

Our external environment and market

In drawing up Essity's business strategy, we analyze our external environment and market as a means of identifying external trends, drivers, opportunities and risks.

The foundation of our strategy is a materiality analysis where Essity and the company's stakeholders rank the issues and areas that are perceived as being important for the company. Read more about the results of the 2019 materiality analysis on page 40. The annual strategy process includes an analysis phase and assessment of the risks present in the business units. A description of the most significant risks that impact Essity's opportunities to achieve its established targets, and how these risks are managed, is presented on pages 34–39.

Trends and drivers

We identify and analyze how trends and drivers affect Essity in order to capitalize on the opportunities that arise and to address the associated risks.

Growing and aging population

The world's population is growing and living longer. By 2020, the population of the world over the age of 60 is expected to have increased to over one billion. This growing population is resulting in an increased demand for hygiene and health products and thus creating favorable growth opportunities for Essity. The greatest global population increase is expected to occur in Asia, Latin America and Africa. An aging population is increasing demand for incontinence products and medical solutions, both in mature and emerging markets. For example, the occurrence of incontinence among people over the age of 65 is estimated to be between 15 and 20%. Incontinence, which is classified as a disease by the World Health Organization (WHO), affects 4–8% of the world's adult population, corresponding to approximately 400 million people.

Higher disposable income and living standards

At the same time as the population is growing, the level of poverty in the world is decreasing. Once people's most basic needs for food and shelter are met, hygiene becomes a top priority. Higher disposable income and living standards increase demand for hygiene and health products.

Greater awareness of hygiene and health

Limited access to hygiene and sanitation is a major global challenge. There is a growing awareness of the relationship between good hygiene and health, and how this improves well-being in the world, as indicated by the UN's 17 Sustainable Development Goals. We prioritize goals 3, 5, 6, 12, 13 and 15, as our business can best contribute to change and development in these areas.

Market growth for hygiene and health products is positively impacted by increased awareness of the importance of hygiene to avoid diseases and improve health.

Increased access to health care

Access to health care is increasing above all in emerging markets along with rising prosperity and increasing urbanization. The healthcare sector accounted for 18% of Essity's total net sales in 2019.

Increased prevalence of chronic conditions

Increased prevalence of chronic conditions and greater life expectancy of people with chronic conditions are expected to increase demand for incontinence products and medical solutions.

Digitalization

Digitalization entails substantial changes and opportunities. The manner in which products and services are developed, produced, purchased, paid for and consumed is rapidly changing, largely driven by digitalization. For Essity, digitalization offers a variety of opportunities to improve and

evolve all parts of our value chain. We are digitalizing production, administration and logistics to achieve efficiency and quality improvements. In product development, we are working to create digital solutions that improve our offering to customers and consumers. Essity is striving for synergies between different sales channels and that customers and consumers recognize the offering regardless of channel and platform.

Development of new business models

New business models are needed as a result of digitalization and the greater focus on sustainable and circular solutions. At Essity, we develop business models and offerings to help our customers become more cost-efficient, digital and sustainable.

The empowered consumer

Digitalization offers consumers today limitless opportunities to assess the market and purchase products. Consumers are therefore increasingly well informed and demand transparency about the products and services they buy. Essity is actively engaged in dialogue with customers and consumers and monitors the discussions on our own websites and in social media to receive feedback and to constantly improve.

Continued focus on sustainability

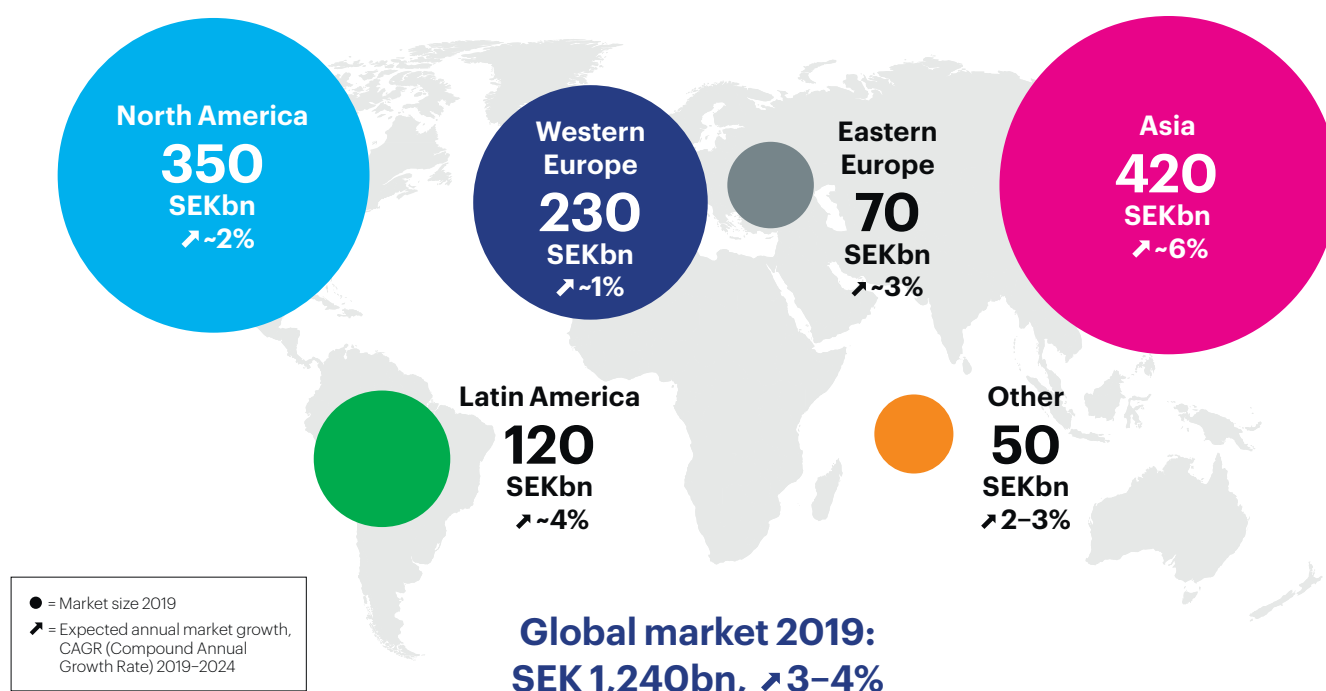
The rising awareness worldwide about sustainability issues, climate change and resource scarcity means every company must integrate these issues into their business models to remain successful in the long term. For Essity, sustainability issues have always been closely linked to business benefits and value creation. Essity promotes sustainable consumption by being innovative in how we meet the needs of customers and consumers and aims to develop solutions for a sustainable and circular society. We strive to reduce environmental impact and resource consumption throughout the life cycle of our products and services.



