materials, processes or energy
- **Enable** emission reductions for end-users
- **Are classified as** Taxonomy-aligned under the EU Sustainable Finance Taxonomy
- **Meet internal company thresholds for carbon intensity** (e.g., kg CO<sub>2</sub>e per functional unit).



# Key Actions for Climate Impact

To support Pomona's climate ambitions, each company within the group can take targeted, high-impact actions. Below are examples of measures that can drive meaningful emission reductions across operations and the value chain, helping to accelerate our collective transition to a low-carbon future:

## Scope 1 – Direct emissions from owned or controlled sources

Activities directly under our control, such as fuel combustion.

- Switch to low-carbon fuels** (e.g., biofuels) in company-owned vehicles and equipment.
- Electrify fleet vehicles** where possible, especially for urban transport.
- Improve energy efficiency and optimisation** in operational processes and heating systems.

## Scope 2 – Indirect emissions from purchased electricity, heating, steam, and cooling

These are associated with the energy we buy and consume.

- Purchase 100% fossil-free electricity** (via guarantees of origin or power purchase agreements).
- Install on-site renewable energy** like solar panels or geothermal systems.
- Ensure energy-efficient management in HVAC systems** (Heating, Ventilation and Air-conditioning) in buildings.
- Optimise energy usage with**, e.g. with smart systems for real-time monitoring and load shifting.

## Scope 3 – All other indirect emissions in the value chain

These include upstream and downstream emissions, the largest share of our emissions.

- Engage suppliers** to disclose emissions and set science-based targets (upstream).
- Shift to sustainable logistics** e.g., rail and sea over air freight, use of electric trucks, phasing out of fossil fuels in transports.
- Redesign products** to be more energy- and resource-efficient in use phase (downstream).
- Engage customers** to explore low-carbon product solutions.
- Set climate expectations** on investments.

# Resource Use & Circularity - Targets

As part of our long-term vision, we have set measurable near-term targets for sustainable resource use and a transition towards a circular economy, to reduce our environmental impact and contribute to the shift from linear to circular business models that preserve resources and minimise waste.

## By 2030\*, Pomona-gruppen aims to:

- Ensure all product development processes integrate lifecycle approach, product longevity strategies, and the 10Rs waste hierarchy.
- Increase the use of reused, recycled or bio-based material in production and packaging (e.g. steel, aluminium, precious metal, glass, plastic, electrical items, cardboard and paper).
- Minimise waste to landfill.
- Ensure that all Pomona producing entities deliver at least one additional circular product line\* (including modular spare parts and a take-back and refurbishment program).

\*Baseline year 2025

### Three aspects:

**1. Lifecycle approach** = considering the entire product lifecycle in the design phase

**2. Product longevity** = designing our products for durability, functionality and repairability

**3. 10Rs waste hierarchy** = Regenerate, Refuse, Redesign, Reduce, Reuse, Repair, Remanufacture, Repurpose, Recycle, Recover.



# Key Actions for Resource Use & Circularity

To advance Pomona's ambitions on resource use and circularity, each company within the group can take targeted, high-impact actions. Below are examples of measures that can significantly reduce resource dependency and waste across operations and the value chain, supporting our collective transition to a circular economy:

## Design for circularity

- ❑ **Integrate lifecycle thinking, product longevity, and the 10Rs waste hierarchy** into all product development decisions.
- ❑ **Replace single-use components** with reusable or re-manufacturable alternatives.
- ❑ **Integrate recycled or certified sustainable materials** into core product lines.
- ❑ **Reduce material complexity** to enable disassembly, recycling and recovery.

