

# Due Diligence Report 2025

B. Braun Medical AS, 2026

This report describes B. Braun Medical AS' due diligence assessment for the reporting year 2025, prepared in accordance with the requirements of the Norwegian Transparency Act.

The purpose is to provide a transparent and verifiable account of how the company identifies, prevents and manages related to actual and potential adverse impacts on fundamental human rights and decent working conditions, both within its own operations and in the parts of the value chain where the company has a direct or indirect impact.

As a Norwegian subsidiary within a global group, B. Braun Medical AS primarily operates as a sales and distribution entity. This means that the company's direct influence over production conditions is limited.

At the same time, the company has an independent responsibility to identify and address relevant risks as well as (potential) violations through available measures, including supplier follow-up, contractual requirements, dialogue, and internal control systems.

This report reflects this role and clearly distinguishes between matters managed locally and those addressed at the group level. The due diligence work is based on internationally recognized frameworks, including the OECD Guidelines for Multinational Enterprises and the recommended due diligence process.

In practice, this means that the work is embedded in the management systems and leadership, that risks are systematically mapped and assessed based on severity and likelihood, that measures are implemented where necessary, and that the effectiveness of these measures is monitored over time.

Furthermore, this entails that assessments, decisions, countermeasures, and follow-up activities are continuously documented, ensuring that the work can be reviewed and verified both internally and externally.

This report is designed to provide a realistic and accurate representation of the company's actual assessments and priorities.

References to legislation, standards, and methodological frameworks are based on applicable requirements and recognized practices.

Descriptions of the company's activities, risk assessments, and measures are based on internal documentation, available system data, and experience from day-to-day operations.

Where there are limitations in data availability or insight, these are explicitly addressed in the report.

# Foreword

In 2025, B. Braun Medical AS presents a due diligence assessment that reflects a structured and system-embedded approach to responsible business conduct within the value chain.

As a supplier of medical devices to the Norwegian healthcare sector, the company operates in a highly regulated and socially critical market, where requirements related to quality, compliance, and traceability are closely linked to patient safety, trust, and long-term societal responsibility.

The due diligence work is integrated into the company's overall governance and carried out as part of day-to-day operations, rather than as a standalone reporting exercise.

Responsibility and follow-up are anchored at management level and involve relevant functions within the organization, including quality and compliance, logistics, customer service, and other areas with operational insight.

This ensures that risk assessments and prioritizations are, to a greater extent, based on actual experience and identified conditions within the business, rather than solely on high-level policies or standardized screening data.

The due diligence assessment is based on a comprehensive methodology that integrates legal requirements, recognized international frameworks, and group-level procedures. The work demonstrates that the company has established relevant processes for identifying, assessing, and following up on risks.

At the same time, parts of the global upstream value chain are still associated with structural risks, particularly related to labor conditions, raw material sourcing, and environmental impacts.

These are risk areas over which the Norwegian entity has limited direct influence, but which are addressed through available mechanisms and in cooperation with the group.

This report is designed to provide a realistic and verifiable account of the company's due diligence work. It serves as a basis for external communication, including in public procurement processes, audits, and dialogue with customers and other stakeholders, as well as a management tool for the further development of the company's due diligence efforts.



Roman Kübler,  
B. Braun Medical AS  
Chairman of the Board



Mia Eklund,  
Managing Director  
B. Braun Medical AS  
Member of the Board

Learn more

[B. Braun global website](#)

# Contact information

## Point of contact

Point of contact for questions regarding due diligence related to B. Braun Medical AS, Norway:

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## Applicability

To report all human rights or environmental risks and violations/ breaches of our principles of protecting human and environmental rights please contact us through the listed channels.

Phone: +47 333 51 800  
E-mail: kundeservice.no@bbraun.com

## Local Compliance Coordinator

Daniella Lundin  
E-mail: daniella.lundin@bbraun.com

## B.Braun Whistleblower System

See also information related to complaint options regarding the B. Braun Group, including whistleblower system. [Click here to learn more.](#)

## 2.0 Organization and Scope of Operations

B. Braun Medical AS is a wholly owned subsidiary of B. Braun SE and supplies medical devices and consumables to the Norwegian market. The product portfolio includes solutions within surgery, infusion, dialysis, and related therapy fields. The Norwegian entity has 38 employees and provides a broad range of products to both specialist and primary healthcare sectors.

