

# Werksta Group

Sustainability report 2025



 **Werksta**

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This is Werksta's Sustainability Report for the financial year 2025. The report has been prepared in accordance with the provisions of the Swedish Annual Accounts Act regarding the annual report and sustainability reporting for the parent company and the group.



## New steps towards European leadership

2025 saw our first acquisition outside the Nordic region. We also expanded our operations with several new repair centres in Sweden, Finland and Norway. In parallel, our emission reduction targets were approved by the Science Based Targets initiative (SBTi).

During the year, Werksta took several important steps towards fulfilling its vision of becoming the leading European automotive repair specialist in terms of both size and sustainability. Since we started our operations ten years ago, we've managed to achieve that position in Sweden and Finland - and are also well under way to making this a reality in Norway as well. Meanwhile, the acquisition of a well-established automotive repair business in the Netherlands means that we now have a platform there from which to grow in a large and fragmented market with a substantial interest in sustainability.

One of our main competitive advantages is our sustainable approach. This is also a major reason why we are favoured by insurance companies, which constitute our largest customer group. For us, a sustainable approach means not only reducing our environmental footprint, it also means providing our customers with optimal quality, offering our employees a workplace where they are happy and can grow, while also delivering solid returns to our owners, and thereby becoming a role model in the industry.

The purpose of this report is to present what we achieved in 2025, both operationally and in terms of sustainability.

*Werksta is the Nordic region's leading chain for autobody work and paint damage repair, as well as for windscreen repair and replacement. Werksta operates 135 collision repair centres in Sweden, Finland, Norway and the Netherlands, with approximately 2,000 employees. The business operates under the Werksta brand in Sweden, Norway and the Netherlands, and under the Autoklinikka brand in Finland. In 2025, the Group had a turnover of SEK 3.9 billion.*

# Werksta in Brief

Werksta operates damage repair and service repair centres where we provide all types of body, plastic, and paint repairs, along with windscreen replacement and mechanical servicing of all major brands. Werksta collaborates with all insurance companies active in our markets. When we perform repairs, we take sustainability into account. This means we avoid unnecessary work, repair whatever can be repaired, and use used spare parts where possible. However, we never compromise on safety or quality.

**129,000**

Damage repairs

**135**

Damage repair centres in the Nordics

**2,000**

Employees in the Nordic

**83**

Customer satisfaction score (NPS)



Werksta was founded through the acquisition of a damage repair shop in Danderyd and another in Örebro. Additional repair centres in Norrköping were also soon acquired.

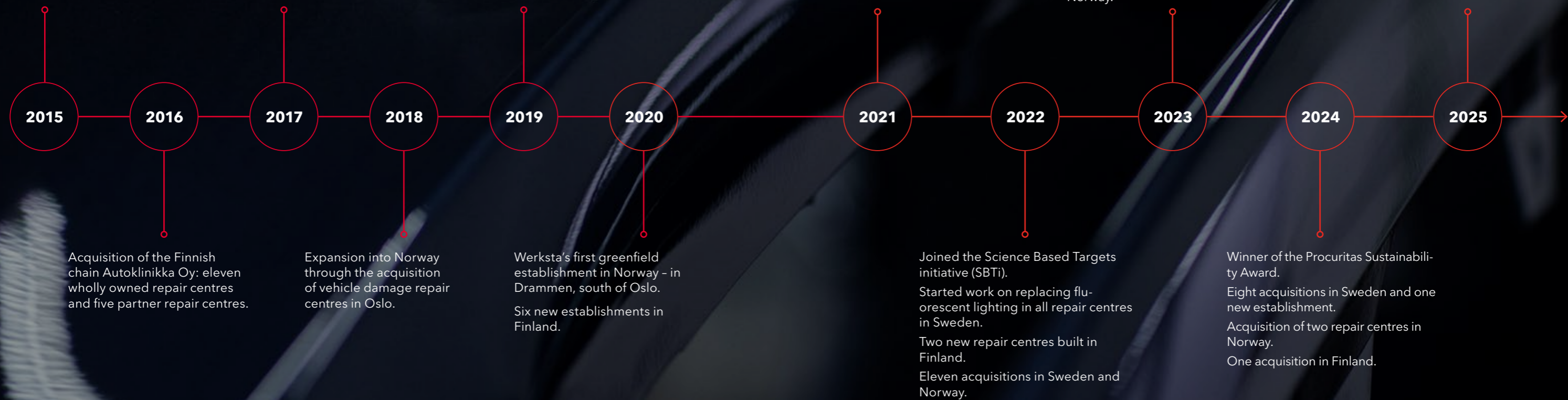
Continued growth through the acquisition of eleven new damage repair centres in Sweden, including TKBM Bil in Haninge and four repair centres from Göteborgs Lackcenter in the Gothenburg region.

Acquisition of two additional repair centres in Norway.  
Brand harmonisation: all Werksta collision repair centres in Sweden, Norway, and Finland were given the same visual identity.

Acquisition of Alppilan, a Finnish service and repair chain.  
Two new establishments in Finland.  
One acquisition in Uppsala and two in Norway.  
Certification according to ISO 9001 and 14001.

First sustainability report published.  
Acquisition of four new repair centres in Sweden.  
All waste management centralised to a single partner in Sweden and Norway.  
Two new greenfield repair centres in Finland.  
Acquisition of four new repair centres in Norway.

SBTi approves emissions targets.  
19 new repair centres in Sweden, Norway, and Finland.  
Werksta expands in Europe through the acquisition of Den Elzen, with nine repair centres in the Netherlands, soon followed by another acquisition in the Netherlands.





Joel Granath, Group CEO, Werksta

## “Strategic acquisition in the Netherlands an important milestone”

During the past financial year, Werksta reached an important milestone through the acquisition of a well-established collision repair chain in the Netherlands. The acquisition, our first outside the Nordic region, is significant from several perspectives. The Dutch market offers substantial growth potential, and this also marked an important step toward fulfilling our vision of becoming Europe’s leading collision repair group. In addition, it provides us with the opportunity to drive sustainability in the industry from a new market.

Werksta’s operations are built on a sustainable business model as part of which we do not replace vehicle parts unnecessarily. We do not perform unnecessary work, we use recycled car parts, and we repair everything that can be repaired. This philosophy - continuously finding new ways to conserve the planet’s resources - has shaped our business ever since our founding in 2015. As a leading collision repair chain in the Nordic region, and now also operating in the Netherlands, we have both the opportunity and the responsibility to drive the industry toward greater sustainability.

### Approval of emissions reduction targets

One important step in Werksta’s journey toward reducing carbon emissions is the establishment of science-based targets for the company’s internal emissions reductions. Recognition of our efforts came in December 2025, when our short-term emissions reduction targets were approved by the Science Based Targets initiative (SBTi). These climate targets are aligned with the goals of the UN Paris Agreement. The approval represents an important step in meeting our customers’ requirements and expectations of us as a driving force for sustainability in the industry.