## Close the loop on materials

- ❑ **Transition away from virgin and fossil-based materials** by prioritising recycled and responsibly sourced inputs.
- ❑ **Establish take-back schemes,** reuse/refurbishment processes, and partnerships for circular recovery.
- ❑ **Incentivise customer returns** of used products or parts through deposit or loyalty programs.
- ❑ Implement internal and supplier-level strategies to **minimise landfill waste and increase material circularity.**

## Enable circular business models

- ❑ **Scale product-as-a-service, repair services, and resale of refurbished goods.**
- ❑ **Introduce digital tracking** (e.g., product passports) to monitor material flows and support reverse logistics.
- ❑ Collaborate across the value chain to **minimise resource use and regenerate natural systems.**
- ❑ **Avoid sourcing from high-risk or sensitive ecosystems** and shift to certified sustainable materials.

# Our People - Targets

As part of our long-term vision, we have set measurable near-term targets for Our People to ensure a safe, inclusive, and healthy workplace where all employees can thrive and grow.

## By 2030, Pomona-gruppen aims to:

- Fully implement and integrate a group-wide human rights due diligence process across own operations.
- Ensure that all employees are covered by a health and safety management system\*.
- Implement and maintain initiatives for the wellbeing of employees in all Pomona companies.
- Have zero fatalities and keep work-related injuries to a minimum across all operations.
- Have zero incidents of discrimination in the workplace.
- Promote gender balance in top management and across all employees by ensuring equal opportunities\*\*, while aiming for at least 30% representation of the underrepresented gender.



*\*Based on legal requirements and/or recognised standards, such as ISO 45001 or similar, which has been internally audited and/or audited or certified by an external party.*

*\*\*Opportunities refer to the recruitment, promotion, and development based on skills and performance.*

# Key Actions for Our People

To advance Pomona's ambitions for a safe, inclusive, and great place to work, each company within the group can take targeted, high-impact actions. Below are examples of measures that strengthen health, safety, equity, and well-being across our operations - supporting our collective commitment to put people first:

## General actions

- ❑ Ensure that the Code of Business Conduct and Ethics as well as relevant company policies are known and respected.
- ❑ Implement a confidential whistleblower and grievance mechanism, accessible in all local languages.
- ❑ Ensure that a health and safety management system is in place.
- ❑ Ensure a robust due diligence process regarding human rights issues.
- ❑ Include health, safety, discrimination and inclusion questions in the annual employee survey.

## Health, safety & wellbeing

- ❑ Promote a safety-first culture through leadership engagement.
- ❑ Provide mandatory health and safety training.
- ❑ Mandate incident reporting and root-cause analysis for all serious near misses and injuries.
- ❑ Promote a culture of openness around health, including mental well-being, stress, and burnout prevention.
- ❑ Ensure internal health and safety audits are implemented.
- ❑ Organise health, safety & wellbeing days/weeks.

## Diversity & inclusion

- ❑ Create a diversity and inclusion plan.
- ❑ Provide mandatory anti-discrimination and bias awareness training for all employees, with special modules for managers and recruiters.
- ❑ Establish clear policies and procedures for handling discrimination claims, with independent investigation protocols.
- ❑ Include diversity and gender equality in processes like recruitment, hiring, pay, rewards, development and promotion.
- ❑ Organise diversity & inclusion days/weeks.

# Sustainable Supply Chain - Targets

As part of our long-term vision, we are building a responsible and sustainable supply chain by setting clear targets and partnering with suppliers who meet high standards in human rights, environmental care, and ethical business conduct.

## By 2030, Pomona-gruppen aims to:

- Fully implement and integrate a group-wide Sustainability Due Diligence process\* across all procurement and supplier onboarding procedures.
- Secure 100% commitment on our Code of Conduct\*\* from suppliers representing  $\geq 95\%$  of total spend.
- Grow the proportion of procurement spend with suppliers evaluated and approved against sustainability criteria and risk assessments\*\*\*.
- Have zero incidents of illegally or unethically sourced raw materials.



\*Covering: Environment, health and safety, fair employment, human rights, and anti-corruption in accordance with the OECD Due Diligence Guidelines for Responsible Business Conduct.