The company operates in a highly regulated and socially critical market and is subject to requirements set by Norwegian legislation, European regulatory frameworks, and group-level governance systems. In addition, public healthcare providers and other customers impose extensive requirements related to quality, documentation, and traceability. These requirements influence how the company conducts risk assessments and follow-up activities in practice, including through established processes for deviation management, documentation, and continuous improvement.

As a Norwegian sales entity, B. Braun Medical AS does not carry out its own manufacturing but is part of a global value chain in which the majority of production takes place within the B. Braun Group. The group manufactures more than 95 percent of its product portfolio in its own facilities, providing a strong basis for control over production processes and working conditions. At the same time, the use of global supply chains for raw materials and components—particularly within plastics and electronics—entails inherent risks in parts of the upstream value chain.

This risk is primarily associated with factors outside the direct control of the Norwegian entity but remains relevant for the due diligence efforts, as it influences the overall risk picture of the value chain. The assessment and follow-up of these risks are therefore carried out through the Group's systems and requirements, in combination with the Norwegian entity's own assessments and follow-up where feasible.

Distribution to the Norwegian market is conducted via a central warehouse in Denmark, with subsequent transport to customers in Norway. Logistics and transportation represent an area where B. Braun Medical AS has a higher degree of influence and are therefore identified as a specific focus area within the due diligence framework. In 2025, parts of the transport operations have been shifted from road to rail and electric vehicles through collaboration with logistics partners. Measures related to packaging and volume optimization have also been implemented, with the aim of reducing environmental impact.

Overall, this means that the company's risk profile ranges from directly influenceable conditions within its own operations and logistics to indirectly influenceable conditions within global supply chains. This forms the basis for prioritization in the company's ongoing due diligence efforts.

# 3.0 Governance and Integration

The due diligence work in B. Braun Medical AS is anchored at management level and forms an integrated part of the company's overall governance framework. Activities related to human rights and decent working conditions are not treated as a standalone reporting requirement, but as part of established processes related to quality management, compliance, supplier oversight, deviation management, and continuous improvement.

Follow-up of the due diligence work is carried out through defined structures and established work processes, where responsibilities are clearly assigned within the organization and linked to functions with operational insight into the business.

## Roles and responsibilities (local):

Responsibilities and follow-up are distributed across key functions within the organization:

**The Managing Director** holds overall responsibility for ensuring compliance with applicable regulations, and for ensuring that due diligence work is anchored, prioritized, and effectively followed up.

**QA/Compliance** coordinates the due diligence work, ensures adequate documentation, and monitors that established routines and processes operate as intended. The function also plays a key role in risk assessment as well as in the follow-up of deviations and continuous improvement measures.

**Procurement and Supply Chain Management (SCM)** are responsible for supplier follow-up where relevant for the Norwegian entity, including requirements for documentation and follow-up of identified deviations or areas for improvement.

**The logistics function** is responsible for the follow-up of transport partners, delivery quality and deviations (e.g. damages and delays), as well as aspects related to environmental impact in transportation and distribution.

**Customer service** serves as the first point of contact for customer inquiries and complaints and provides insight into recurring issues that may indicate risks in the value chain, such as matters related to deliveries, documentation, or product information.

This distribution of responsibility ensures that risk assessments and follow-up activities are, to the greatest extent possible, based on actual experience and identified conditions within the operational business.

## Governing frameworks and systems

The due diligence work in B. Braun Medical AS is anchored in established guidelines and management systems at both Group and local level. The work is based on the Group's Code of Conduct, Human Rights Statement, ESG Standards for Suppliers, and the Group's compliance management system. These frameworks define requirements for compliance both within the company's own operations and across the supply chain.

