

# Sustainability Story 2025

This sustainability story summarises how OEM Motor worked with sustainability during 2025 – the steps we took, the challenges we faced, and the lessons that shape our direction going forward.



## Why sustainability is business-critical for OEM Motor

For OEM Motor, sustainability is an integrated part of our business. As a technical distributor and solutions partner, we operate at the centre of the value chain between manufacturers and customers. This gives us both a responsibility and an opportunity to influence how products are selected, used and transported.

In recent years, sustainability requirements have increased significantly – from customers, legislation and our Group. At the same time, expectations have become more concrete. Ambition alone is no longer enough; our work must be structured, transparent and closely connected to the business. For us, sustainability is therefore not about doing “a little more”, but about doing the right things and prioritising where we can make the greatest real impact.

2025 was an important year in OEM Motor’s sustainability journey. It was the year we moved from mainly describing what we do to better understanding why certain issues are more critical than others. It was also the year we saw clearer connections between sustainability efforts, business decisions and long-term competitiveness.

This sustainability report summarises how we worked during 2025, what we succeeded in, where challenges remain – and why we are choosing a clearer and more focused direction for 2026.

## How we worked with sustainability in 2025

OEM Motor’s sustainability work is based on the Group’s three focus areas: Product, People and Planet. During 2025, a strong emphasis was placed on building structure, strengthening knowledge and creating better conditions for follow-up and dialogue – both internally and externally.

### Governance and ways of working

During the year, sustainability became more integrated into our regular operations. Follow-up and dialogue took place continuously in management and working forums rather than through separate initiatives. This contributed to stronger alignment around goals, priorities and responsibilities.



We also worked more systematically to collect and structure sustainability-related information, including data related to suppliers, transport and regulatory compliance. This work clarified both improvements and limitations in our current ways of working – an important lesson in itself.

## Knowledge and internal anchoring

In 2025, OEM Motor took important steps to strengthen internal knowledge in sustainability. This includes climate and environmental issues as well as social sustainability and change management. Through training sessions, workshops and shared dialogues, more employees gained a better understanding of how sustainability issues are linked to business decisions and long-term risks.

At the same time, our internal anchoring work is not yet complete. Sustainability is still not a natural part of everyday work and decision-making across all functions, and the level of knowledge varies within the organisation. However, the work during 2025 clarified both the need for and the direction of continued competence develop-



During 2025 we carried out several activities to strengthen internal knowledge. Workshops and shared discussions increased our understanding of social sustainability, circular economy and challenges in the supplier chain.

## What we did well – concrete steps forward during 2025

During 2025, OEM Motor took several important steps forward in its sustainability work. The focus was not on isolated initiatives, but on building the conditions for a more long-term and structured way of working.

### Clearer structure and governance

An important step during the year was establishing clearer frameworks for sustainability work. Policies and shared principles were developed and anchored within the organisation, creating a stable foundation for both internal decisions and external dialogue.

As a result, sustainability issues became less dependent on individuals and more naturally integrated into the company's operational governance.

ment and cross-functional collaboration.

An important insight from the year is that sustainability issues can rarely be addressed in isolation. To create real impact, cooperation between multiple business functions is required, along with a clearer link between knowledge, responsibility and practical decision-making.

### Dialogue with suppliers and stakeholders

During the year, OEM Motor intensified its dialogue with suppliers on sustainability-related topics such as chemicals, regulatory compliance, environmental declarations and code of conduct requirements. This work clarified both our own level of ambition and the challenges present in the supplier chain, particularly regarding data collection and response rates.

In parallel, we participated in external networks and collaborations to gain access to shared experiences, best practices and collective learning. This has provided valuable input on how we need to further develop our work.



Steps we took in 2025



Clearer structure and governance

Focus on social sustainability

More systematic work with suppliers

Increased knowledge and awareness across the organisation

### Social sustainability – consistent and long-term work

Work on social sustainability was one of OEM Motor's strongest areas during 2025. Throughout the year, we actively worked with company values, the working environment and psychosocial health. Through dialogue, shared activities and competence-building initiatives, we strengthened both well-being and engagement within the organisation.