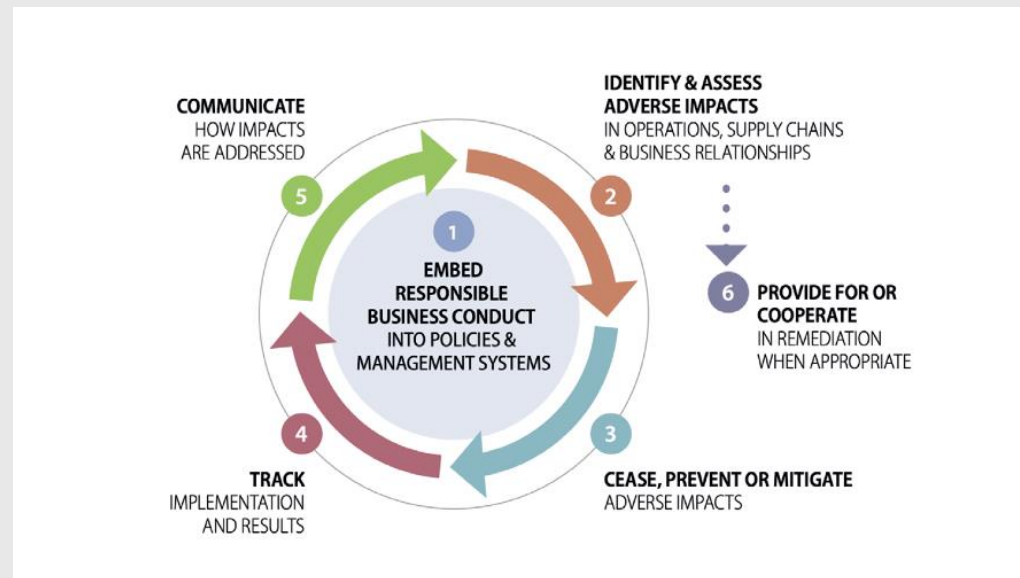
\*\*Either by signing our Supplier Code of Conduct or having the same/better standards in their own (Supplier) Code of Conduct.

\*\*\*With audits introduced progressively based on our companies' capacity and risk exposure.

# Key Actions for a Sustainable Supply Chain

To advance Pomona's ambitions for a responsible and sustainable supply chain, each company within the group can take targeted, high-impact actions. Below are examples of measures that can strengthen supplier performance, mitigate social and environmental risks, and support greater transparency and resilience across the value chain:

- ❑ Train all relevant employees on our commitments, practices and challenges related to a Sustainable Supply Chain.
- ❑ Embed Sustainability Due Diligence in procurement.
- ❑ Prioritise high-risk and high-impact suppliers.
- ❑ Ensure Supplier Code of Conduct commitment.
- ❑ Assess and audit supplier performance.
- ❑ Strengthen regional and ethical sourcing.



Sustainability Due Diligence process, OECD Due Diligence Guidelines for Responsible Business Conduct.