Our commitment to sustainability has also been recognised by Dutch insurance companies in connection with our entry into the country.

*"The goal is to continuously increase customer value and lead the industry through the changes that will be required in the future."*

### Acquisition in the Netherlands - a platform for growth

The most important event of the year in our growth journey was the acquisition of ABS Den Elzen, a collision repair chain that at the time consisted of nine repair centres in the southwestern Netherlands. We are both pleased and proud that this well-managed and profitable family business - with a culture and perspective on quality and employees closely aligned with Werksta's - chose to join forces with us. Our shared values have also made for a smooth integration process. Areas where we can learn from one another have quickly come to light; for example, we are more advanced in sustainability, while they excel in Lean.

The acquisition, Werksta's first outside the Nordic home market, will serve as an important platform for continued growth in the Netherlands. The Dutch vehicle collision repair market is fragmented and almost as large as the Swedish, Finnish, and Norwegian markets combined. Through Den Elzen, we have established a strong base that provides favourable conditions for driving a consolidation process in the country.

### Acquisitions in all markets

The first bolt-on acquisition in the Netherlands was completed in 2025, while we also acquired an additional ten repair centres in Sweden, seven in Finland, and one in Norway. In Finland, we also integrated servicing into our offering through a merger with Alppila Autohuolto. One of the advantages of operating as a chain in markets with many small repair centres is that we become an attractive buyer. This is because we can offer these entrepreneurs and collision repair specialists support in areas where they may be less developed - such as meeting competency requirements from insurance companies and car manufacturers, as well as in sustainability, IT, and finance - while allowing them

to remain in place and continue doing what they love. The repair centres also learn from one another, which is one of the ways we build expertise across the group.

In addition to expanding through acquisitions, we are also growing organically. This includes equipping all repair centres with paint facilities, adding new expertise, and relocating operations to new premises as existing facilities are outgrown.

The collision repair market in the Nordic countries saw an overall decline over the year, which affected our profitability. The mild winter of 2024/2025 had a negative impact on the market at the beginning of the year. The market was also affected by restraint in consumer spending. More customers than previously chose to forego repairs to avoid an insurance deductible. Furthermore, the vehicle fleet in the three Nordic countries has aged, which has had a long-term dampening effect on the market. However, Werksta's organic market share saw positive developments over the year, which shows a high level of trust in Werksta from insurance and leasing companies, fleet operators and drivers.

### Growth with quality

There are several reasons for Werksta's success to date and our expectations of continued strong growth. Key among these is our well-established relationships with our most important customer group - insurance companies. Another contributing factor is that we strive to provide a friendly and professional approach to the customer's end customer, i.e. the car owner. And if car owners are satisfied with us, they will most likely also be satisfied with their insurance company. We also benefit from our focus on vehicle damage repair, with repair centres equipped with all the technical equipment and expertise required to repair today's high-tech cars.



Insurance companies trust us because they know that we deliver high quality. This is also the very foundation of our growth: growing with quality is a more important objective for us than growing quickly. But it is also based on repairing in the most resource-efficient and sustainable way possible - an aspect that is becoming increasingly important for insurance companies.

### Increasing customer value

To remain relevant in the future, we, like all other companies, must be able to demonstrate our value to society. We want to be part of the solution, not part of the problem. This means that investors will want to invest in our continued growth, that skilled employees will want to work with us, and that insurance companies will continue to demand our services.

We are now continuing our efforts to develop new working methods together with the insurance companies, while also investing further in both sustainability and skills development. The goal is to

continuously increase customer value and lead the industry through the changes that will be required in the future. At the same time, we continue to evaluate acquisitions of new repair centres along with, in the longer term, the conditions for entering new markets.

Thanks to our strong corporate culture, well-established processes, and ambitious employees, we have the right prerequisites to find new and smarter ways of working more sustainably while continuing our successful growth journey.

Joel Granath  
Group CEO, Werksta Group

# Business Model for Sustainable Growth

Werksta's vision is to become Europe's leading automotive repair specialist. So far, we have managed to achieve that position in Sweden and Finland, and are also well under way to making this a reality in Norway as well. Meanwhile, the acquisition of a well-established automotive repair business in the Netherlands means that we now have a platform from which to grow in a large European market with high potential. To succeed with our ambitious plans, we follow a customer-centred business model, while constantly becoming more sustainable and optimising operations through a structured approach.

## Customer Focus

The focus of Werksta's business model is to deliver a first-class customer experience. To achieve this, we maintain a high level of service, short lead times in the repair process, and offer digital solutions that make the interaction between us and our customers smooth and simple. Our extensive network of repair centres means that our customers can quickly get their car repaired, reducing time spent in the repair centre and the inconvenience of being without a vehicle.

## Sustainability at the Core

As part of Werksta's ambition to be the industry leader in sustainable car repair, we prioritise repairs over replacement in order to reduce carbon emissions and waste, thereby contributing to a greener future. We invest in leading technologies, material recycling, and energy-efficient methods in our repair centres. In addition, our ESG initiatives (Environmental, Social, and Governance) align with the UN's global goals for sustainable development to ensure we continuously minimise our impact on the climate, environment, and society.

## The Werksta Way for Optimised Operation

Werksta's recipe for success is operating according to what we call the Werksta Way. This is a structured framework of processes, methods, and tools aimed at optimising operations. It also involves engaging employees in continuous improvement efforts. By integrating best practices and digital solutions throughout the organisation, we optimise workflows, reduce lead times, and increase productivity. The Werksta Way also incorporates a data-driven approach to decision-making and deviation management in daily operations, ensuring that every repair centre consistently delivers top quality.

## Scalability and Potential for Increased Market Share

Werksta operates in a fragmented market with strong potential for growth through acquisitions and regional expansion. Our strategy focuses on acquiring and constructing in order to grow and increase market share in the Nordic region, strengthen our service network, and achieve economies of scale. By integrating new operations, refining our digital workflows, and forming strategic partnerships, Werksta ensures both scalable and sustainable growth, while optimising operations and delivering high customer satisfaction.

# Our Strategy for Becoming Europe's Leading Damage Repair Group

Werksta's strategy is to become the safest, most efficient, and most sustainable automotive repair group in Europe. By combining expertise in the field with leading technology and customer-centric service, we create long-term value for customers, employees, shareholders, and society. Our strategy is based on three key elements: our values, our vision, and our strategic goals.

## Our Vision

Werksta's vision is to be the leading European automotive repair specialist, trusted by our customers and partners and loved by our employees. We are a leader in sustainability, a trailblazer in the industry, and we lead by example.