Our approach has been characterised by continuity rather than temporary initiatives, focusing on creating a safe working environment where employees have the conditions to feel well and develop over time.

### A more systematic supplier dialogue

During 2025, OEM Motor took important steps towards a more structured dialogue with suppliers regarding sustainability. Expectations and requirements were clarified, more suppliers were

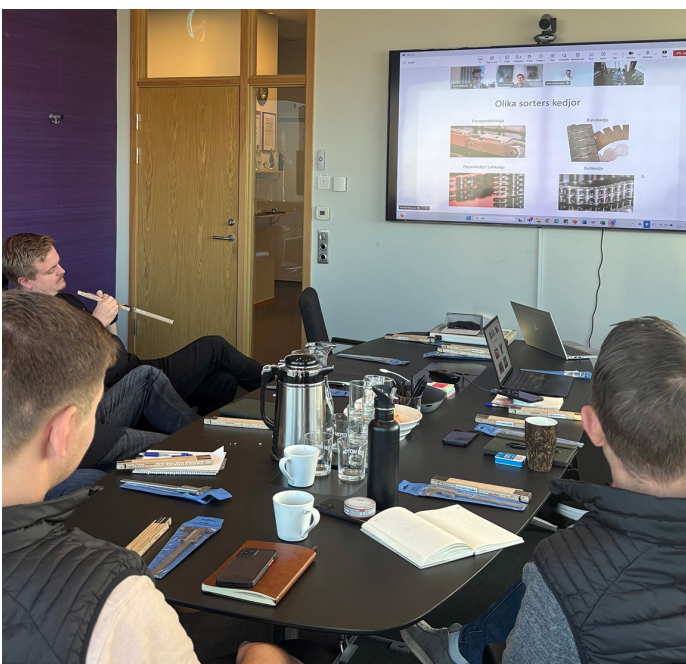
included in the process and the scope was broadened beyond only the largest purchasing volumes.

Although the results do not yet fully meet our ambitions, the work has contributed to increased clarity regarding what we expect from our partners and has laid the foundation for more systematic follow-up in the future.

### Increased knowledge and awareness within the organisation

Another important development during the year has been the increased internal understanding of sustainability issues. Through training, dialogue and shared reflection, more employees have gained a better understanding of how sustainability affects the business and how everyday decisions can have long-term consequences.

This has contributed to greater alignment and a more mature discussion about both the opportunities and limitations of sustainability work.



Internal training sessions and workshops increase both knowledge and awareness within the organisation.



Participating in local events such as the Future Fair in Tranås helps us present ourselves as an attractive employer.

Scope and category	ton CO <sup>2</sup>		
	2023	2024	2025
Scope 1: Business travel – company cars	26	21	8
Scope 2,: Electricity Heating of own facilities Business travel with electric vehicles	2	4	3
Scope 3: Freight transport Waste Business travel by air	193	190	245

Summary of climate data 2023–2025. The development during 2025 highlights that Scope 3 – particularly transport – is OEM Motor’s largest climate challenge and therefore a key priority for 2026.

### Our challenges – where we have not yet reached our goals

**While OEM Motor made several important advances during 2025, the year also made it clear where our greatest challenges lie. Being transparent about this is essential for credible and long-term sustainability work.**

#### Scope 3 and transport – our biggest climate challenge

The most significant challenge during 2025 is linked to our indirect emissions in Scope 3, primarily from transport. Despite ongoing efforts to reduce our climate impact, individual decisions – such as air freight during time pressure or insufficient planning – have had a significant impact on the overall result.

The work during the year has shown that voluntary initiatives and good intentions alone are not enough to reach our climate goals. Achieving real change requires clearer governance, better planning and shared ways of working that reduce the need for urgent and climate-intensive solutions.

