



**Our year  
in brief  
2025**



**Suzuki  
Garphyttan**

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**On the cover:**

What do basic metallurgy and paper airplanes have in common? Read about the Operator program on page 24.

# 01. Comments from our CEO

## Strength, commitment and progress – **together**

2025 unfolded in a world shaped by uncertainty, from geopolitical tensions to uneven market conditions. Yet at Suzuki Garphyttan we continued to move forward by staying true to our long-term strategy. We strengthened our competitiveness through innovation, new investments and a broader portfolio beyond the combustion engine.

Important steps were taken toward cleaner, safer and more efficient production, alongside the launch of our internal machine design capability. But the most meaningful progress happened within our organization. Through strong collaboration, growing competence and shared commitment, our people made everyday work more connected and effective. As we approach our 120-year anniversary in 2026, we do so with confidence – knowing our greatest strength lies in our people, and in what we achieve together.



**Ad Raatgeep**  
President and CEO



Watch the CEO video  
on our website

# 02. Highlights 2025



## SUSTAINABILITY

### Next generation hardening

Our second production line with oil- and lead-free hardening is in operation at our site in Suzhou, China.

## COLLABORATION

### OneShare reaches Site South Bend

This year, it was time for Site South Bend, US to become part of OneShare, our common business system.



## SAFETY

### New record year for safety

Two of our five production sites achieved 365 days without accidents during the year.

# 2.6

Billion SEK in revenue

# 70,100

Metric tonnes of wire produced

**120**  
years of  
experience



TRAINING

## Equipping the operators of the future

We roll out our Operator program across our sites, strengthening skills, engagement and a shared way of working through the Suzuki Garphyttan Academy.



DEVELOPMENT

## An investment in joint development

The Co-worker program has reached its goal, now all our employees globally have completed the three modules.

A man in a dark jacket is seen from the side, looking at a large digital display. The display has the title 'Areas of use' at the top. Below the title, there are two main sections: 'Automotive' which shows a car on a road, and 'Manufacturing' which shows a factory interior. The background is dark, and the lighting is focused on the screen and the man.

Areas of use

### 03. Growth and diversification

## **In uncertain times,** the voice of the customer leads the way

The world around us continues to be unpredictable. Our strategy for managing uncertainty has been to listen. By letting the voice of the customer guide us, adaptability and flexibility have been at the forefront as we respond to changing market needs. At the same time, we have maintained a clear focus on our core business – a focus we will continue to uphold.

Our steel wires are contributing to strength and durability in more areas than ever.



Watch video  
material



# The power of listening

Over the year, Suzuki Garphyttan took several steps to strengthen its position as an active and leading partner in a changing market. Innovation, flexibility and responsiveness are at the heart of this transformation. Our mission here has been to change our mindset, asking what the customer needs and really listening to the response.

Ulf Quadflieg is Business Area Manager EMEA (Europe, the Middle East and Africa) at Suzuki Garphyttan. From his office in Düsseldorf, Germany, he looks back on a year characterized by external changes, particularly in the automotive industry where electrification is redrawing the map. This has affected production conditions at Suzuki Garphyttan. At the same time, he is pleased that the company has managed to grow in new segments, product areas and applications outside the automotive industry. This has mitigated the effect of the decline in the core business.

### Thinking innovatively

He credits a new mindset for this progress. Daring to leave the comfort zone and getting to know new customers even better is essential.

“For more than a century, Suzuki Garphyttan has been synonymous with stability and premium quality, which is crucial to our success in the automotive industry. Now we are building on that foundation and adding flexibility and customization to meet each customer’s unique needs,” says Ulf.

### Close customer dialog

Behind every production decision lies an internal collaboration in an innovative team with employees from Research & Development (R&D), marketing and production. Here, solutions are tailored to best match the challenges of the market, always in close

**“By adapting, we can offer the right product, based on the customer’s priorities”**

dialog with the customer. Identifying the right technical specification can open doors to new segments, such as textile, medical, and agriculture.