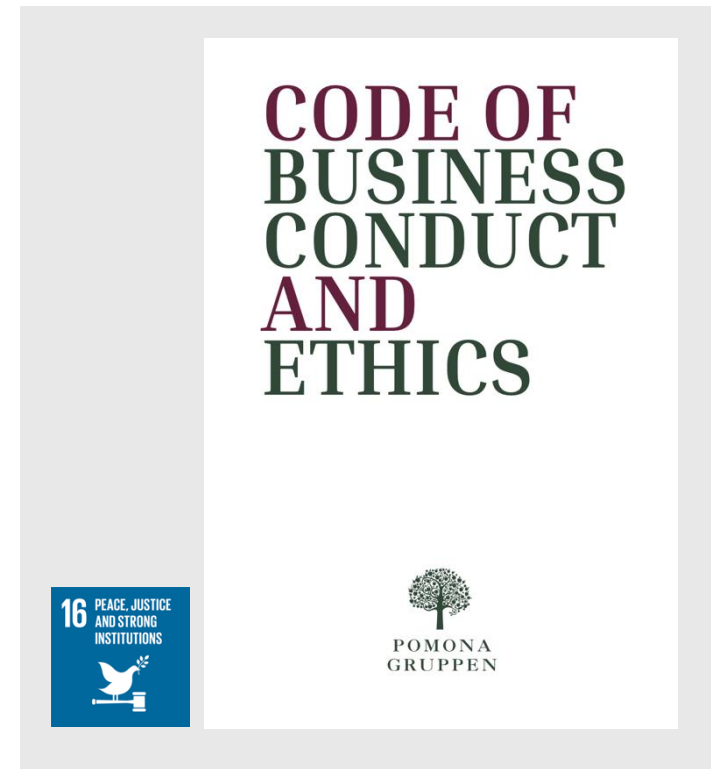
# Ethical Business Conduct - Targets

As part of our long-term vision, we have set near-term targets for Ethical Business Conduct, reinforcing our zero-tolerance for unethical behaviour and promoting integrity, transparency, and respect in all relationships.

## By 2030, Pomona-gruppen aims to:

- Ensure that all employees\* have understood and signed the Code of Business Conduct and Ethics.
- Have zero incidents of bribery, corruption, or other serious ethical violations.
- Ensure that all supplier invoices are paid within the contractually agreed time.

*\*Full-time and part-time employees, contractors, consultants, managers and members of the Board of Directors*



# Key Actions for Ethical Business Conduct

To promote strong business conduct across the group, each company can take practical, high-impact steps that uphold integrity, prevent misconduct, and build trust. The examples below illustrate actions that can support compliance, reduce risks, and embed responsible business practices throughout daily operations:

- ❑ **Train all employees on the relevant parts of the Code of Business Conduct and Ethics**, with regular refreshers (e.g. annually).

- ❑ **Ensure everyone knows how to raise concerns and report issues, including when and how to use the whistle-blower line.** Make reporting channels accessible, safe, and well-communicated.

- ❑ **Promote a speak-up culture through open dialogue and visible leadership support.** Foster trust and psychological safety so concerns can be voiced early.

- ❑ **Integrate ethical conduct into performance reviews and leadership expectations.** Make integrity a core part of how performance is measured and rewarded.

- ❑ **Conduct regular risk assessments related to bribery, corruption, fraud, and conflicts of interest.** Identify vulnerable areas and apply targeted prevention measures.

- ❑ **Establish clear and consistent procedures for handling breaches of the Code.** Ensure transparency, fairness, and accountability in every case.

- ❑ **Communicate the importance of ethical behaviour regularly through senior leadership.** Reinforce the “tone from the top” to shape culture and expectations.

# Success Factors

To reach Pomona-gruppen's vision and near-term sustainability targets outlined in this roadmap, the following success factors are essential:

## **1. Integration across the business**

Sustainability must be fully embedded into our core operations and strategic processes. This includes decision-making, governance, performance monitoring, acquisitions, and business planning. It should be a natural consideration in everything we do.

## **3. Broad involvement and collaboration**

Sustainable transformation requires the insights and cooperation of all stakeholders. We will engage employees, customers, suppliers, and partners to co-create innovative and effective solutions.

## **2. A purpose-driven company culture**

Structures and policies alone are not enough. We must cultivate a culture that supports sustainability. This begins with leadership - especially management and the sales force - actively demonstrating and reinforcing Pomona's commitments by "walking the talk."

## **4. Inspiration and awareness**

To drive motivation and meaningful action, we will focus on inspiring our stakeholders and increasing awareness through impactful communication, relevant training, and the sharing of best practices.