## Our Strategic Goals

Our strategic goals define Werksta's ambitions for growth, sustainability, and stakeholder engagement. These goals ensure that we continue to strengthen our market position, increase efficiency in our operations, and contribute to a greener, more sustainable industry. Werksta's strategic goals are focused on three of our most important stakeholder groups.

### Customers and Industry Partners

Ensuring high-quality and efficient repair in a timely manner.

#### Example indicators:

Customer satisfaction score (NPS), lead time, and repair rate.

### Employees and Society

Creating a positive workplace culture and investing in education and development. A strong focus on sustainability also future-proofs our operations.

#### Example indicators:

Employee engagement and satisfaction score (eNPS), inclusive and even gender distribution, proportion of used spare parts, and energy consumption.

### Shareholders

Delivering profitable growth and financial stability.

#### Example indicators:

Profitability, growth, and market share.



In June 2025, Werksta took its first step into the European market outside the Nordics through the acquisition of the damage repair chain Den Elzen in the Netherlands.

## Values

### People

Our business is built on people. Even though we are all different, everyone—and everyone's work—is equally valuable. Titles come second—we lead by being good role models. We are kind and show that we care. That's how we create a unique team spirit.

### Quality

We have a professional and competent team. We strive to go the extra mile for our customers. We take pride in our work, but we're also eager to develop. That's how we can become leaders in our industry.

### Honesty

We are honest and genuine. We keep our promises—to customers, partners, and each other. We act with integrity in our work and communicate openly. That's how we build trust.

### Respect

We treat our customers, partners, and each other with respect. We take responsibility for our actions and deliver on time. Out of our own initiative, we repair rather than replace because we care. That's how we take responsibility.



Joost den Elzen, Managing Director for Den Elzen

## “We feel that the business is in good hands”

There is a time and a place for everything. For Joost den Elzen and his wife Danielle, having both been deeply engaged in the family business for decades, that transformative moment came in autumn 2024. “We began discussing the future, and as we don’t have any children, selling came up as an option”, he says. As fate would have it, just a few weeks later several companies, Werksta included, started to show interest in acquiring the business. “A year earlier, we would have turned them down - but now was the right time to sell”, says Joost den Elzen.

Family company ABS Den Elzen, founded in 1948, is a growing car collision repair chain serving insurance and leasing customers in the south-west corner of the Netherlands. The company has nine repair centres, around 200 employees and is part of the ABS network. In 2024, ABS Den Elzen reached revenues of around 40 MEUR.

### So why sell to Werksta?

- The simple answer that Werksta gave us the best feeling - and the best offer. This was an emotional decision for us, since we have dedicated so much time and passion into the company and feel so strongly for our employees. The business is a bit like our baby. But we are getting older and we must think about the future.

- The first time Joel Granath, Werksta’s CEO, and I met, we immediately connected. We share the same growth ambitions, and with Werksta’s financial muscle, we can expand much more rapidly. The plan is to grow to 30 branches in the coming years.

- But even more importantly, we feel that the business will be in good hands. Our basic values are the same, with a focus on quality and attention to people. And now there are more opportunities for our employees for personal growth and development.

### “Loves innovation”

Joost den Elzen first started to work alongside his father in the business in 1994, when it consisted of just two repair centres. Ten years later, he took over as owner. From then on, Den Elzen began its steady growth.

- I’m not a technician. I love innovation and I’m an entrepreneur, constantly thinking of ways to develop the business. Taking over an ABS repair centre in Leiden in 2009 was the first step in the company’s expansion. Since then, we’ve grown, step by step, from one to nine repair centres and from 35 to 200 employees. ABS is one of the biggest car repair networks in the Netherlands, founded in 1998 when Den Elzen also joined. In 2015, when Den Elzen had four repair centres, the business started to stagnate, with falling profits. To remedy the situation, Joost den Elzen began to evaluate more efficient ways of running the operations.

- We decided to invest in ways of shortening the chain to make our operations smoother and more efficient. This made a huge impact, resulting in happier customers and employees, more repairs and improved results. Our view on the importance of a good process is also something that we share with Werksta, and its strategy to work according to the “Werksta Way”.

### Strong family feeling

The family feeling in the company is evident when you

visit Den Elzen’s pristine repair centres, where many employees have been working for several decades - some since the 1980’s - with their children growing up in the repair centres and going on to work there themselves.

- Of course, this change is challenging for many. But both my wife and I will remain in the company, ensuring that as few changes as possible are made to their daily routines.

- Personally, I feel excited about being part of a promising future for the business, managing the Dutch operations. Just a few months after becoming part of Werksta in June 2025, we made our first acquisition - and now we will continue to grow together, aiming for a position as market leader in Europe, Joost den Elzen says.

- 1948** Gebroeders Den Elzen is founded in The Hague
- 1988** Operations are expanded to Zoetermeer, north of Rotterdam
- 1998** Den Elzen joins the ABS network
- 2004** Joost Den Elzen becomes head of operations and in the following years a further two repair centres are acquired
- 2015** Den Elzen introduces LEAN
- 2016-2024** Adds a further six repair centres to the business
- 2025** Werksta acquires Den Elzen



An entire Den Elzen family. Father Bob Jesper, with 44 years in the company, is now the repair centre manager in Zoetermeer. Son Patrick is a claims adjuster. Daughter Denise works in marketing and communication, and the mother, who is not pictured, works in administration

# The development of technology increases demands on repair shops

Digitalisation. Electrification. New car manufacturers. These are some of the trends currently shaping the automotive industry. The rapid development means that the demands on repair shops are increasing – both in terms of specialist expertise for automotive repair and the requirement for repair centres to have the technical equipment necessary to address damage on today’s high-tech cars. This, in turn, drives the consolidation of the market, where small shops are finding it increasingly difficult to meet emerging demands and conditions.

## Digital transformation

When digitalisation within the automotive industry began, many manufacturers chose to integrate computers into cars. Suppliers programmed these computers for individual tasks, such as displaying speed or controlling the ABS system. Today, development is moving towards centralised software, i.e. one computer that handles everything. This has resulted in ever-increasing complexity. Today, nearly every function in a car, such as exhaust cleaning, steering, and stabilisation, requires software to operate. If that software fails, the car cannot even begin to be inspected. The next step is self-driving cars, where AI development is a central force, and massive amounts of data are collected via the car’s sensors and processed by intelligent algorithms.

This development means that repair shops must have experience, competence, and often advanced, costly, and constantly updated equipment for automotive repair. Additionally, software licenses are expensive and require significant administration. Digitalisation favours larger players who can offer better systems and processes, facilitate knowledge exchange between repair centres, and provide specially trained mechanics.