“By adapting, we can offer the right product, based on the customer’s priorities. Today, we are open and responsive to what is really important, whether it’s performance, surface, or sustainability. We are constantly striving to grow even smarter,” says Ulf.

### Towards new heights

With experience and lessons learned from new product areas, the journey towards a more customer-oriented and flexible approach continues. The aim is to continue diversifying into new markets.

“We will continue to broaden our scope and are, for example, preparing to enter the aerospace industry, a segment with extremely high demands on the traceability and testing of every component. We also see great opportunities in high-temperature applications and in specialized applications for the textile industry,” says Ulf.



**Ulf Quadflieg**  
Business Area  
Manager EMEA

## Here are three examples of success:

- 1 Wire on larger spools** increases customer productivity. This entails fewer spool changes and allows machines to run longer and without interruption.
- 2 Sustainable progress** by using wire materials with a lower carbon footprint, electrifying our production and avoiding fossil fuels like oil and gas.
- 3 Super fast delivery.** Through close dialog with a customer who urgently needed a special wire within a test window, the team managed to progress from concept to completed product within the tight deadline.

### OUR PEOPLE

# Over three decades of development, **commitment and joy**

**After more than 32 years at Suzuki Garphyttan, David Thureborn is approaching retirement. He began his journey in December 1993 and will end his employment in January 2026.**

With a background as a mining engineer from the Royal Institute of Technology, in Stockholm and experience from, among other things, Volvo's foundry in Skövde, he applied to what was then Garphyttan Wire AB – a choice that came to shape his professional life.

Over the years, David has held a number of roles that have given him a unique overall view of the business. He started as a Process Developer close to production and has since worked as Head of Product Development & Lab, Process Manager for pickling, scaling, patenting and coating. He has been Head of Quality and Development as well as Business Manager for various areas. In the later years of his career, he has been Vice President Research & Development, Program Manager Automotive and now finally worked as a Senior Advisor. For David, the variety, development and colleagues have been the best thing about the job.

“Through my assignments, I have been able to travel, meet owners, collaborate with colleagues at different sites, negotiate with customers and suppliers and visit steel mills and factories in many countries. But most importantly, I've always enjoyed it – it's been fun to go to work,” he says with a smile.

The biggest change during his tenure, according to him, is the global expansion, when production was established in the US, China and Mexico and the company went from local to global.

On February 1, David will retire, but he will stay for a month or so to contribute to internal training in spring technology and possibly some hourly assignments. Privately, many long-awaited projects await.

“I would like to extend a warm thank you to all the fantastic employees, customers and external partners I have worked with. I wish all colleagues continued success in developing new products and business – and in keeping volumes up,” he concludes with a lot of warmth in his voice.



***“Most importantly, I've always enjoyed it – it's been fun to go to work”***

**David Thureborn**  
Senior Advisor

## INNOVATION

### Strengthened testing capacity in our production

The ability to conduct tests without disrupting production helped to increase the pace of innovation in 2025.

Our engineers need access to a test environment that resembles real production, both to be able to test new innovations and to ensure that our high quality is maintained. The ambition is to enable this without compromising our production. For example, there is now an oven dedicated to testing and we have also expanded the opportunities to test for drawing.

For a long time, the company's own laboratory has a broad range of expertise, which is equipped with state-of-the-art instruments, testing and simulation capabilities. All in all, there is now a platform for thorough investigations, accurate simulations, and reliable results.