# Responsibility & Monitoring

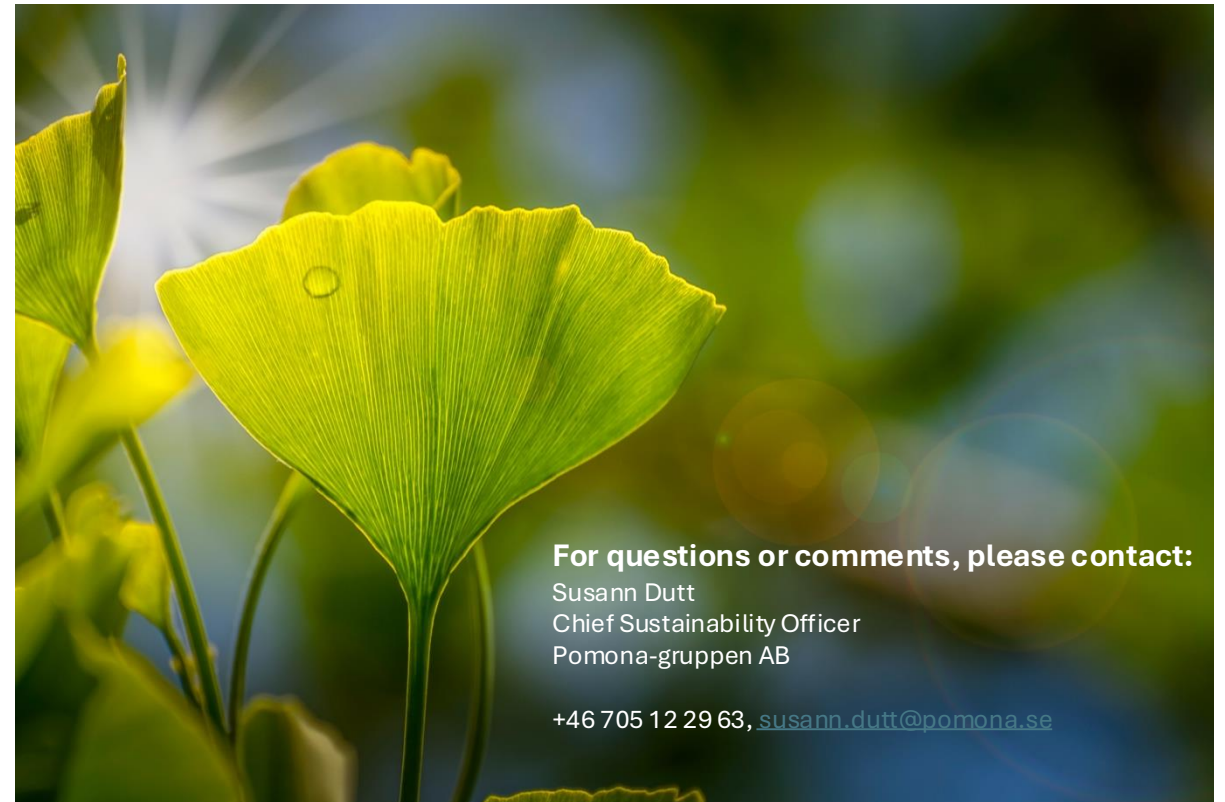
## Responsibility

Each company in Pomona-gruppen is responsible for contributing to a positive development of this sustainability roadmap.

Relevant targets and key actions should be embedded into the business plan of each subsidiary. The commitment from the Board, Group Management Team and CEO is crucial for our success.

## Monitoring

We measure our progress on a regular basis. Responsibility for driving, supporting and monitoring developments lies at the group-wide level. We report our performance annually and make it available in our sustainability report and on our website:  
<https://pomona.se/en/>.



**For questions or comments, please contact:**

Susann Dutt  
Chief Sustainability Officer  
Pomona-gruppen AB

+46 705 12 29 63, [susann.dutt@pomona.se](mailto:susann.dutt@pomona.se)



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**Pomona-gruppen is a family-owned development and investment company that was established in 1986.**

We always take a long-term perspective to investing in and developing our companies, never applying a short-term investment horizon. We safeguard stability – of balance sheets and development strategies, but also of ownership. Family-owned companies, with one generation handing over to the next, have become something of a speciality.

Today the Pomona-gruppen portfolio consists of a number of different businesses, principally based in Europe but also in the USA and China. Our strategy is to work and be seen through our subsidiaries.



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