## Electrification

Sales of electric vehicles have increased significantly in recent years and are expected to continue to rise as a result of more environmental regulations, restrictions on fossil-fuel vehicles, and increased environmental awareness among consumers. Electrification impacts all parts of the industry’s value chain, creating new challenges and opportunities. One example

is that companies are adding new brands to their vehicle fleets, which results in a need for specialised knowledge about these car brands. The increasingly powerful vehicles have also led to a growing number of insurance claims.

## Insurance Companies Drive Professionalisation

The increasing demands on repair shops mean that the market is currently undergoing a process of professionalisation. Small repair centres are struggling to make the extensive investments and increased training efforts required to keep up with the technological development of vehicles.

In addition to technological development, this trend is largely driven by insurance companies, which want fewer partners and simplified, standardised, and digitised processes. Therefore, they prefer to collaborate with larger repair chains with a good geographic spread, i.e. close to the insurance companies’ customers. Insurance companies also desire quick turn-around time, consistent quality, and a full-service offering.

Another important factor for insurance companies is that their partners deliver services in a sustainable and resource-efficient manner.

These trends present a good potential for Werksta to continue its growth, both by acquiring smaller, independent repair centres and building new ones, as well as by constantly developing its sustainability efforts.

# How We Create Value

## For Customers:

Our customers consist primarily of insurance companies, but also include fleet companies and other corporate clients. All our customers benefit from Werksta's high quality and efficiency in damage repair, fast service, and sustainable processes. We maintain an ongoing dialogue with our customers to ensure that we meet their expectations and to identify potential areas for improvement.

We also engage in dialogue with our customers' customers - that is, the car owners - to ensure they are satisfied with our work. We conduct a customer satisfaction survey (NPS) after each customer visit to learn about their experience of how we perform.

## For Shareholders:

Werksta must continue to demonstrate long-term and sustainable profitability for the company in order to build value. This is also key when it comes to ensuring that our shareholders remain committed to our growth. It also requires us to operate a responsible and sustainable business and to be an attractive employer that provides a safe and secure work environment.

## For Employees:

Consistently high ratings in employee surveys are a sign that Werksta has been successful in offering a stimulating and enjoyable work environment. This is also crucial for attracting and retaining competent and service-oriented employees. We also strive to offer a diverse and healthy workplace free from discrimination. To ensure that we succeed, we maintain a continuous dialogue with employees through, among other things, one-on-one meetings, weekly and monthly meetings, as well as the annual employee survey. We actively work on competence development through onboarding training, brand training, and technical training.

## For Society:

The main value Werksta creates for society is that we extend the lifespan of cars by ensuring they are repaired, rather than being scrapped, and that we repair instead of using new spare parts whenever possible. This means we contribute to reducing the consumption of the Earth's resources. We pay taxes in the markets where we operate, and we offer jobs in safe and secure workplaces. By increasing sustainability in all our processes, we also aim to be a role model and drive the industry towards greater sustainability.

## For Suppliers:

A well-functioning collaboration creates value for both Werksta and our suppliers. When suppliers are satisfied with us, the likelihood of receiving good service and products increases. It also enhances our ability to ensure suppliers' compliance with Werksta's code of conduct in areas such as laws and regulations, human rights, and good working conditions. We maintain continuous dialogue with our suppliers to jointly contribute to reducing the environmental impact in the supply chain. Sustainability is a central selection criterion when procuring new suppliers.

# Important progress in sustainability

2025 marked an important step in our sustainability efforts. During the year, Werksta Group's climate targets were approved by the Science Based Targets initiative (SBTi) – a confirmation that our climate work meets a high international standard. SBTi is built on collaboration, with everyone in the value chain reducing their emissions and helping each other achieve their goals. We are convinced that there is a strong business rationale for such cooperation. It benefits all parties and ensures that today's needs can be met without compromising the ability of future generations to meet theirs.

The approval is significant on many levels, not least in terms of meeting our customers' requirements and expectations of us as a sustainable company that continuously works to reduce its climate footprint. However, we view it only as a milestone. Although sustainability has been an integral part of our operations for several years, we see this as just the beginning.

It is now that the real work of reducing our impact in the coming years begins. Our emission reduction targets for 2035 are -63% for Scope 1 and 2, and -37.5% for Scope 3. On the following pages, we provide more information about our sustainability efforts.





## Focus on sustainability for a stronger company and better society

Since 2021, Werksta has supported the Global Compact’s principles for responsible business. We also support the UN’s Agenda 2030, where we can contribute to several of the global goals through our focus on sustainable business development. Our vision is to be the most sustainable company in the industry, and we actively work to contribute to the development of a more sustainable society. Ensuring that sustainability is embedded throughout our operations and our offering helps strengthen our competitiveness.

We have mapped our value chain and conducted a materiality analysis based on our stakeholders, and we report according to the ESG principles for sustainability information.

Our operations reflect systematic and proactive environmental efforts, minimised environmental impact, and a commitment to becoming carbon neutral. Some areas of our operations are subject to notification requirements, and we have chosen to apply the same environmental practices and comply with the self-monitoring regulation across all units.

### Double Materiality Analysis

The double materiality analysis helps us identify and prioritise the most relevant sustainability issues by taking into account two key dimensions: impact materiality and financial materiality. The “double” refers to the fact that the analysis not only focuses on our external impact, but also on the sustainability challenges that arise internally.

Impact materiality concerns how we affect the world around us, both environmentally and socially. This includes aspects such as carbon emissions, resource consumption, and social responsibility.

Financial materiality, on the other hand, focuses on how external factors such as climate change and social challenges affect the company’s business model and future development.

The analysis forms the foundation for sustainability reporting and strategic sustainability work. It was a requirement under the CSRD, which has now been postponed by the EU to 2028 for reporting of the 2027 financial year.

### Results of the Double Materiality Analysis

ESRS	Topic	Subtopic	Sub-subtopic
G1	1 <b>Responsible business conduct</b>	Corporate culture	
		Corruption	
S1	3 <b>Own workforce</b>	Working conditions	Health and safety
		Equal treatment and equal opportunities for all	Gender equality and equal pay for equal work
		Equal treatment and equal opportunities for all	Training and skills development
E1	6 <b>Climate change</b>	Climate change mitigation	
		Energy	
E5	8 <b>Circular economy</b>	Resource flows, including resource use	
		Resource flows related to products and services	



**Global goals where Werksta can contribute**

The global sustainability goals where Werksta can contribute include Good Health and Well-being, Gender Equality, Affordable and Clean Energy, Decent Work and Economic Growth, Responsible Consumption and Production, and Climate Action.



# SUSTAINABILITY POLICY

- Werksta contributes to sustainable development by raising awareness about sustainability and minimising the company’s negative impact on the environment.
- Werksta strives to provide a safe, equal, and diverse workplace with engaged and motivated employees.
- Based on the UN's Global Goals, Werksta requires its suppliers to adhere to existing codes of conduct and take these into account when purchasing and procuring for the company.