## CAPACITY

### Close to our customers in an uncertain world

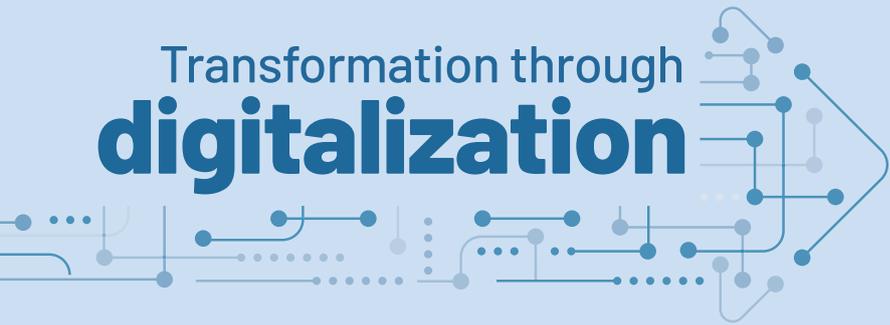
We are navigating a time of geopolitical uncertainty where unstable trade relations and measures such as tariffs are challenging the industry. It is an environment where resilience and adaptability are essential. 2025 was a turbulent year in which we proved the value of our global presence. With production close to our customers, we have the flexibility required to deliver, regardless of the fluctuations in the outside world.

Our facility in South Bend, US, is a concrete example. Here we are breaking new ground by expanding our range of shaped wire products and

delivery methods. This contributes to a more sustainable production locally. By offering products with the same high quality in several places in the world, the security for our customers also increases.

Being close to customers is not just a principle – it's our strategy. With operations in several regions of the world, we are getting closer to the core and the common goal of working together to transform the industry. Each market has its own regulations, conditions, and requirements. By adapting our products to unique local conditions, we create solutions that are relevant and deliver on their promises, today and tomorrow.

Transformation through  
**digitalization**



# OneShare



# OneShare connects South Bend to the world

**Switching business systems is rarely a straightforward journey. For the team in South Bend, in the US, the 2025 launch of OneShare didn't just entail new software – it required a mental shift.**

After rolling out the system in Sweden, Germany, and Mexico, it was time to add the US to the list of users.

“It's been quite a tough journey for us, but in the long run there are many advantages to everyone working in the same digital system. It will be easier to share data, develop common processes, and collaborate globally. The support from the project team has been invaluable, especially when we have encountered problems,” says Erik Enghag, Site Manager in South Bend.

## **Intensive collaboration**

The first step from plan to reality was taken in January with a comprehensive gap analysis. Since then, the key team in South Bend, comprising eight to ten people, has worked intensively with colleagues from Sweden and Mexico to adapt the system to local conditions – always backed up by everyone at the site, ensuring that production

*“The support from the project team has been invaluable, especially when we have encountered problems”*

has continued around the clock as usual. One of the hurdles to overcome has been the units of measurement. Shifting from inches and pounds to millimeters and kilograms has challenged employees' professional intuition and deep-rooted sense of the material.

“Everything we have taken for granted for decades about weights and measures changed overnight, and everything from documentation to quality control had to be reviewed. It's a big change that requires patience, but it's getting better every week,” says Dave Rogers, Quality and Engineering Manager.

Mike Wolbeck, who works in Production Planning, adds: “It's been a busy year, but we got through it. The support from the OneShare team in Sweden has been great. Last night I sent them a message, and when I woke up, I already had a reply.”

## 04. Sustainability

Sustainability is about taking responsibility in **many different ways**

When we look back at the past year, we are proud to see that our commitment to environmental, social and economic sustainability not only guides us as a responsible supplier but also reflects our commitment to being an employer of choice.



# Measurable successes for sustainability work

**Although efforts to reduce climate impacts are long-term, 2025 was the year Suzuki Garphyttan demonstrated that changes are possible here and now. Driven by demands from customers and the external community, sustainability initiatives have become more concrete and measurable. Through smart technical solutions, efforts to reduce the climate footprint have become part of everyday life and more integrated into business decisions.**

“With our efforts, we are demonstrating that change is possible, particularly when we work together. The important thing is that we continue to translate our goals into practical benefits for our customers, employees and the environment,” says Edwin Grönkvist, Global Sustainability Manager at Suzuki Garphyttan.