Our business contributes to the UN Sustainable Development Goals

We believe that the work to fulfill the sustainability goals will make the world a better place while offering favorable business opportunities. We are working to overcome global challenges together with customers, consumers, suppliers and other partners. We have elected to specifically focus on goals 3, 5, 6, 12, 13 and 15 where we can make a contribution through our operations, expertise and experience.

The hygiene and health market



Source: The information has been compiled by Essity for presentation purposes based on statistics taken from external market sources, including IRI, Fastmarkets RISI, Price Hanna Consultants, SmartTRAK and National Macro Economics.

The hygiene and health market

In 2019, the global hygiene and health market amounted to approximately SEK 1,240bn, of which personal care accounted for approximately SEK 610bn and tissue accounted for approximately SEK 630bn.

Personal care is divided into baby care (approximately SEK 250bn), feminine care (approximately SEK 140bn), incontinence products (approximately SEK 100bn) and medical solutions (approximately SEK 120bn). Tissue is divided into consumer tissue (approximately SEK 470bn) and professional hygiene (approximately SEK 160bn).

In 2019, the hygiene and health market in mature markets amounted to approximately SEK 660bn and in emerging markets to approximately SEK 580bn.

Emerging markets

The growth potential is greatest in emerging markets where market penetration of hygiene and health products is significantly lower than in mature markets and where urbanization, infrastructure, retail trade, online and health care are evolving rapidly. Furthermore, such trends

as increased disposable income and population growth are particularly evident in emerging markets.

Essity is prioritizing growth in selected emerging markets, such as China, South-east Asia, Latin America, Eastern Europe and Russia.

One example of the lower market penetration in emerging markets is that the consumption rates for incontinence products in Asia are only about one-sixth of those in Western Europe. Another example is that tissue consumption in Eastern Europe is only about one-third of that in Western Europe.

Mature markets

In mature markets, baby care and feminine care have attained high market penetration. However, market penetration for incontinence products in mature markets is still relatively low for certain product segments, particularly among men, which Essity believes is due to lack of awareness and the stigma associated with incontinence. Many indicators point to the proportion of people affected increasing on a global scale as a result of an aging population.

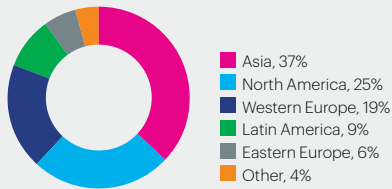
Growth in tissue is occurring in mature markets through lifestyle changes and innovations that lead to increased use.

Essity's market positions

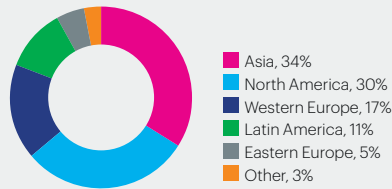
Essity is the global market leader in incontinence products with the TENA brand and in professional hygiene with the Tork brand. Essity also has strong brands and market positions in the markets for baby care, feminine care, medical solutions and consumer tissue. Essity's competitors in personal care include Kimberly-Clark, Mölnlycke, Procter & Gamble, Smith & Nephew, 3M and Unicharm. Its competitors in tissue include Georgia-Pacific, Hengan, Kimberly-Clark and Sofidel.

Global market by region

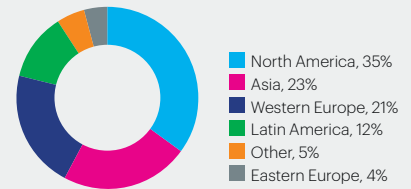
Personal Care



Consumer Tissue

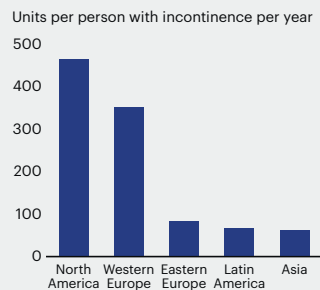


Professional Hygiene

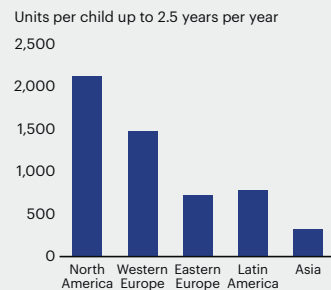


Use

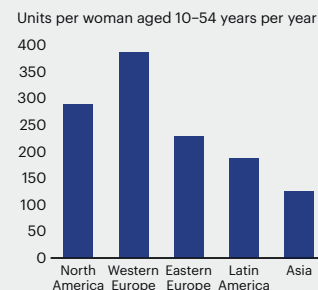
Incontinence Products



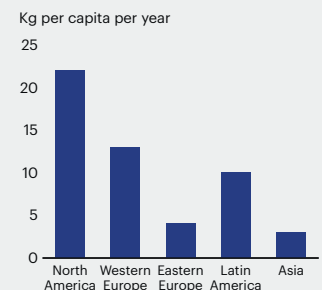
Baby Care



Feminine Care



Tissue



Essity's market positions

	Global	Europe	North America	Latin America	Asia
Incontinence Products	1	1	4	1	3
Professional Hygiene	1	1	2	4	3
Consumer Tissue	2	1	–	3	1
Medical Solutions	4	1	12	3	2
Baby Care	5	2	–	6	6
Feminine Care	6	3	–	1	10