**Human Rights, Anti-Corruption, and Bribery**

Supporting and respecting human rights and promoting good social conditions are important to us, both internally and externally. Our approach is reflected in our values and in a range of policy documents such as the Code of Conduct, Gender Equality Policy, and Whistleblower Policy. Through our management systems, control bodies, and certifications, regular audits are conducted to identify any deficiencies or opportunities for improvement.

The risk of misconduct, such as bribery or corruption, exists in all business relationships, and our operations are no exception. Our ambition is to uphold high ethical standards in everything we do. We have group-wide policies for procurement and representation, along with a Code of Conduct for our suppliers. Responsible sourcing is a cornerstone of our operations and our sustainability strategy, which reflects our commitment to integrating ethical, social, and environmental considerations into our procurement processes. We comply with applicable legislation in the countries where we operate, as well as national codes regarding gifts, rewards, and other benefits in business. Gifts to employees are subject to proportionality guidelines, as is business-related hospitality and entertainment.

**Employees**

A key factor for our success is that our employees thrive and develop within Werksta. We continuously work to improve leadership, health, and safety across all our workplaces and have set group-wide targets for employee engagement, reduced staff turnover, sick leave, and maintaining a consistently low number of workplace accidents. We strive for a safe, equal, and diverse work environment with satisfied and engaged employees.

**Sustainability Programme**

We have consolidated our local sustainability commitments into a new group-wide sustainability strategy and a 10-point sustainability programme that we evaluate annually (see page 27).

All repair centres in Sweden and Finland are certified according to ISO 9001:2015 and ISO 14001:2015 for quality and environmental management. In Norway, the operations are Miljøfyrtårn-certified.

## 10-point programme

**2025 Focus areas**

1. Gender balance
2. Increased employee satisfaction
3. Validation of climate goals by SBTi
4. Implementation of CSRD reporting
5. Increased share of sheet metal, plastic, and glass repairs
6. Increased share of used parts
7. Increased share of photo inspections
8. Reduction in energy consumption
9. Improved waste management in repair centres
10. Increased customer satisfaction

**2026 Focus areas**

1. Gender balance
2. Increased employee satisfaction
3. First report of total emissions Scopes 1, 2 & 3
4. Reduction of CO<sub>2</sub>-emissions in Scopes 1, 2 & 3
5. Increased share of sheet metal, plastic, and glass repairs
6. Increased share of used parts
7. Increased share of photo inspections
8. Reduction in energy consumption
9. Improved waste management in repair centres
10. Increased customer satisfaction

✓ Ongoing    ✓ Implemented



**Green Repair provides guidance and focus**

In the autumn of 2022, we adopted a new approach to further focus on sustainability, together with our customers. We call it Green Repair. We examine the entire damage repair process from start to finish to reduce our carbon footprint and environmental impact; from inspection to how we repair, what materials we use for repair, how we manage waste, and how we recycle materials.

**Sustainability in every step**



**1. Damage Inspection**

**Before:** During damage inspections, we assess and plan the repair process with focus on sustainability.

Through digital photo inspection with the mobile phone, we save both the climate, time, and money.

- Damage Inspection
- Digital Damage Inspection (with mobile phone)



**2. Damage Repair**

**During:** The repair of the vehicle presents in itself the greatest opportunity to reduce impact on climate and environment. We evaluate each step to determine what provides both business and sustainable benefits.

We evaluate each step to determine what provides both business and sustainable benefits.

- Repair plastic, metal, and glass instead of using new spare parts
- Use recycled spare parts instead of new ones
- Werksta Express and Spot Repair
- Use water-based paint
- Utilise renewable energy sources and reduce energy consumption



**3. Waste Management**

**After:** We have a well-established process for collecting waste and ensuring it gets a new life.

**Recycle materials & sort combustible waste**

- Cardboard, glass, rubber

**Sort mixed scrap**

- Metal, aluminium, electronics

**Manage waste**

- All non-standard waste goes to landfills for further treatment.
- Hazardous waste, including chemicals

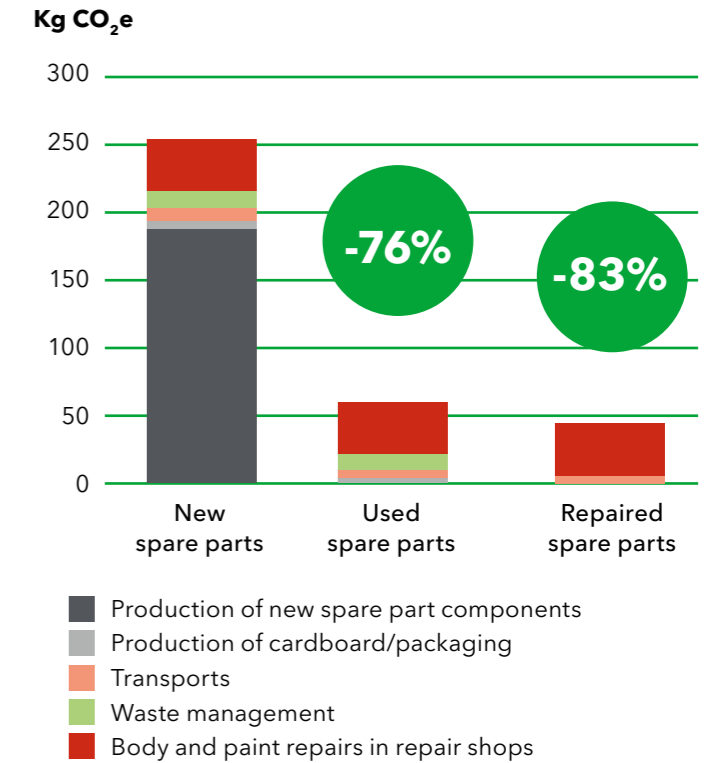
**We repair whenever possible**

The use of spare parts constitutes our largest climate impact. Therefore, we repair damaged parts or use recycled parts whenever possible, as this significantly reduces our carbon footprint.

There is a well-functioning market for used spare parts that are just as good as newly produced ones. The advantage is that they are cheaper and they are given a new life in another vehicle, but without additional climate impact.

Repairing damage to plastic, glass, or metal results in the lowest carbon footprint, achieving a whole 83% reduction in impact compared to new spare parts. This is why we prioritise repairing plastic, metal, and glass whenever possible.

**Carbon footprint from repairs in kg CO<sub>2</sub>e**



**-76% -83% -44 kg**

If all emissions, including energy, waste, and transportation, are factored into the carbon emissions from the production of a new component, using a used component can save approximately 76 per cent in terms of carbon emissions.

By repairing the original usable part, a reduction of approximately 83 per cent in emissions is achieved.

According to our calculations, repairing a car windscreen (chipped glass) emits up to 44 kg less carbon dioxide than replacing the glass.