In addition, the due diligence work is integrated into the company's own management systems, including quality and environmental management, relevant ISO standards, and the Eco-Lighthouse (Miljøfyrtårn) certification. These systems are used for documentation, deviation management, and the follow-up of corrective actions, and provide a verifiable basis for the assessments.

Learn more

[Learn more about the Eco-Lighthouse certification here](#)  
[B. Braun Annual Report and Sustainability Reporting](#)

Risk monitoring and mitigation activities are carried out through established processes within the organization, including management meetings, compliance reviews, internal audits, and follow-up of selected suppliers and business partners. Through these processes, the risk landscape is continuously evaluated, and identified issues are systematically addressed.

The due diligence assessment is integrated into the annual management cycle, with status reported internally and to the Group organization where relevant. The work is therefore carried out as part of the company's ongoing governance processes, rather than as a separate reporting exercise.

Inquiries related to the Norwegian Transparency Act and the company's due diligence practices may be directed to [compliance.no@braun.com](mailto:compliance.no@braun.com).

Requests are handled in accordance with the requirements set out in Section 6 of the Transparency Act and the company's established procedures for information requests.

Learn more

[B. Braun Human Rights](#)

[B. Braun Statement Human Rights](#)

[ESG Standard for Suppliers](#)

[B. Braun Compliance](#)

# 4.0 Methodological Approach to Due Diligence

Due diligence assessments at B. Braun Medical AS are conducted in accordance with a risk-based methodology. The approach is grounded in internationally recognized frameworks for responsible business conduct, including the OECD Guidelines, and is adapted to the company's organizational structure, supplier network, and overall risk profile.

The methodology is based on a structured and continuous process, encompassing the embedding of due diligence within the organization, as well as the identification and assessment of risks based on available information and Group-level analyses. Where relevant, identified risks are followed up through measures aimed at preventing or mitigating adverse impacts, in addition to ongoing monitoring, communication, and documentation of the activities undertaken.

The due diligence work for the year 2025 reporting is based on a combination of Group-level processes and local assessments. Supplier risk is evaluated in accordance with the Group's established approach to supplier mapping and classification, where assessments are, inter alia, based on country and sector risk, material and product categories, as well as historical data from previous follow-up activities.

Digital tools are utilized to support the structuring of underlying data and to identify suppliers with elevated risk. At Group level, this includes continuous risk screening and alert monitoring via Prewave, as well as dedicated ESG assessments conducted through third-party platforms such as EcoVadis and IntegrityNext (INX).

Final assessments and prioritizations for B. Braun Medical AS are based on a consolidated evaluation of available information, including Group-level data, local experience, and the company's degree of leverage. The prioritization of material risks is guided by principles that consider both severity and likelihood, as well as the company's linkage to and ability to influence the identified impacts.

Where relevant, elements of double materiality are also applied as a supporting input to the assessments (for example, in the evaluation of environmental and resource-related aspects within the value chain), in line with the Group's ongoing development of sustainability reporting and materiality analyses. Double materiality is not, however, applied as the governing methodology for the due diligence assessments, but rather as a complementary analytical basis.

The methodology thus encompasses considerations relating to the supply chain (upstream), the company's own operations, and relevant aspects associated with the distribution and use of its products (downstream), to the extent that the company may be linked to adverse impacts through its products, services, or business relationships. Where material risks are identified, further follow-up is prioritized through supplier dialogue, requirements for corrective actions, and, where applicable, escalation processes in line with the Group's established supplier management practices.

Assessments are documented on an ongoing basis and form part of the company's management systems, serving as a foundation for follow-up, implementation of measures, and continuous improvement. This supports internal and external traceability and enables updates in response to changes in the risk landscape.

The methodology is based on data and information available at the time of reporting, and limitations may exist with respect to visibility into certain parts of the value chain, particularly global upstream supply chains. Where data limitations are identified, conservative assessments are applied, based on country, sector, and product-related risk factors.

# 5.0 Risk Analysis

## 5.1 Overall Risk Profile

Through its due diligence assessment for the 2025 reporting year, B. Braun Medical AS has evaluated risks related to its own operations, the supply chain, and downstream activities. The assessments are based on a combination of Group-level risk mapping, including country and sector risk analyses, as well as the company's own experience and observations derived from its operational activities.