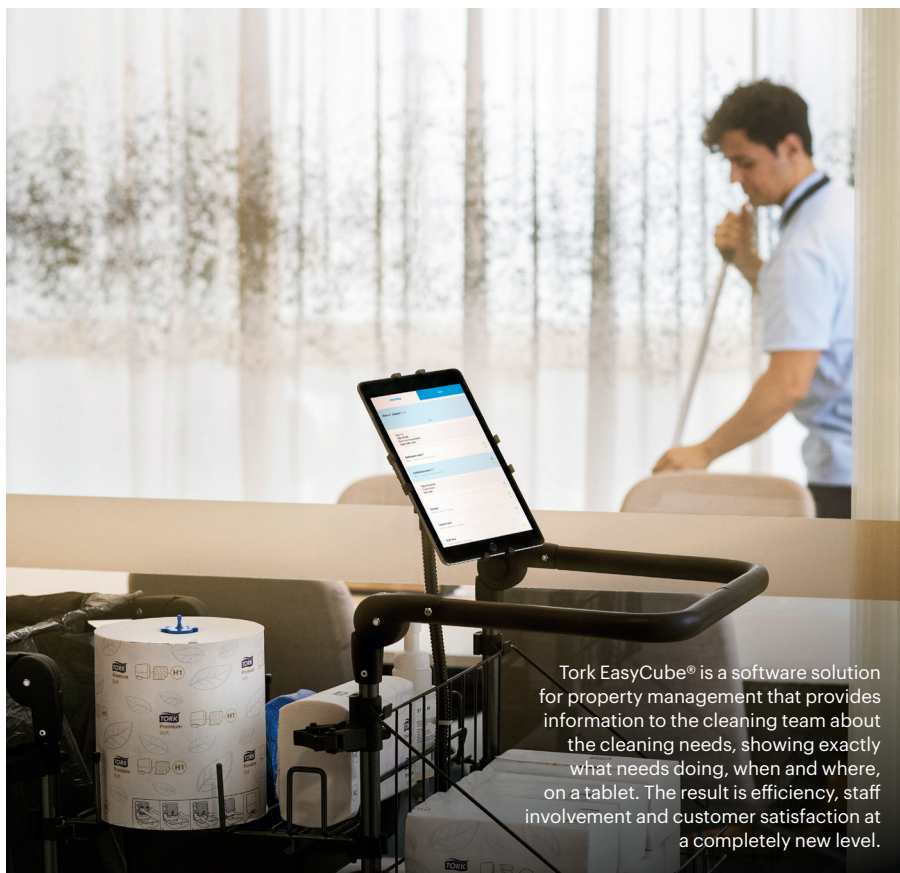


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Strategic framework and business model

Through the vision: Dedicated to improving well-being through leading hygiene and health solutions, Essity strives to achieve long-term value creation for shareholders, customers and consumers, society and employees. Our strategy and operations are based on a sustainable business model aimed at achieving profitable growth and responsible value creation, with our customers and consumers as the focal point.

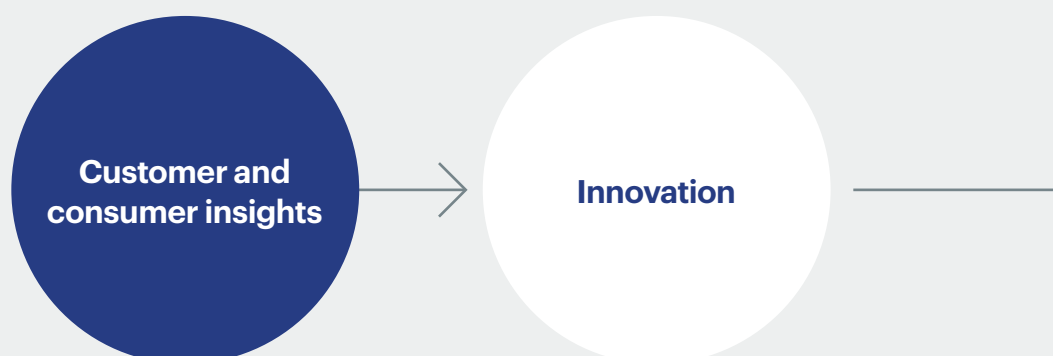
In our updated strategic framework, our digital agenda is integrated into all strategies to achieve greater customer and consumer benefit, efficiency and profitable growth. Our digital offerings to our customers are being continuously developed. Online sales increased in 2019 and amounted to 10% of net sales. Digitalization enables more efficient processes in administration as well as purchasing, production and logistics. We actively share information about hygiene and health and communicate with our customers and consumers through social media. The development influences all of our activities and generates a multitude of opportunities. We invest in technology, innovation, collaboration and communication to capitalize on these.



Tork EasyCube® is a software solution for property management that provides information to the cleaning team about the cleaning needs, showing exactly what needs doing, when and where, on a tablet. The result is efficiency, staff involvement and customer satisfaction at a completely new level.

Business model focused on profitable growth and responsible value creation

- Approximately 46,000 employees
- Equity amounted to approximately SEK 63bn
- Net debt amounted to approximately SEK 51bn
- Essity had a solid investment grade rating



The starting point for Essity's operations is customer and consumer insights. Through knowledge about people's daily needs and challenges, we create an offering that improves quality of life for people every day.

Essity has a global unit that works with global brands, innovation and sustainability. There are also innovation centers in China, France, Germany, Mexico, Sweden, and the US.

Strategic framework

VISION

Dedicated to improving well-being through leading hygiene and health solutions

MISSION

To sustainably develop, produce, market and sell value-added products and services within hygiene and health

Objectives

Generate increased **shareholder** value through profitable growth

Enable more **people** every day to enjoy a fuller life

Contribute to a sustainable and circular **society**

Enable our **employees** to realize their full potential, as part of one winning team

Read more on pages 18–21

Strategies

Win in chosen **geographies** and **categories**

Focus on **customers** and **consumers**

**Digitali-
zation**

Innovate leading **brands**

Drive **efficiency**

Read more on pages 14–17

Sourcing and Production

In 2019, Essity purchased raw materials and consumables for approximately SEK 44bn. The main raw materials are pulp, recovered fiber and oil-based materials. Essity has around 90 production facilities worldwide.

Marketing and Sales

Essity's marketing costs amounted to 5.1% of net sales in 2019. An increasing share of marketing is conducted through social media. We have sales in approximately 150 countries. In 2019, the retail trade accounted for 58% of Essity's net sales, business-to-business for 24% and the healthcare sector for 18%.

Leading hygiene and health solutions

Essity is the global market leader in incontinence products with the TENA brand and in professional hygiene with the Tork brand. Essity also has strong brands in other product categories. Essity holds the number one or number two position within at least one product category in approximately 90 countries and has a well-developed and efficient "go-to-market" model.

Strategies

Win in chosen geographies and categories



We aim to hold a number one or number two position in the geographies and product categories where Essity chooses to operate. We compare ourselves with the best competitors in each product category in each geographic market and aim to perform better or in line with the best.

Win in all channels

Digitalization is rapidly changing purchasing behavior and the boundaries between different sales channels are being erased. Our offerings are available and attractive regardless of channel and platform. We aim to have a higher market share online compared with offline in all markets and for all product categories. This means we are investing in technology, innovation, collaboration and communication with the aim of winning in all channels.

Geographic presence

Essity has a clear priority for which geographic markets it wants to operate in, and which product categories it will offer in these markets. We have sales in approximately 150 countries and in about 90 of these, Essity holds the number one or two position in at least one product category. As the potential for growth is higher in emerging markets, because market penetration of hygiene and health products is lower than in the mature markets, our ambition is to increase emerging markets' share of net sales and profit. We are

prioritizing growth in selected emerging markets such as China, Southeast Asia, Latin America, Eastern Europe and Russia, where we already have strong market positions.