**WHAT:** Green Repair describes our sustainability efforts where we aim to reduce our climate and environmental footprint in all parts of our operations.

**HOW:** Together with customers and partners, we repair damages more sustainably.

**WHY:** We examine the entire damage repair process from start to finish and strive for more sustainable damage repairs and increased circularity; from inspection to how we repair, what materials we use for repair, how we handle waste, and how we recycle materials.

\*) Based on Cabas calculations carried out by insurance providers and life cycle analysis made by Märkesdemo/IVL 2024.



# Reduced Climate Impact Through Specific Initiatives

We are aware that the operations we conduct impact the environment both locally and globally. We continuously work on activities to reduce our impact in the areas with the largest footprint and to ensure sustainable development. We follow up and measure the activities to take control of carbon emissions and environmental impact and work to reduce them together with customers and partners. Naturally, we always comply with the minimum requirements of laws and regulations.

### Digital Photo Inspection

We offer our customers digital photo inspection, which facilitates initial steps and saves time for those who have had damage to their car. Instead of going to a repair centre for a damage inspection, one simply takes photos with their mobile phone and sends them to the repair centre. The fact that one doesn't need to drive to a repair centre for inspection also reduces carbon footprint. A photo inspection saves an average of 4 kg of carbon dioxide, resulting in an annual saving of approximately 92,800 kg of carbon dioxide, given that the number of photo inspections is approximately 23,200.



**23 200**  
digital photo inspections

**-92 800 kg**  
annual saving of carbon dioxide

### Four Areas to Reduce Environmental Impact

We have identified four key areas that we specifically focus on when it comes to reducing environmental impact.



**1 Used spare parts and more repairs lead to lower emissions**

Much of the waste generated in repair centres comes from broken car parts such as plastic, metal, and glass. In close collaboration with our customers, especially insurance companies, we always strive to repair damaged parts instead of replacing them with new ones, whenever possible.

At Werksta, the general rule is to first determine if a broken part can be repaired in a high-quality and safe manner so that it doesn't need to be replaced. This saves the environment, repair time, and costs. Repairing original, usable parts results in approximately 83 per cent lower emissions\*.

Replacing car parts always generates waste, and the production of a new spare part also burdens the environment. If a repair is not feasible, we try to find a used spare part instead of a new one. If all emissions, such as energy, waste, and transportation, are included in the carbon emissions from the production of a new component, a used component can save approximately 76 per cent in terms of carbon emissions\*.

Repairing or replacing a damaged part with a used original part is therefore always a more environmentally efficient solution and the solution we strive for.

Even in the area of glass, climate impact can be reduced by repairing a chip before it becomes a crack and the entire windscreen needs to be replaced. Therefore, it is important for us to always ask customers who are having other repairs done if they would like to repair a chip at the same time. According to our calculations, repairing a car windscreen (chipped glass) emits up to 44 kg less carbon dioxide than replacing the glass.

\*) Based on the insurance companies' Cabas calculations and life cycle analysis made by Märkesdemo/IVL 2024.

2

**Use of chemicals**

By systematically rationalising the number of suppliers of chemical products to our repair shops, we have reduced the use of chemical products and chemical waste. More formalised procurement ensures that there are no duplicates of products in stock and that turnover is high, so that goods do not expire or become obsolete. This is also reflected in smart storage solutions that save time for our employees.

We mainly use water-based paint in our painting process, which is a more environmentally friendly alternative than solvent-based paint.



3

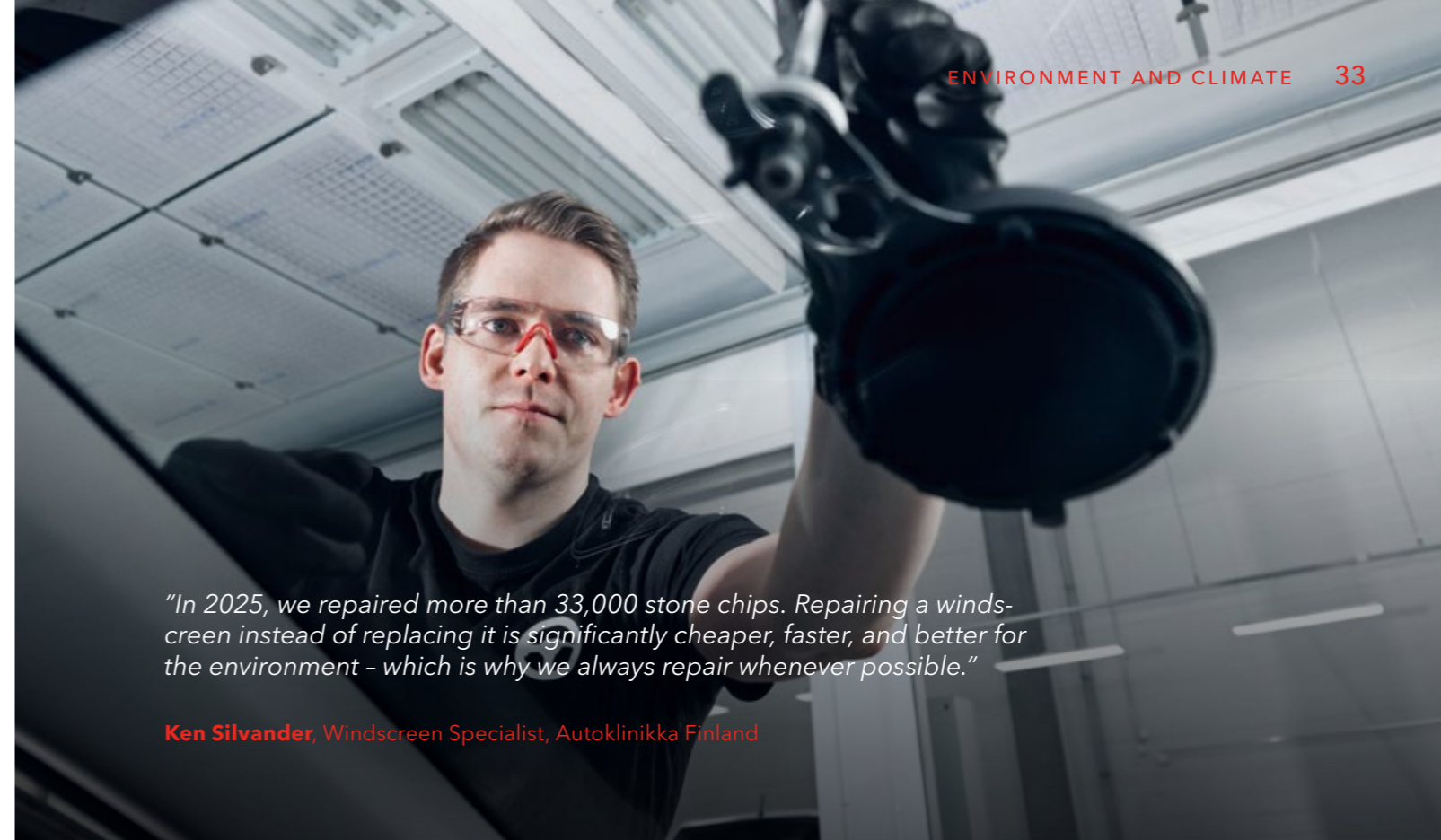
**Energy consumption**

We set clear goals for energy consumption in our production. In 2021, we began measuring our Scope 1 and 2 emissions. The next step was to train our staff in energy-saving measures as part of their daily work. In Scope 1, we have included emissions from oil, transportation, gas, and propane.