#### Limited impact in the supplier chain

Although dialogue with suppliers intensified during the year, the overall impact has still been limited. Response rates to sustainability-related requests have been lower than desired, and the quality of collected information has varied.

This has highlighted the need to prioritise the right suppliers, set clearer requirements and work more consistently with follow-up. The challenge is not the willingness to set expectations, but turning ambition into real impact in the supplier chain.

### Data maturity and usability

During 2025, OEM Motor worked actively to follow up sustainability-related data, particularly regarding transport and suppliers. At the same time, the work revealed challenges related to data maturity, coordination and usability.

In some cases, information has been fragmented, delayed or inconsistent in quality, making comparisons and long-term follow-up more difficult. The challenge has not been the absence of data, but rather limited conditions for using the information as a practical management tool in daily operations.

The key insight from 2025 is that access to data alone is not sufficient. To create real impact, data must be consolidated, quality-assured and connected to clear decisions and ways of working.



### Gap between ambition and actual impact

An overarching lesson from 2025 is that there is a clear gap between ambition and actual impact in certain areas of our sustainability work. We have had strong ambitions and carried out many initiatives, but we have not always achieved the desired results.

Identifying this gap is an important step in our maturity journey. It provides clearer decision-making support for future priorities and highlights where governance, responsibility and focus need to be strengthened in order to achieve real change.

# Key insights 2025



## Key lessons from 2025

The work during 2025 provided OEM Motor with valuable insights into how sustainability work functions in practice – and what is required to move from ambition to real impact. Several lessons have been decisive in shaping how we now choose to prioritise going forward.

### Focus creates greater impact than breadth

A clear lesson from the year is that many parallel initiatives do not necessarily lead to the desired impact. During 2025 we worked broadly across several sustainability topics simultaneously, which contributed to increased knowledge and organisational maturity. At the same time, it became clear that real change requires clearer priorities and fewer focus areas.

To create measurable and lasting impact, sustainability efforts need to be concentrated on the areas where OEM Motor has the greatest ability to influence.

### Good intentions are not enough – governance is required

The year also showed that goodwill and individual engagement are not sufficient to achieve ambitious climate targets. In several areas, particularly related to transport and Scope 3, decisions have often been driven by time pressure, habit or short-term needs.

The lesson is that sustainable choices must be supported by clear frameworks, shared ways of working and structures that make it easier to make the right decisions – even in complex or challenging situations.

### Data must support decision-making

During 2025, OEM Motor gained a clearer understanding of where our largest emissions and risks are located. At the same time, we saw that data has not always been sufficiently consolidated, up-to-date or adapted to function as a practical decision-support tool in everyday operations.

An important insight is therefore that access to

Focus creates greater impact than breadth

Clear governance and systematic data collection are essential

Sustainability requires collaboration

Being transparent about challenges is part of organisational maturity

data in itself is not the goal. To create real impact, information must be quality-assured, understandable and connected to concrete decisions and responsibilities within the organisation.

### Sustainability requires cross-functional collaboration

The work during the year clearly demonstrated that sustainability issues rarely belong to a single function. Climate impact, supplier responsibility and social sustainability affect several parts of the organisation simultaneously – from purchasing and logistics to sales, management and marketing.

To succeed going forward, stronger collaboration, clearer roles and shared responsibility across functional boundaries are required.

### Maturity means recognising the gap

Finally, 2025 showed that maturity in sustainability work is not about always reaching targets, but about acknowledging the gap between ambition and actual impact.

By identifying where we are not yet achieving the desired results, which working methods have not delivered the expected outcome and which decisions must be taken at another level, OEM Motor has taken an important step towards a more effective and business-integrated sustainability approach.

## Why we are choosing a clearer direction for 2026

The lessons OEM Motor gained from 2025 have been decisive for how we now choose to direct our sustainability work going forward. The year clearly demonstrated that continued progress is not about doing more, but about doing the right things – with stronger focus, clearer governance and greater ability to implement change.