The overall risk profile indicates that the risk of adverse impacts on fundamental human rights and decent working conditions is generally low within the company's own, directly controllable operations. This primarily includes internal activities in Norway, as well as to production environments operating under established management systems and regulatory requirements within the Group.

The most significant risks are associated with the upstream segments of the value chain, particularly raw materials and components used in the production of medical devices. These are part of global supply chains, where certain stages of production may be in regions with elevated risk related to labor conditions, regulatory oversight, and environmental impacts.

This overall risk profile serves as the foundation for identifying and prioritizing material risk areas.

## 5.2 Significant Risk Areas

Based on assessment of severity, likelihood, and the organization's ability to influence, the following risk areas have been assessed as significant for the reporting year 2025.

### 5.2.1. Working Conditions in High-Risk Supplier Countries

Raw materials and components used in the production of medical devices, including plastic-based materials, chemical inputs, and electronic components, are part of global value chains. Based on the Group's risk mapping, certain segments of these value chains have been identified as exposed to elevated risk of adverse impacts on fundamental labor rights.

This may include, inter alia, issues related to working hours, wage levels, occupational health and safety (OHS), and freedom of association.

Although suppliers are subject to Group-level requirements and systematic follow-up, the risk is considered to be structural in nature. It cannot therefore be fully eliminated, but is managed through continuous prioritization, risk-based supplier follow-up, and the implementation of improvement measures.

### 5.2.2 Environmental Impact Related to Material Use

The company supplies a broad portfolio of medical devices, a significant proportion of which consists of plastic- and polymer-based materials, as well as products containing chemical and electronic components.

The production and use of such materials entail risks related to resource consumption, greenhouse gas emissions, waste generation, and limited circularity.

These risks are primarily associated with the upstream segments of the value chain, where the company's leverage is indirect but exercised through supplier requirements, product selection, and packaging solutions.

### 5.2.3 Transport and Packaging

The distribution of medical devices entails risks related to environmental impacts and resource consumption. Transportation contributes to greenhouse gas emissions, while packaging constitutes a significant share of the overall waste generated by the products.

These risks are considered material from both an environmental impact and resource efficiency perspective. Transport and packaging have therefore been identified as prioritized areas for further measures within the company's due diligence efforts.

### 5.2.4 Downstream Impacts in Healthcare Settings

The use of single-use medical devices in healthcare settings generates significant volumes of waste. The way in which products are used and handled influences both environmental impact and resource efficiency.

Although the company does not have direct control over end use, it can contribute to risk reduction through product information, guidance, and ongoing dialogue with customers and business partners.

## 5.3 Link Between Risk Areas, Measures and Follow-up

**Working conditions in the supply chain:** Addressed through Group-based supplier mapping, ESG assessments, and ongoing dialogue with suppliers within identified risk categories.

**Material use and environmental impacts:** Addressed through product selection, packaging measures, and collaboration with suppliers to support improvements.

**Transport and logistics:** Addressed through adjustments to the transportation mix, supplier follow-up, and the use of emissions data to support reduction initiatives.

**Downstream impacts:** Addressed through the provision of product information, guidance, and ongoing dialogue with customers and business partners.

# 6.0 Measures and Follow-up in 2025

This section outlines the measures implemented in 2025 to address identified risk areas and to further develop the company's due diligence practices. The measures have been prioritized based on the severity and likelihood of risks, as well as the company's degree of leverage, and are followed up through systematic documentation.

## 6.1 Supplier Management

In 2025, B. Braun Medical AS has prioritized supplier follow-up within risk categories where the need for documentation, control, and dialogue is considered to be greatest. The follow-up includes the collection and assessment of supplier information, review of documentation, and engagement with suppliers where deviations or improvement potential have been identified.

Where documentation has not been sufficient to assess risk, this has been followed up through specific feedback and clear expectations for improvement. Further follow-up actions have been defined, and cases have, where necessary, been escalated in accordance with established procedures.

The follow-up has focused on improvement and risk reduction, rather than solely on formal compliance.