Scope 2 includes emissions from purchased electricity and district heating. Scope 3 includes all categories. The increase of Scope 1 and 2 is a result of the acquisition of 29 repair centres and a 25% production increase. Reduction in Scope 3 emissions is the result of refined calculation methods.

ANNUAL USE	SCOPE 1 (tCO <sub>2</sub> e)	SCOPE 2 (tCO <sub>2</sub> e)	SCOPE 3 (tCO <sub>2</sub> e)
2024	3 613	1 254	18 560
2025	4 309	1 709	14 230

Scope 2 increases more than the turnover as newly acquired repair centres use other energy sources than our existing repair centres, which means that they are placed into Scope 2 for 2025.



*"In 2025, we repaired more than 33,000 stone chips. Repairing a windscreen instead of replacing it is significantly cheaper, faster, and better for the environment - which is why we always repair whenever possible."*

**Ken Silvander**, Windscreen Specialist, Autoklinikka Finland

4

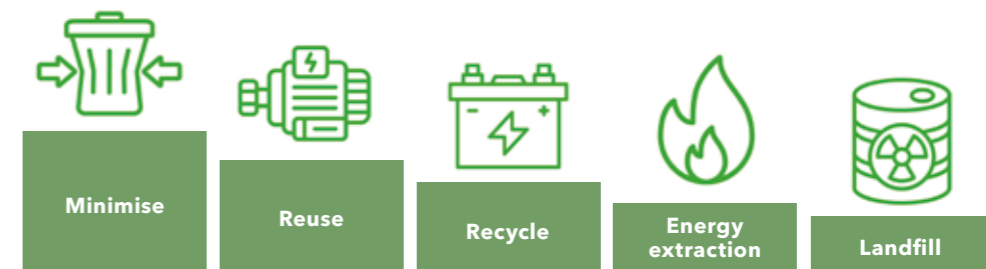
**Waste management**

Not only does Werksta always meet the legal requirements regarding waste management, but the waste generated in our repair centres is also handled sustainably. Every year, our operations generate a significant amount of waste that demands optimal handling. Metal, cardboard, glass, rubber, and electronics; all waste is sorted, and sent for recycling to the greatest extent possible.

We sort and recycle mixed scrap like metal and aluminium. Much of the waste can be converted into energy, instead of burdening landfills. We handle hazardous waste, such as chemicals, correctly.

Efficient material recycling means reduced costs for us and our partners while also being beneficial for the climate. We collaborate with a waste management partner to ensure that waste is handled efficiently and that materials are recycled or converted into energy to the greatest extent possible.

Together, we set clear goals and monitor recycling rates, sorting rates, and material recycling. We also review the environmental impact of waste transport in our efforts to reduce our footprint. Our employees are trained in circular thinking, which promotes engagement and generates new ideas on how we can become even more sustainable.



# Satisfied Employees Create Satisfied Customers

For us, social responsibility is about our values: people, quality, honesty, and respect. This leads to employees who feel good and enjoy their work, which in turn leads to satisfied customers.

We take responsibility for our actions and deliver what we promise. This is reflected in both the quality of our repair work and the safety of our workplaces. We see differences as an asset. We treat all our employees equally and with respect.

## We do not compromise on safety

We do not compromise when it comes to workplace safety for our employees. In addition to statutory obligations, we regularly assess potential hazards and risk factors in the work environment and pay attention to both physical and psychosocial stress factors at work. We continuously invest in developing the competence and professionalism of our employees.

## We take responsibility for our actions

Werksta aims to be a workplace where each of our employees can safely report any misconduct that may be discovered. As a complement to the internal reporting procedures, there is a whistleblowing policy designed to detect and prevent all types of irregularities that could seriously harm the business or our employees. A whistleblowing function gives all employees the opportunity to report suspected irregularities anonymously.

Through the whistleblowing function, employees and business partners can report suspected violations of the law or of Werksta's internal rules.

*"We are proud that our employees enjoy their work so much, and we are continuously working to find new ways to increase employee satisfaction. We have noticed that as we grow and awareness of our values and culture increases, more and more people develop a positive view of the company, among existing employees and new hires alike."*

Ann Östmar, Senior HR Business partner, Sweden

Information reported through the whistleblowing function is handled confidentially and ensures the safe and efficient handling of the case for the person who has chosen to use the whistleblowing function.

## Werksta as an employer

Our success is based on our ability to recruit, develop, and retain skilled employees. We measure employee satisfaction through annual employee surveys. The response rate for the 2025 employee survey was 91%. The staff's average rating of Werksta was 4.9 on a scale from 1-6. Our employees' eNPS index (recommendation score) was 32. An eNPS of around 20 is considered very good, and anything above that is excellent.

## Satisfied employees create satisfied customers

TWell-being at work and motivated employees lead to good service, which in turn results in high customer satisfaction. In 2025, the average feedback from customers to Werksta measured an NPS of 83. NPS (Net Promoter Score) describes the customer experience and the likelihood that the customer will recommend the service. Globally, an NPS above 50 is considered excellent customer service, although levels vary among industries.

## Diversity

Werksta strives to increase diversity and gender equality within the organisation and aims to reach more than 15 per cent women in the company, which is above the industry average of 10 per cent. Today, 12 per cent of Werksta's workforce is female.

## Initiatives to attract young people

The automotive industry has a significant recruitment need. This means that jobs are waiting for every student pursuing vehicle technology programmes in upper secondary. In 2025, Werksta participated in a number of initiatives to attract young people to the repair centres. These included participation in upper secondary school fairs, where various activities, such as tire-changing competitions and truck simulator tests, attracted young people to the stand. Another initiative is "Open Your Repair centre," where we welcome elementary school students for study visits so they can try different tasks in the repair centre.

Werksta is also part of the steering group for Motorbranschcollege, a quality management system for upper secondary automotive technical education. The automotive industry is characterised by rapid technological development; repair centre tasks have changed considerably over the past ten years not only in terms of technical knowledge, but also in ways of working. This must also be reflected in education and training, which is an important reason for Werksta's participation in the project. It also creates good opportunities to attract interns to our repair centres and for them to be offered employment after completing their education.