### From breadth to focus

During 2025 we built knowledge, structure and insights across several sustainability areas. This was an important step in our maturity journey. At the same time, it became clear that a broad approach risks diluting the impact. To reach the Group's targets and create real change, OEM Motor now needs to prioritise the areas where our influence is greatest.

Choosing a clearer direction for 2026 is therefore a deliberate strategic decision – not a step backwards, but a step forward.

### Why Scope 3 will be a key focus

The analysis of 2025 clearly shows that OEM Motor's largest climate impact lies in Scope 3, with transport representing one of the most significant sources of emissions. This is also the area where we have seen the largest gap between ambition and actual impact.

At the same time, Scope 3 is an area where OEM Motor – despite our position in the middle of the value chain – has real opportunities to influence through:

- changes in working methods and routines
- improved planning and preparation
- clearer governance of freight choices
- structured dialogue with suppliers and customers

This makes Scope 3 both our greatest challenge and our greatest opportunity.



Several of our employees choose to cycle to work instead of driving. By offering company bike benefits we encourage more sustainable everyday choices. In 2025 we also participated in the local Climate Cruiser Challenge.

Insights  
from  
2025

From  
breadth  
to focus

Scope 3 as a  
key focus – a  
deliberate  
strategic choice

From  
follow-up to  
governance

Business-  
driven and  
long-term  
impact

## From follow-up to governance

A key insight from 2025 is that retrospective follow-up is not enough to achieve our climate targets. To reduce emissions, sustainability must increasingly become part of the decision-making process before decisions are made.

The direction for 2026 therefore involves a clearer focus on governance:

- ✓ clearer frameworks for when climate-intensive solutions may be used
- ✓ shared ways of working that reduce the need for urgent decisions
- ✓ stronger links between data, responsibilities and business systems

The goal is to make it easier to make the right decisions – even in complex situations.

## A business-integrated sustainability approach

The chosen direction for 2026 is not based solely on climate ambitions, but on a broader perspective where sustainability, business value and risk management are closely connected.

Reducing climate impact in Scope 3 contributes to:

- ✓ lower business risk related to regulatory requirements and customer audits
- ✓ more efficient logistics and fewer urgent transport solutions
- ✓ stronger and more long-term customer relationships
- ✓ greater internal clarity and alignment

By prioritising Scope 3, OEM Motor creates better conditions for meeting both future requirements and business objectives.

## A direction that builds on 2025

The clearer direction for 2026 is not a departure from the work already carried out, but a natural continuation. 2025 gave us a clearer understanding of where we stand and what is required. 2026 will be the year when we translate these insights into more focused and effective actions.



All buildings within the OEM Group in Tranås are equipped with solar panels. We also continuously work to reduce energy consumption, for example by installing LED lighting in all offices and facilities.



During 2025 we participated in Elmia Subcontractor, highlighting products with important sustainability aspects such as long service life and durable materials.

## Looking ahead – our next step

**OEM Motor’s sustainability work is currently in a development phase where the focus is on turning insights into concrete action. The experiences from 2025 have given us a clearer understanding of where our greatest impact lies and what conditions are required to achieve real results.**

For 2026, we therefore prioritise a more focused and governed sustainability approach, where reducing climate impact in Scope 3 plays a central role. The ambition is to move from retrospective follow-up towards a way of working where sustainability is considered earlier in the decision-making process.

At the same time, we will continue to develop other important aspects of sustainability. Social

sustainability, the working environment and our company values remain fundamental for OEM Motor and will continue to be central in building a safe and attractive workplace. Work on supplier responsibility will also continue, with clearer prioritisation and increased focus on the suppliers where our influence is greatest.

Our ambition is to work in a long-term, transparent and business-integrated way. This means we will continue to be open about both progress and challenges, and we see sustainability as an ongoing development process rather than a project with a defined end date.

Through clearer priorities, stronger collaboration and improved governance, OEM Motor is taking the next step towards fulfilling our vision – together we create a sustainable industry.

*Would you like to know more?*

Feel free to contact us.



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*Read more about our Sustainability work*



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