## **Every ton counts**

The year has been marked by several important initiatives that are linked to both customer and business benefits. The use of a tool showing each product’s carbon footprint (PCF) is one of the ways to show responsibility. The customer can clearly see the environmental impact each ton of wire delivered. The tool makes it possible to calculate the entire life cycle of a product.

“A major challenge in terms of emissions is that the steel we buy accounts for the vast majority of our total climate impact. Together, we seek to identify solutions to reduce our carbon footprint without compromising the quality that our customers expect,” says Edwin.

## **Reliable transparency**

Broadening the product portfolio to new segments and customers outside the automotive industry may place different demands on sustainability and transparency.

“Although EU requirements have changed and our company is no longer subject to the most stringent type of reporting, we have still chosen to report on our environmental performance in accordance with a voluntary standard. This means we are prepared even if the requirements change in the future. It allows us to show both our existing and new customers that we are a trusted partner at a time when the whole industry is changing. When we share our data, we help them succeed with their own climate objectives, which is appreciated,” says Edwin.

## **Towards new goals**

The direction for the high level of ambition is stated in Suzuki Garphyttan’s sustainability strategy, which was updated during the year with new targets for the environment, social sustainability and governance (ESG).

“The strategy is also based on each plant setting local targets, but within a common structure. We use a digital tool to monitor and collect data. This makes it easy to see trends and share good examples between countries,” says Edwin.



Watch video material

## Worldwide responsibility

We continuously work to reduce energy consumption per ton of wire. Below are some of the initiatives implemented across our global operations:

SITE SOUTH BEND, US

### Strategic Energy Management (SEM) program

This is a structured, long-term approach to managing and reducing an organization's energy use - not just through one-off projects, but by embedding energy thinking into everyday operations and decisions.

SITE GARPHYTTAN, SWEDEN

### Working with sustainable buildings

Working with sustainable buildings is about reducing energy use while keeping indoor environments healthy and comfortable. It usually focuses on improving what already exists, not just including new buildings.

SITE LEEDS, UK

### Production improvements

Site Leeds, like our other sites, is engaged in continuous process and production improvements aimed at reducing waste. This includes optimizing workflows, improving material efficiency, and identifying opportunities to reduce scrap.



SITE SAN JOSÉ ITURBIDE, MEXICO

### Reforestation in communities

Initiated reforestation helps restore nature while strengthening local livelihoods. By planting and caring for trees together, communities improve biodiversity, protect soil and water resources, and capture carbon from the atmosphere.

SITE SUZHOU, CHINA

### Reduce water consumption

By removing outdated equipment to improve water-use efficiency and actively maintaining the factory's water supply pipelines to prevent leakage, tap water consumption at the site has decreased year by year.

### SAFETY FIRST

## New record year for safety – positive trend since 2021

2025 meant a new record year for safety at Suzuki Garphyttan. Two of our five production sites achieved 365 days without accidents during the year. Looking at all our sites, this is a big improvement and in total the number of accidents has decreased by 93 percent compared to 2021.

During the year, the company continued to learn from experience and develop routines with a focus on risk awareness and practical solutions. Lessons learned from previous incidents are actively used and knowledge is shared between the various production sites to prevent new accidents. The commitment of our employees has been crucial and has made us even better at preventing accidents in everyday life. In 2025, representatives from

our production units gathered for our first global safety conference. There, we shared experiences, strengthened cooperation and ensured a common direction for the entire organization.

“The results are not just numbers – they reflect a workplace where employees can feel safe, focus on their work and contribute to the company’s success. It clearly shows that our long-term focus on learning, collaboration and practical efforts really makes a difference. The development in 2025 marks an important step towards Suzuki Garphyttan’s goal: a completely accident-free operation,” says Johan Marberg, HSE & Facility Manager at Suzuki Garphyttan and globally responsible for driving safety work forward.