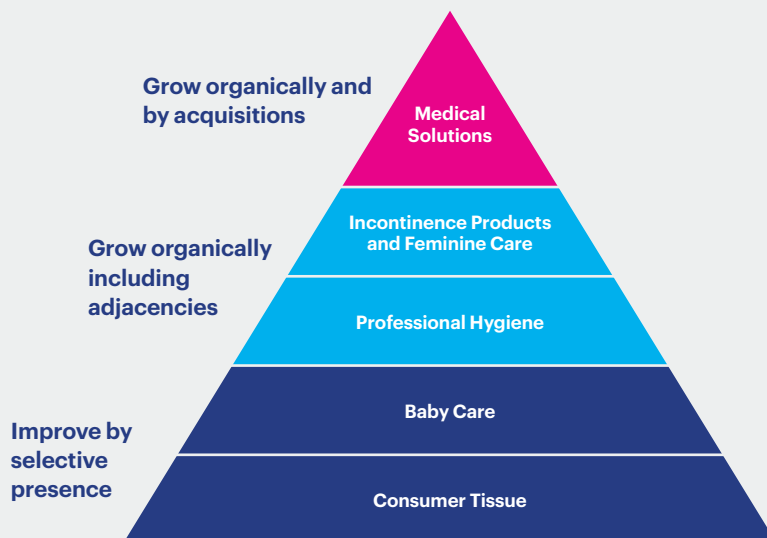
Expanding the offering

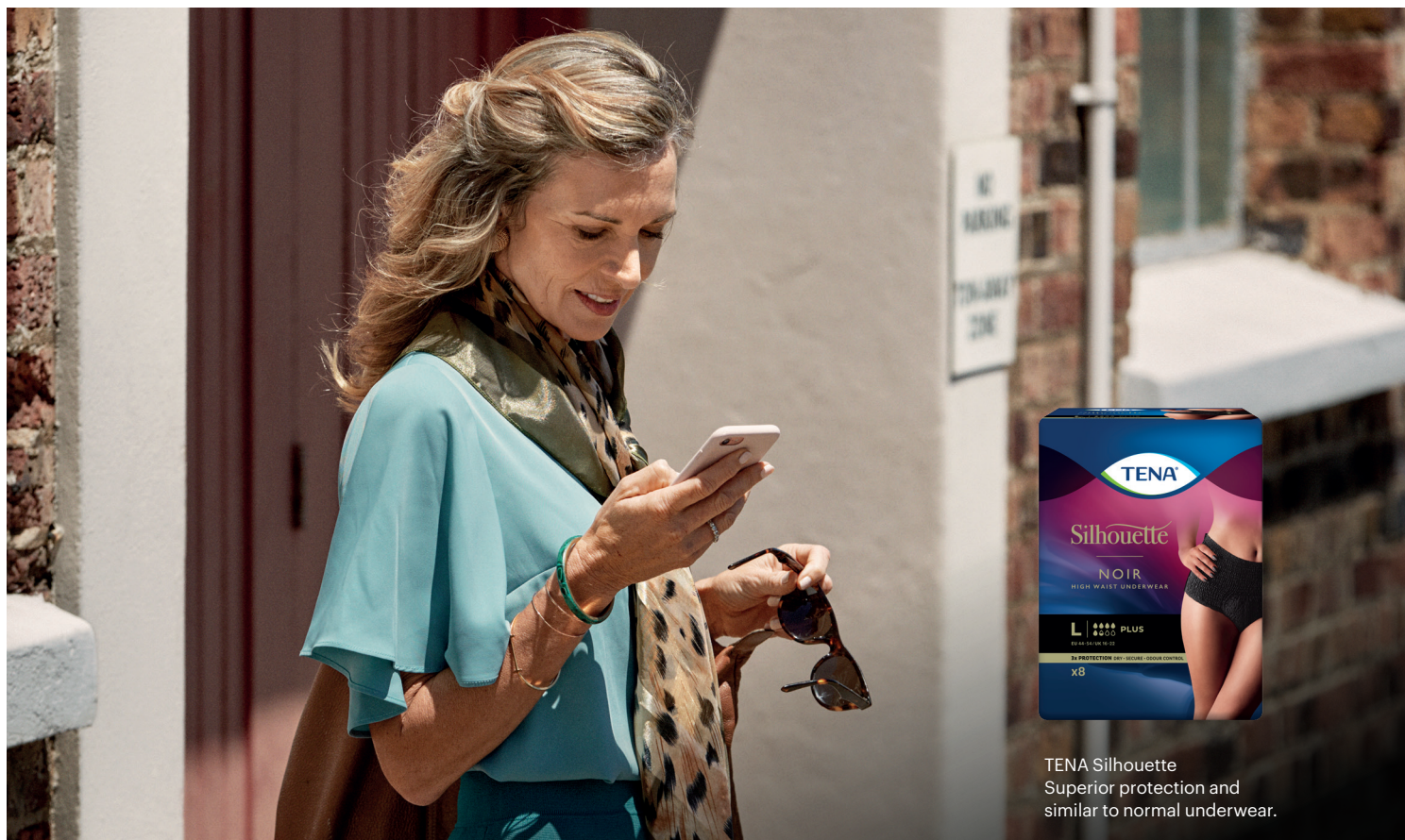
To grow our product categories and strengthen market positions, we are improving and expanding our offerings through adjacencies. We achieve this organically through innovations and collaborations but also through acquisitions of technology and product offerings. Today, Essity's offering includes wet wipes, skincare products and soap in several product categories. Expanding the customer offering is also about providing service and solutions to customers and consumers and developing digital solutions and sustainable business models that increase our customers' efficiency and reduce environmental impact.

Profitable growth

Essity creates value through profitable growth. Every product category in each market must generate a certain level of profitability if growth is to create value. We prioritize growth in product categories with the highest margins and our ambition is that these will account for an increasing share of Essity's net sales. Activities to improve underperforming market positions continued and resulted in improved profitability in several markets.

Portfolio strategy





Focus on customers and consumers

Essity's products and services with leading brands help to simplify everyday life for hundreds of millions of people. To achieve this, we spend a large amount of time with our customers, consumers, users, resellers and distributors. This enables our innovation and marketing teams to develop solutions based on a unique insight into the needs, challenges and expectations of our customers and consumers.

Breaking barriers to well-being

To improve people's well-being, we strive to share knowledge of and provide access to our hygiene and health solutions. We achieve this by conducting a global dialogue and through education, for example in schools, as well as through marketing campaigns. Increasingly, we reach

our current and future customers and consumers through social media.

Successful marketing

We break barriers through bold marketing. The globally acclaimed campaign "Viva la Vulva" for our Feminine Care brands is one example of our ability to deliver world-class marketing by drawing attention to needs and demonstrating situations experienced by many. Essity received 13 awards at the Cannes Lions International Festival of Creativity, including the most prestigious Titanium Lion, the Gold Glass Lion for Change and four additional Gold Lions.

Omni-channel

We are to be present where our customers and consumers are, which means our products and services must be available in several channels and on different platforms. For example, our Incontinence Products solutions are available via the healthcare sector, in the retail trade, and online, including our own TENA webshops. Our webshops have developed to help our consumers with information about incontinence and available solutions, and provide an opportunity to order and receive the products delivered home, discretely.