*"I find it fascinating to see a damaged car come in and become like new again, and how even the smallest mistake in the process can mean everything has to be redone. It requires strong teamwork"*

**Maria Muraas**, Paint Apprentice, Werksta in Alna, Norway

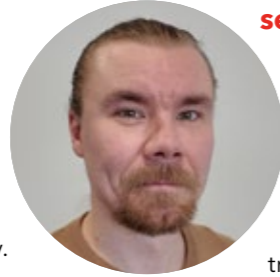
Jamppa Koivuonja, Training Manager Werksta Academy, Finland

## “The training we offer strengthens our brand”

From basic training in safety and quality to special focus on environmental issues and new automotive technology. Since Werksta’s Finnish operations – Autoklinikka – first started its academy for in-house training in 2022, it has helped strengthen the brand, attract new employees and increase employee satisfaction.

In 2025 alone, Werksta Academy in Finland, named Vasaratti Academy, provided more than 970 training days with approximately 50 different types of trainings delivered, aimed at Autoklinikka’s some 750 employees.

- Our strategy is to provide relevant and attractive training that is easily accessible, providing a holistic learning experience. We conduct regular assessments to identify training needs and we tailor our programmes accordingly, says Jamppa Koivuonja, Training Manager at the Academy.



- Based on the needs assessment, we create personalised training plans. We also gather feedback from employees to continuously improve our training programmes, he adds.

### Training of all employees

Internal training at Autoklinikka officially started in 2022, though trainings for bodywork technicians had been going on for many years. In January 2023, Jamppa was appointed to develop the operations further. Today, training is provided for all employees, including body technicians, painters, service advisors and repair centre employees. Basic training in topics such as safety and quality is mandatory for all staff.

- We also provide training for insurance companies to increase their awareness of what is possible to repair in order to facilitate seamless cooperation. Additionally, we offer training for teachers at vocational school and their students.

### Interactive learning portal

To attract as many users as possible, Autoklinikka has launched a learning portal, designed for easy access to training materials, courses, and resources. It is a centralised platform that supports continuous learning and

development with mobile-friendly content, available in multiple languages. It also includes robust tracking features to help regional managers oversee development.

### In 2025, there were almost 1,400 course completions on the E-Learning platform.

- Since our aim is to make learning a positive and enjoyable experience, the portal includes interactive elements such as quizzes, videos, and discussion forums to enhance engagement. Employees can also track their progress and receive certificates upon completion of courses, Jamppa says.

- So far, response has been very positive, both among existing staff and potential new employees seeking to develop their skills.

When asked about future plans for the Academy, Jamppa says that one of the priorities is wider cooperation with vocational schools. The aim is to increase brand awareness among students and attract young automotive talents to the company. It is also to strengthen cooperation across the countries where Werksta operates.

- By cooperating with educational institutions, Autoklinikka also looks to transfer its know-how to future professionals and thus ensure the survival of the damage repair knowledge base in Finland, he says.

All in all, the Academy illustrates how Werksta strives to contribute to the development of the damage repair sector. Through investments in education and structured skill development, the Academy supports employees, partners, and future professionals. In doing so, it helps secure long-term skills supply and raise standards across the industry.



Nello Selvkathiramali, Panel Beater at Werksta Sättra, Sweden

## “I’m proud to hand over cars repaired with quality”

It’s no exaggeration to say that life largely revolves around cars for Nello Selvkathiramali, a panel beater at Werksta Sättra in Sweden. A strong drive to develop in his workplace, where he started as a mechanic 3.5 years ago, is combined with a free time filled with working on his own car. “I love cars, and I love my workplace, where I’m constantly encouraged to learn more,” he says.

Choosing a profession was easy for Nello. After completing his upper-secondary education in automotive technology in 2017, he immediately got a job as a car mechanic. After working for a few years at different repair centres in the Stockholm area, he came to Werksta in Sättra.

- I enjoy it enormously here. You can really feel that the management is investing in me. Right from the start, I’ve been encouraged to take different training courses – so far, I’ve completed 15 of them.

This has allowed me to move on from working as a mechanic to becoming a panel beater – an exciting area, where I learn new things every day.

- There’s also a very good atmosphere here – we’re like one big family who help each other, have coffee together, and sometimes go out together after work. I’m also proud that we share the same view on quality and always go the extra mile to do a good job. I’m proud to hand over cars repaired with quality, Nello says.

In addition to his regular working hours, he is happy to work extra on Saturdays – and then heads home to his own garage, where he spends his free time working on his own car.

- This is more than a job for me, it’s a passion, Nello says.



Mariana Johansson, Site Manager Werksta Helsingborg, Sweden

### “I love developing and improving”

“The best thing about this job is experiencing development every day - in my employees, in the business, and not least in myself”, says Mariana Johansson, Site Manager at Werksta in Helsingborg. Besides being a veteran of the company, she is also a driving force in the development of several other repair centres in Skåne.

In April 2019, heavily pregnant and with only a few days left until giving birth, Mariana Johansson attended a job interview for the position of Site Manager at Werksta in Helsingborg. She was hired immediately, and just one month later she was on site with her little son Alvin, who joined his mother at work throughout his entire first year.



- I have received enormous trust, backing, and support from the company. Of course, there have been moments when I doubted whether I could manage the role, not least as a woman in a male-dominated industry. But there has always been someone I could talk to and who has supported me, and our results have proven that we have been working in the right direction, she says.

#### A clear structure has evolved

According to Mariana, the business has undergone major changes since she started at Werksta seven years ago.

- In parallel to our rapid growth - in Sweden, across the rest of the Nordics, and now also in the Netherlands - the organisation has developed a clear structure.

In the beginning, I didn't even have a budget to work from and mostly relied on intuition. But after just one year, we had both a budget and clearly defined key figures, and today we hold KPI meetings every week.

- Since then, a range of processes, methods, and tools have been developed aimed at ensuring customer satisfaction - every repair centre should always deliver the highest quality.

#### “The processes are in my bones”

Mariana says that she now has the processes “in her bones.” Combined with a strong drive and a certain restlessness when things move too slowly, this has made her a key engine behind the development of operations at several of Werksta's facilities in Skåne. At the same time, she has focused on developing her own repair centre in Helsingborg, where the operation has been expanded and now also includes paint work.

- I love identifying and developing opportunities for improvement, as well as seeing employees grow with my support, while I myself continue to grow through their expertise.

- It's also very rewarding to work for a company like Werksta undergoing rapid expansion not only geographically, but also in terms of operations and sustainability. I'm surprised at work every day, and that's incredibly stimulating, says Mariana.





**Werksta**

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