## THE WORKFORCE OF TOMORROW

### Collaboration that builds the Suzuki Garphyttan of the future

In 2025, Suzuki Garphyttan increased the pace of collaboration with universities and vocational colleges. With new agreements and a clearer way of working, the company meets the next generation of engineers – to secure competence, drive development together and give both students and employees more ways to grow. The industry today places higher demands on material knowledge, quality and sustainable production. Therefore, bridges are built between education, research and everyday life in the company's production and R&D – early and close.

Agreements are in place with KTH Mining Section, Örebro University and Bergsskolan in Filipstad. In addition, an in-depth dialog is being conducted with Arboga Vocational colleges. This has been seen in job fairs, activities on campus, factory visits and training sessions where our employees have shared knowledge.

"The direct contact with the students makes a difference – we can show who we are and what we offer at an early stage. When we link thesis projects to our real problems, we get both new ideas and measurable benefits in the lab and production," says Dan Larsson, Head of Lab, R&D.

## RESPONSIBLE PRODUCTION

### Further expansion of next generation hardening in China

In 2025, Suzuki Garphyttan took another important step in our commitment to more sustainable and safer production by installing a second oil- and lead-free hardening line at the site in Suzhou, China. It is based on our previous work with the next generation hardening technology that has been in operation at this site for a few years now.

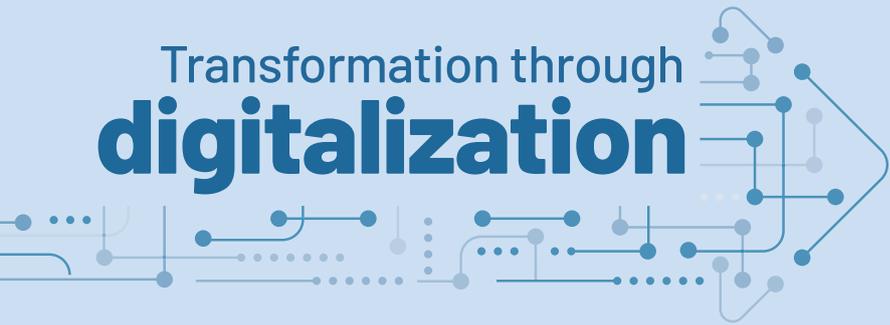
Oil- and lead-free hardening improve the working conditions for our employees, and it is better for the environment – while maintaining the high quality our customers expect. The new line demonstrates our continued commitment to innovation and sustainable production on a global scale.

The production line is also the result of our ability to develop and build our own machines for production, tailored to our specific processes and quality requirements.

This investment clearly demonstrates how our internal technical expertise drives sustainable innovation across our global operations.



# Transformation through **digitalization**



# A data platform for the sustainable business of the future

For over a century, Suzuki Garphyttan has shaped the industry with precision and craftsmanship. The company is now gearing up for the next 100 sustainable years. In this process, the new data platform represents an important piece of the puzzle.

The data platform serves as a hub linking together data from different parts of the operations. In 2025, work began to focus on financial and business management applications.

## Accessibility and speed

In the past, analysis often required manual intervention and support from the controller function. With the new solution, based on Microsoft technology, data will be available to the entire organization in a new way.

“In the future, everyone with access to the system will be able to retrieve and analyze data themselves without always having to go via the controller function. This allows us to act faster and build better insight into our numbers,” says Henrik Torstensson, Finance Manager at Suzuki Garphyttan.

The system enables detailed analysis of business data in several dimensions. Combined with the OneShare business system, it also makes it easier to compare Suzuki Garphyttan’s different sites. In this way, deviations can be detected faster and best practices can be spread globally.

## Customer benefit and the future

Henrik sees the data platform as a foundation to build on for the future and for sustainable business. When more users, from marketing for example, are

able to benefit from the data, there is also considerable potential for working in an even more customer-oriented way.