Examples of awards in 2019

Marketing Excellence:

Cannes Lions International Festival of Creativity
13 Lions, including five Gold Lions, Titanium, and Glass Lion for Change Feminine Care

AIM European Brands Association
Nudging for Good "Coup de Coeur" Award
Consumer Tissue brand Zewa, Hungary

Digital Excellence:

Pharmaceutical Marketing Society
Digital Awards 2019
Health Care Professionals Education Training and Support
For Essity's Facebook Live education series Health and Medical Solutions

Commercial Excellence:

North American VIP Partner Award from Gordon Food Service
Best Collaboration Award from Office Depot Professional Hygiene

Best Supplier of the Year:

Best Supplier Across All Categories
Best Supplier Groceries & Health
Best Supplier Ecommerce Groceries by Walmart Mexico and Central America

Bodyform PureSensitive™ is a new feminine care range. Made from skin-friendly ingredients, respects your pH balance and sensitive skin.



Innovate leading brands

Through innovation we create value for our customers and consumers, which strengthens our brands and market positions. Innovation is one of our most important competitive advantages. We have two starting points for our innovation work; on the one hand, innovation should be in response to an actual customer or consumer need, on the other hand, it should yield an improvement in environmental terms. By leveraging our global presence and economies of scale, we strive to accelerate the pace of innovation and the impact of every innovation.

We want to make a difference

Through innovation, we want to make everyday life easier for people and launch solutions that make a difference. Feminine Care's launch of PureSensitive™ for our leading brands Libresse, Bodyform and

Nana is one such example. A new range of products was developed after women expressed a need for feminine care products that are particularly gentle on the skin. We therefore developed a pad and panty liner with a new revolutionary top layer that is optimized for sensitive intimate skin. The range also includes intimate washes and wipes. The products are free from allergens, dyes and fragrances. In France, the Nana PureSensitive™ panty liner was named Product of the Year 2020.

Digital and sustainable innovations

We continuously develop our offerings to help our customers become cost-efficient, digital and sustainable. Tork EasyCube, data-driven cleaning, is one example of a cost-efficient digital service that has continued to generate new and more satisfied customers in 2019. Our circular offering, Tork PaperCircle®, which recycles used paper hand towels, has also strengthened our world-leading Tork brand and reduced the environmental impact of our customers. Within Consumer Tissue, our first coreless toilet paper has helped to reduce environmental impact and increased sales. We continue to prioritize the development of solutions that contribute to a sustainable and circular society and strive to launch solutions for efficient recycling or composting.

Innovation Examples of awards in 2019

Product of the Year Gold Award 2020
by Lebensmittel Praxis Germany
For Tempo Quick and Easy Box



Product of the Year France
For Lotus Moltonel Sans Tube



Product of the Year UK
For Cushelle Ultra Quilted



Product of the Year France
For Okay Pratic Essuie-Tout



Product of the Year UK
For Plenty Home Collection



Product 2020 France
For Nana PureSensitive



Middle East Cleaning, Hygiene
and Facilities Award
Most Innovative Product 2019
For Tork PeakServe



Think ahead.

Drive efficiency

Essity works continually to improve efficiency by increasing productivity, reducing material, energy and logistics costs and minimizing waste. This strengthens our competitiveness and enhances our financial performance while reducing environmental impact. We are working to leverage digitalization, innovation, global economies of scale and knowledge sharing to increase efficiency in the supply chain and create a world-class value chain.

Zero workplace accidents

Health and safety is a top priority at Essity and we aim for zero workplace accidents. To ensure the best possible conditions, we regularly review work procedures and machinery safety, and assess the need for investments. Our employees receive continuous training to enable everyone to identify risks in time and to eliminate accidents. We strive to nurture a culture where unsafe working conditions and behaviors are immediately reported and rectified. In 2019, Essity held its fifth global safety week with activities in hazard elimination and safety awareness.

Digitalization of the value chain

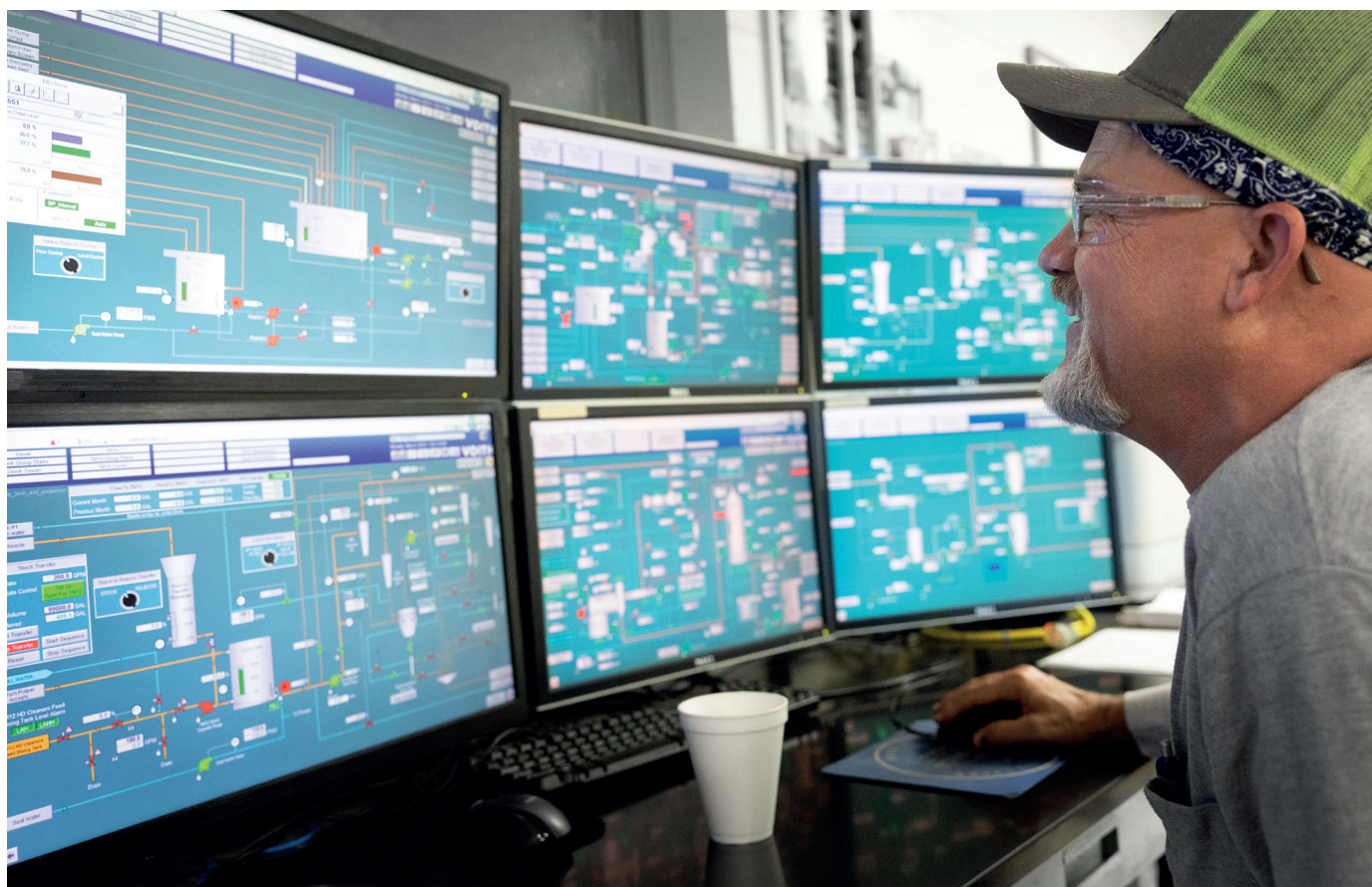
Digitalization enables more efficient processes in administration as well as sourcing, production and logistics. During the year, we continued to implement digital solutions throughout operations, including self-regulating processes, smart sensors, data analyses, robotization and automation to achieve the lowest cost position combined with the best quality.