## 6.2 Whistleblowing, Complaints and Deviations

The company utilizes multiple channels to capture concerns and risk signals, including its Speak Up/Integrity Line, customer service, supplier dialogue, and established deviation management systems. Cases are recorded and assessed with regard to severity, and further handling is determined based on the nature of the case and its potential consequences.

In 2025, particular focus has been placed on the early identification of serious and recurring issues, as well as on the systematic documentation of assessments and decisions. This provides a foundation for learning and continuous improvement.

## 6.3 Logistics, Transport and Packaging

Transport and logistics are prioritized areas with regard to both delivery performance and environmental impact. In 2025, the company has worked to strengthen the data foundation related to transport, including transport mix, delivery performance (e.g. OTIF), recorded deviations, and packaging solutions.

Transport partners are followed up through deviation management, ongoing dialogue, and contractual frameworks. Experience gained from these activities is used to identify measures aimed at strengthening delivery reliability and reducing environmental impact, where the company has leverage.

## 6.4 Training and Internal Control

To ensure that established procedures are effectively implemented in practice, clear roles and responsibilities, as well as sufficient competence within the organization, are required. In 2025, training has been conducted in areas including the Code of Conduct, compliance requirements, and the handling of whistleblowing cases and deviations.

The implementation of training is monitored through the company's systems, and needs are continuously assessed based on identified risks and operational experience. This contributes to ensuring that internal controls function as intended and that due diligence practices are embedded in day-to-day operations.

# 7.0 Results from 2025

No conditions have been identified that are assessed as confirmed breaches of fundamental human rights. At the same time, structural risks and certain areas for improvement have been identified, particularly related to data quality and supplier follow-up, which are being addressed through established processes.

The results of the due diligence efforts in 2025 demonstrate a further development of the company's methodology, data foundation, and follow-up of identified risk areas.

The work has contributed to increased systematization in the assessment of supplier risk, inter alia through improved access to documentation and a more structured use of available data in risk evaluations. At the same time, indirect impacts within the value chain have been more systematically incorporated into the analyses, particularly in relation to material use, transport, and environmental impacts.

In addition, certain risk signals and areas for improvement have been identified, including the need for further documentation from suppliers within selected risk categories and the strengthening of traceability in parts of the supply chain. These matters are being addressed through dialogue with suppliers and prioritized follow-up measures.

Follow-up of transport and logistics has contributed to improvements in the transportation mix, including increased use of rail and electric vehicles where available.

Overall, the work carried out in 2025 has contributed to a more structured and auditable basis for the further prioritization of measures and the follow-up of identified risk areas.

## 8.0 Priorities for 2026

The due diligence work will be continued in 2026, with a particular focus on further developing the methodology, strengthening the data foundation, and following up on identified risk areas.

The company will place particular emphasis on expanding and systematizing supplier assessments, including increased use of available data and tools for risk mapping.

There will also be a continued focus on the follow-up of identified environmental risk areas, particularly related to material use, circularity, and transport. The work includes, inter alia, measures aimed at reducing emissions where the company has leverage.

In addition, the company will further develop procedures for documentation and traceability, with the aim of strengthening the basis for auditable assessments and more targeted follow-up of identified risk areas.

# 9.0 Conclusion

The due diligence assessment for 2025 demonstrates that B. Braun Medical AS has established a structured and systematic approach to identifying and addressing risks related to fundamental human rights and decent working conditions. The assessment covers the company's own operations, the supply chain, and relevant downstream activities.

The overall risk profile indicates that risks are relatively low within the company's own, directly controllable operations. At the same time, structural risks have been identified in the upstream segments of the global supply chain, particularly related to raw materials and components. These conditions require ongoing follow-up and prioritization.

The measures implemented in 2025 have strengthened the basis for documentation and follow-up of risks, including more systematic supplier follow-up and clearer internal anchoring.

On this basis, B. Braun Medical AS considers that the company has established an auditable and robust foundation for its continued work. The efforts will be carried forward in 2026 in line with identified risk areas and increasing requirements related to documentation and the effectiveness of measures.