“When our salespeople have access to appropriate data, they can give customers clear and fact-based answers regarding deliveries, for example. This strengthens our confidence in the market,” he says.

## New applications

Developing the data model will also bring opportunities to add specific applications supporting marketing and sales.

“The next step is to increase the amount of relevant data available, and in the future, it may be possible to use AI to support this. But we also need to ensure that we handle all data securely.”

*“In the future, everyone with access to the system will be able to retrieve and analyze data themselves without always having to go via the controller function”*



05. A great place to work

# Strengthen our culture together

Our people continue to be the foundation of our success – our greatest strength lies in people and in what we achieve together. During a year of change, we have focused on commitment, collaboration and inclusion, thereby strengthening a culture based on trust and responsibility.



# The big picture

What do basic metallurgy and paper airplanes have in common? Answer – they are both elements of the Suzuki Garphyttan Operator program. During 2025, operators at most sites have taken part in a competence development initiative to strengthen their understanding of the bigger picture and how everything connects to the company's future direction.



Per Karlsson, drives a forklift at Suzuki Garphyttan and is one of the participants in the Operator program in 2025. Hear more about his experiences by scanning the QR code to the left and watch the video material!

The Operator program is a global initiative to give participants a common foundation to stand on and a clearer grasp of their own mission from a broader perspective. The program has been developed within the framework of the Suzuki Garphyttan Academy and has now been implemented at all sites except Leeds (planned for the first quarter of 2026). In China and Mexico, operators were trained by colleagues who attended the train-the-trainer course and the Operator program at the Garphyttan site.

“One comment from participants is that they now have the full picture. They see their own part in the chain. It is simply much more fun to go to work and more motivating when you understand the purpose behind each step,” says Ludvig Björkman, who helped set up the Operator program. He has worked with quality and improvement efforts at Suzuki Garphyttan since 2021.

### Theory meets everyday life on the floor

During an intensive day, participants learn everything from basic metallurgy and what happens to the wire in the various process steps, to how the company works with systematic improvements. It is also more than a century of industrial heritage meeting new ways of learning. At Site Garphyttan, skills often live on for generations.

### Benefits at several levels

The course involves more than challenging wire engineering. One of the most appreciated elements is a competition in making a paper airplane. It may sound like a game, but it's also a way to make things



Ludvig Björkman, WOW-coordinator

like lean principles and flow optimization more tangible. By building, testing and improving the planes, participants get to see how small adjustments in a process can make a difference to the end result.

“There’s a lot of laughter, but also a lot of ‘aha’ moments,” says Ludvig.

### A common language

The benefits of the program can be seen on several levels. Individual employees are given tools to be able to contribute to continuous improvements in their daily work. However, it is equally about breaking down walls between departments and countries.

The same training package is used at all sites, creating a community that extends beyond the actual site.

“We create an interface between people with similar jobs, but who might never otherwise meet. The same is true internationally. By running the same program globally, we foster a common language. No matter which site you work at, you gain the same foundation to stand on and a common understanding of what it takes to make us even better.”

## The Operator program in brief:

- A basic Operator program within the framework of the Suzuki Garphyttan Academy, combining theory and practice.
- Participants learn about metallurgy (how the material works), systematic improvement, quality and problem solving.
- The aim is to give everyone a common understanding of how the company works and tools to influence and improve their own working environment.
- In 2025, the program was implemented in Sweden, the US, China and Mexico. In 2026, the roll-out will continue in Leeds, in the UK.

### THE CO-WORKER PROGRAM

## A common ground for cooperation and development

The majority of employees have now completed all three modules in the Co-worker program. This is an important milestone in Suzuki Garphyttan's long-term work to develop both people and the organization. Through increased understanding and improved conditions for collaboration between functions, space is created for new ideas and sustainable solutions. This strengthens the ability to meet change and helps to retain and develop skills over time.