Reduced resource consumption and environmental impact

A reduction in resource consumption, for example, through innovation, material rationalization and lower energy use, is one important measure to achieve our targets in terms of adjusted return on capital employed and carbon emissions. We strive to reduce material and energy consumption, for example through our MSAVE and ESAVE programs.

Significant cost savings

In 2019, Essity achieved cost savings of SEK 1,093m, of which SEK 456m in continuous cost savings and SEK 637m as part of the Group-wide cost savings program. The program has been concluded and at the end of 2019, savings amounted to slightly above SEK 900m on an annualized basis. Continuous cost savings include savings in sourcing, production, material rationalization and restructuring measures within the Tissue Roadmap. The Tissue Roadmap is a plan to enhance efficiency in the supply chain in Consumer Tissue and Professional Hygiene.



Objectives, targets and outcomes

Generate increased shareholder value through profitable growth

Essity focuses on profitable growth in order to generate long-term value for our shareholders. The financial targets are to generate annual organic sales growth of above 3% and adjusted return on capital employed of above 15%.

Profitable growth

Our portfolio strategy provides clear priorities of the different categories and geographies for profitable growth. Price increases, improved product mix, higher volumes and cost savings contribute to growth and improved profitability.

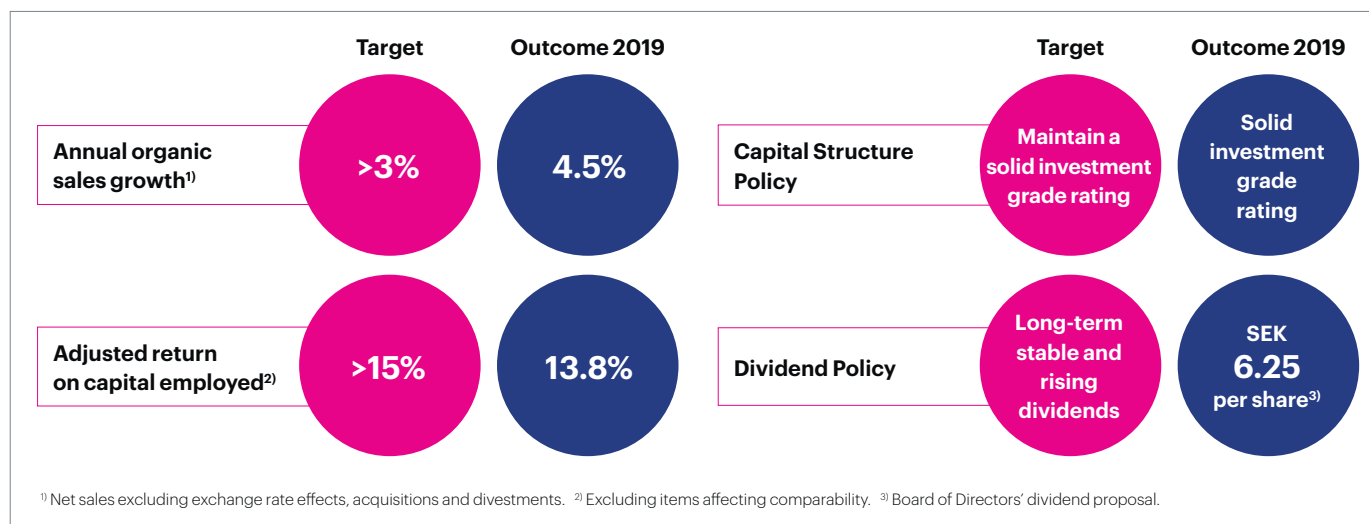
Returns and dividends

Shareholder value is achieved through a positive share price trend and dividends.

In line with Essity's dividend policy, we aim to provide long-term stable and rising dividends to our shareholders. When cash flow from current operations exceeds what the company can invest in profitable expansion over the long term, and under the condition that the capital structure target is met, the surplus shall be distributed to the shareholders. Read more about the Essity share on pages 6–8.

Capital structure

Essity's target is to have an effective capital structure at the same time that the long-term access to debt financing is ensured. Cash flow in relation to net debt is to take into account the target to maintain a solid investment grade rating.



Lotus® Baby Natural Touch with a new and even better fit. A diaper that is reliable, regardless of what a child can get up to.



Enable more people every day to enjoy a fuller life

Essity aims to enable more people every day to enjoy a fuller life by raising hygiene and health standards around the world. We will achieve this by providing access to sustainable and leading solutions and striving to break barriers surrounding hygiene and health that exist in our society. In 2019, Essity was again the convening partner for the UN Foundation's annual global dialogue to act together with others and make progress with regard to the UN Sustainable Development Goals.

A fuller life

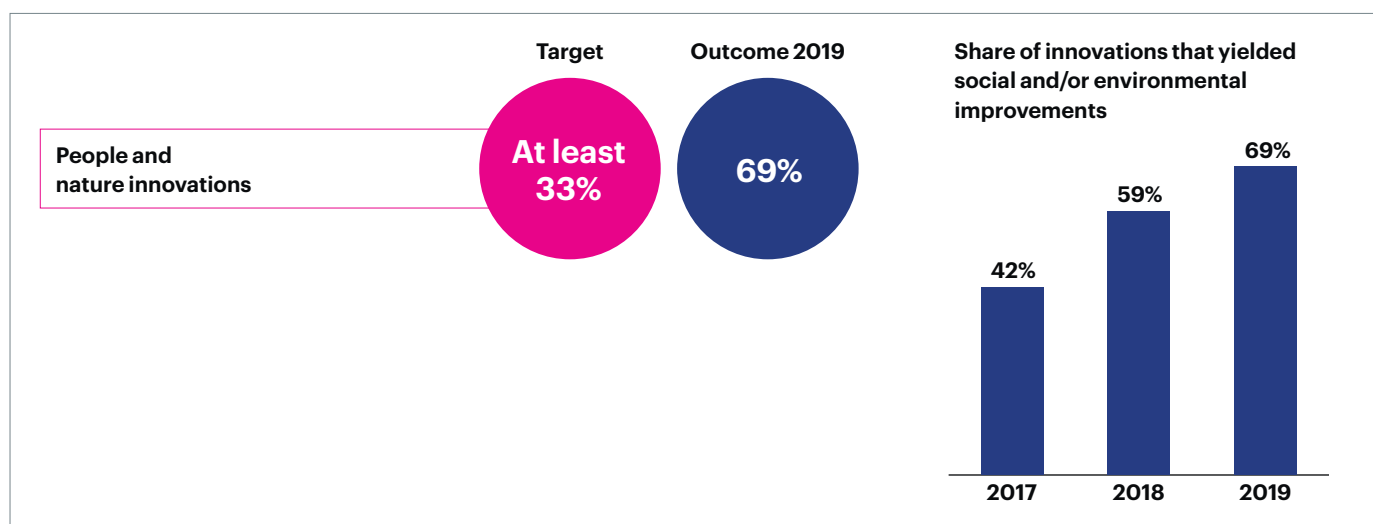
Our solutions enable people around the world to enjoy a fuller life. Compression socks and stockings from Medical Solutions, with our leading JOBST brand in

compression therapy, help to combat tired, aching, restless legs and prevent swelling and pain.

Essity is working actively to break barriers and increase awareness surrounding hygiene and health, which includes providing education in matters relating to hygiene.

People and nature innovations

Essity is always striving to enhance its offering to customers and consumers. Moreover, we work to continuously improve resource efficiency and reduce our environmental impact by considering the whole life cycle for innovations. Essity's target is that at least 33% of our innovations will yield social and/or environmental improvements.



Read more about our targets and outcomes for 2019, 2018 and 2017 in non-financial notes on pages 114–121.

Our contribution to the UN Sustainable Development Goals



Goal 3 – Good health and well-being

By developing sustainable products and services for hygiene and health, Essity helps to prevent the spread of diseases and other health risks. This offers more people better conditions to participate in society, for example to study and provide for themselves, while increasing well-being.



Goal 5 – Gender equality

We want a society where everyone can fully participate. Through our products and services, our training courses and our collaborations, we are working to break the silence around issues such as menstruation and incontinence. Business value is also created by meeting societal needs. When we grow, we offer more people access to our leading hygiene and health solutions and help to improve well-being and gender equality.



Goal 6 – Clean water and sanitation

We work to achieve efficient water usage throughout the entire life cycle of our products and to improve water treatment and the quality of the effluent water discharged from our facilities. To contribute to good sanitation for everyone, we share our knowledge about hygiene and health and offer access to sustainable solutions that raise hygiene and health standards.

Contribute to a sustainable and circular society

Essity strives to reduce resource consumption and toward efficient recycling or composting of our hygiene and health products. As part of innovation activities, we develop offerings and business models to contribute to a sustainable and circular society, which also creates new business opportunities for Essity.

Sustainable and circular innovations

Essity's Tork PaperCircle®, the world's first recycling service for paper hand towels, is one example of a unique circular customer offering that a growing number of customers joined in 2019. In tissue production, Essity is investing in alternative fiber technology at the facility in Mannheim, Germany, to manufacture tissue based on alternative fibers from plant-based agricultural by-products.

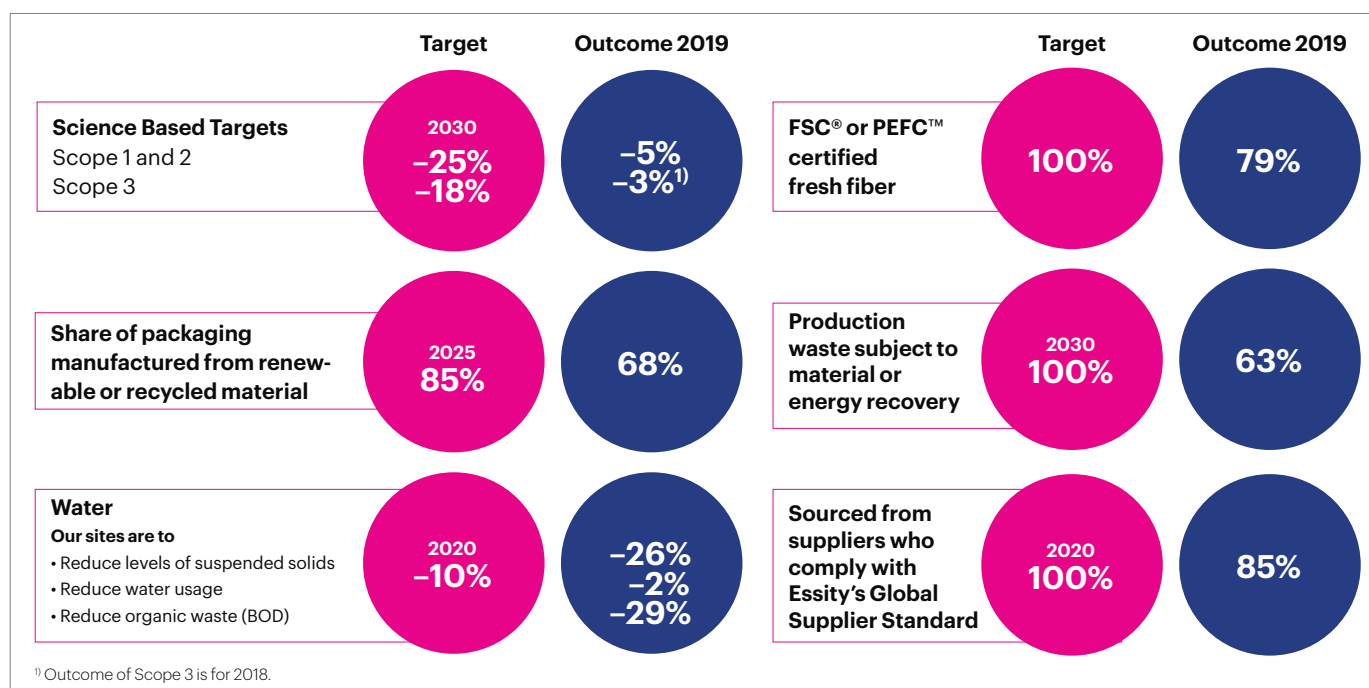
Science Based Targets

Essity's targets for carbon emissions are approved by the Science Based Targets initiative, which means scientific methodology shows that our targets are in line with the global climate target set by the Paris Agreement concerning global warming. The target is linked to energy use and purchased electricity (Scope 1 and 2), and

our indirect climate impact from material use, transportation and waste management, which includes emissions from suppliers and consumers (Scope 3).