The Co-worker program is a central part of Suzuki Garphyttan Academy. It is carried out in cross-functional

groups, employees meet to learn from each other and build relationships. This is a prerequisite for creating an inclusive culture based on trust and openness.

The program covers themes such as coworkership, stress, communication and methods for building effective teams, areas that contribute to a sustainable and successful organization. The basis for the program is taken from the extensive leadership program that was previously rolled out within Suzuki Garphyttan.

### NEXT STEP FOR PEOPLE DEVELOPMENT

## When experience meets development

In parallel with the Co-worker program, Suzuki Garphyttan has started a pilot for an upcoming mentor program. This will create opportunities for knowledge exchange, personal development and strengthened collaboration between different roles and experience levels. By sharing experiences, perspectives and insights, mentoring contributes to increased confidence in the professional role, faster learning and a stronger commitment.

The pilot program represents an important step in the continued work on skills and long-term development of both employees and the organization. In 2025, test mentoring sessions were carried out that provided valuable insights and experiences. The next step involves formalizing the mentor program and roll it out the coming year.



## OUR SALES OFFICE IN DÜSSELDORF

### An organization equipped for the future

In 2025, a new organization with refined responsibilities in customer service and sales was successfully established in the sales office in Düsseldorf, Germany. Strengthening the focus on accounts and account management brings our organization closer to our customers. This creates a foundation for an, even more, responsive and efficient way of working. Managing Director Kerstin Neuwald, explains:

“I am excited about the change. The ambition has been to create an organization equipped to handle today’s market and respond faster to requests. Our ongoing journey requires flexibility and continuous development”.

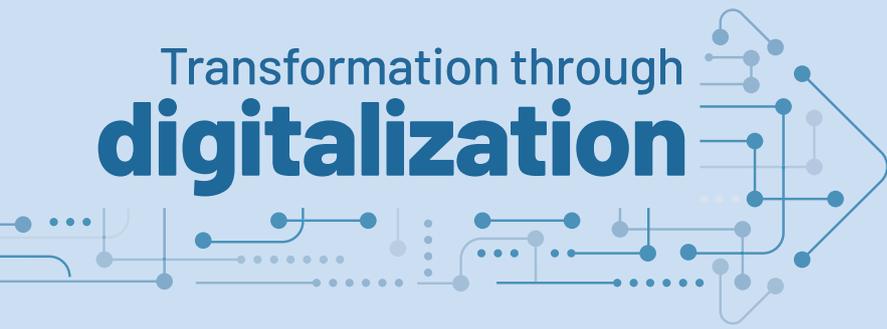
A central part of the work has been to involve employees in the change and give them the opportunity to follow new career paths. Something that strengthens both the individuals and the business. It also leads to an increased commitment in the daily work.

“I think we have created a good structure that has resulted in a more customer-oriented sales office in Düsseldorf. An organization that is well prepared for the future. The past year has been turbulent, but this new structure has helped us stand strong despite challenges,” concludes Kerstin.



Kerstin and her team in the Düsseldorf office

# Transformation through digitalization



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# “We can be proud of our direction”

With a keen interest in technology and an ability to see the people behind the systems, Andreas Rendius is driving Suzuki Garphyttan’s digital journey forward. After almost two years as global Digitalization Manager, he is convinced that the future is built together – and with appropriate data.

In 2025, the process of generating value through data has grown more tangible, with key initial steps being taken.

“We have built a solid foundation, allowing us to use data flows and insights in our future day-to-day work. Together, we have begun our journey towards a culture in which learning and knowledge sharing occur more naturally. Digitalization is now starting to find its place as part of the business and the production chain. Having established this direction is something we can be proud of,” says Andreas.

## Digitalization as an enabler

He considers digitalization crucial to Suzuki Garphyttan’s continued success. It generates opportunities for innovation, adaptation to new customer needs, and a better working environment. At the core is the shared business system and the data platform that will ultimately be used by all the company’s sites worldwide. The platform is being built and will be a robust foundation for future development with improved analyses and support for automation and AI. Over the year, several applications went live, including those for production and financial analysis.