Packaging, fiber sourcing and suppliers

Essity has set additional targets for packaging in 2019 and is aiming for 100% recyclability of our packaging. Our target for sourcing of fresh fiber means all wood-based fresh fiber in our products and packaging is to be FSC® or PEFC™ certified. All wood-based fresh fiber must fulfill the FSC Controlled Wood standard, as a minimum, to be eligible for purchasing. Essity's target for responsible sourcing is that 100% of all strategically important sourcing categories and sourcing from high-risk areas, which corresponds to 90% of Essity's total purchase cost, is to comply with Essity's Global Supplier Standard.



Read more about our targets and outcomes for 2019, 2018 and 2017 in non-financial notes on pages 114–121.

Our contribution to the UN Sustainable Development Goals



Goal 12 – Responsible consumption and production

Together with our customers, consumers, suppliers and other business partners, we are working toward a sustainable and circular society. Our innovation activities develop offerings that create value for our customers and consumers while we reduce the impact on the environment through smarter product designs and materials as well as greater resource efficiency in our production. We also strive to increase the use of renewable or recycled materials and to expand the recycling of our packaging and products.



Goal 13 – Climate action

We address the challenges of climate change through innovation and cooperation with others to reduce resource consumption and environmental impact. We have Group targets for the climate impact of our innovations, materials and production. Our targets to reduce carbon emissions have been approved by the Science Based Targets initiative and are in line with the ambition in the Paris agreement to reduce global warming.



Goal 15 – Life on land

We are a global purchaser of fresh fiber and communicate a clear commitment that all wood-based fresh fiber raw material should originate from responsibly managed forests. This means we require our fresh fiber suppliers to maintain and safeguard the principles of biodiversity and forest conservation. We prioritize FSC® as certification system and encourage all suppliers to strive for certification. This is part of our work to increase the percentage of certified and sustainable forest operations in the world.

Enable our employees to realize their full potential, as part of one winning team

Our employees are our main asset and we strive continuously to develop our corporate culture, expertise and leadership to create the best possible conditions for a successful Essity. We offer career opportunities in a leading global hygiene and health company that is breaking barriers to well-being in the world.

Health and safety

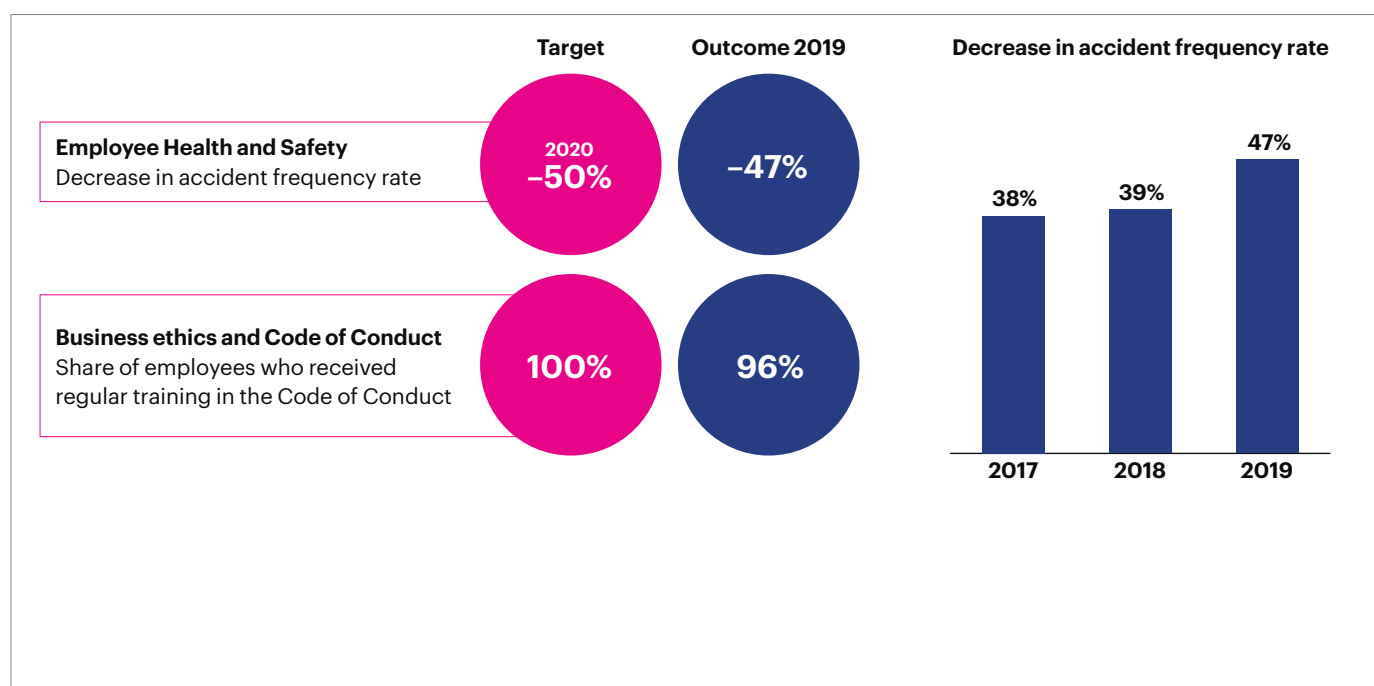
The health and safety of our employees is a top priority and our aim is for zero workplace accidents. Managers, employees and external partners receive training on a regular basis and all Essity facilities have plans in place to improve safety.

Continuous progress

Essity's success is determined by competent, dedicated and motivated employees who work together to achieve results. We strive to offer continuous learning and that employees take responsibility to pursue their own development. Learning at Essity takes place as a combination of new challenges, knowledge sharing and training programs.

Winning corporate culture

Essity's corporate culture is based on our "Beliefs & Behaviors": we are committed, we care, we collaborate, and we have courage. These express what is required of us all in order to develop Essity and are regularly followed up in employee surveys. Our "Beliefs & Behaviors" are supplemented by Essity's Code of Conduct. Employees receive training in the Code on how we conduct our business in a responsible manner, which benefits the company, society and the environment. Essity was named as Sweden's most attractive employer in 2019 by the recruitment and staffing agency Randstad. The award is a result of focused and global work involving corporate culture, leadership and competency issues.



Read more about our targets and outcomes for 2019, 2018 and 2017 in non-financial notes on pages 114–121.