*“Data quality is crucial. It is only when we have the right structure and architecture that we can take full advantage of the new technology.”*

“Data quality is crucial. It is only when we have the right structure and architecture that we can take full advantage of the new technology.”

## The path to Suzuki Garphyttan

Behind the title of Digitalization Manager, we find a curious problem solver. Andreas has a background in Finance, but was quickly drawn to IT and system design. He has been an IT consultant, running his own business and contracting for large consulting companies. He has also worked at Ovako in Hofors, Sweden, managing IT-integrations. In April 2024, he took the step to Suzuki Garphyttan.

“I have always liked technology and learning new things. It’s exciting to see how technology is changing both working life and society,” he says.



# Voices from around the world

## GROWTH AND DIVERSIFICATION

*If you could innovate without budget or technical constraints, what “impossible” product would you create with our wire – and why?*



**Ulf Quadflieg**

Business Area Manager EMEA,  
Düsseldorf, Germany

“I would invent a wire with an integrated sensor system to be able to follow the spring performance in real time and make predictive maintenance.”



**Kirk Manning**

Business Area Manager Americas,  
South Bend, US

“I would invent a self-healing, ultra-light, high-strength steel wire that could repair microscopic fatigue cracks on its own and maintain its mechanical properties over decades of use.”



**Louise Robertson**

Summer worker and student  
Garphyttan, Sweden

“The environment truly matters to me. Imagine if our wire could help improve the climate – within water, wind, and solar energy or enable smarter, practical solutions. With the right reinforcement, even parking lots could be grass instead of asphalt, allowing rainwater to return naturally to the groundwater.”

## SUSTAINABILITY

### *When you make everyday choices – such as shopping, travel, or lifestyle decisions – how much does sustainability influence you, and what matters most?*



**Christoffer Becker**  
Facility Manager,  
Garphyttan, Sweden

“Well, I think a lot about it actually. One thing that is significant is that I try to cut down on unnecessary driving. For me and my friends, it has become a habit to always carpool instead of everyone driving a half-empty car if we are going somewhere.”



**Linda Jonsson**  
Category Manager,  
Garphyttan, Sweden

“I would say that the most obvious is how it affects my way of shopping. I love shopping, but to minimize my environmental impact I often choose second hand for clothing, kid’s accessories, books, home styling and so on. I think it is important to be a role model to my kids and show them that you don’t always need to get the newest and latest all the time.”



**Björn Persson**  
CEO, Vilax AB,  
Staffanstorp, Sweden

“Quality is everything. We delivered a bed to the Royal Palace in Stockholm in 1961. It was not replaced until 2021. Today, we manufacture our beds in the same way.”

## A GREAT PLACE TO WORK

### *What do you need to feel safe and motivated when things change – at work or in other situations?*



**Tony Farley**  
Business Development Director,  
Leeds, UK

“I feel more secure and motivated when I understand why change is happening and what we’re trying to achieve. Clear and honest communication, especially about how it affects my role and the team, makes a big difference. Being included, able to ask questions, and knowing support is there helps me stay positive and focused.”



**Daisy Li**  
HR Manager,  
Suzhou, China

“When I understand the background and purpose of the change, I feel safe and motivated. Transparent communication that prevents rumors, clear roles, responsibilities, and reporting structures all help. A strong, trust-worthy leadership is also important.”



**Maria Karlsson**  
VP Communication & Sustainability  
Garphyttan, Sweden

“For me, security and motivation in times of change are very much about clarity and involvement. I need to understand why we are changing, where we are heading, and what is expected of me. When there is dialog and space to ask questions and contribute perspectives, it becomes easier to stay focused. And in a supportive, human-centered environment where we are allowed to test, learn, and adjust, I can turn change into concrete results.”

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