Systematic work environment management

Policy, risks and procedures under AFS 2023:1 and AFS 2023:2

English translation. The Swedish original is the governing text.

Document control	
Company	Upstrat Lab AB (Up Strategy Lab), reg. no. 559172-7218
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Deputy	Noel Braganza, co-founder and head of design
Approved by	Daniel Nilsson, CEO, 2026-11-17
Applies to	All employees, plus consultants and subcontractors working on our assignments
Next review	January 2027, then every January and whenever there are significant changes

1. How we want it to be

Up Strategy Lab is a small agency where everyone makes a difference. We believe good ideas come from people who are well, keep learning and get to be themselves. Our work environment rests on three things set out in our staff handbook:

- Openness and respect. We are an open workplace for people of every gender identity, sexual orientation, ethnicity, nationality and background. Everyone should be able to be themselves without fear of being treated unfairly. Intolerance is addressed straight away.
- Freedom with responsibility. We work where and when we do our best work, in the office or remotely. That freedom depends on nobody having to be reachable all the time and on workloads being kept reasonable.
- Teamwork and development. We give each other feedback, share what we know, hold regular check-ins and development reviews every quarter, and get together in person for days and activities as a group.

2. Work environment policy

Everyone who works for us should have a work environment that is safe, healthy and helps them develop, physically, organisationally and socially. We commit to:

- preventing ill health and accidents by investigating risks and dealing with them in good time,
- keeping workloads reasonable and working hours healthy, including when we work flexibly and remotely,
- not tolerating bullying, harassment or discrimination,
- complying with work environment legislation and working systematically towards continuous improvement,
- involving every member of staff in work environment management.

3. Responsibilities, allocation of tasks and participation

Role	Who	Responsibility
Employer's responsibility and Work Environment Manager	Daniel Nilsson, CEO	Has overall responsibility. Leads the risk assessment, action plan and annual review. Takes reports of near misses, accidents and bullying.
Deputy	Noel Braganza, co-founder and head of design	Receives reports when the CEO is away, or when a report is about the CEO.
Safety representative	Simon Svanberg, elected by staff	Represents staff on work environment matters, takes part in the risk assessment, action plan and annual review, and can request measures under Chapter 6 of the Work Environment Act.
All staff	Employees and consultants	Follow the procedures, use equipment correctly, and speak up about risks, heavy workloads and near misses.

Staff have elected Simon Svanberg as their safety representative under Chapter 6 of the Work Environment Act. The CEO makes sure the safety representative gets time for the role and completes basic safety representative training in the first quarter of 2027. We go through the policy and procedures with everyone when they join and at every annual review. Everyone is also directly involved: health and safety is a standing item at team meetings and development reviews, and everyone takes part in the annual risk assessment and review. Anyone given health and safety tasks gets the knowledge and authority they need to carry them out.

4. Knowledge of rules and risks

The CEO is responsible for making sure we know and follow the rules that apply to us, and checks them at the annual review. New staff go through this procedure, the security policy and the staff handbook during their first week.

Rule	What it means for us
Work Environment Act (1977:1160) and Work Environment Ordinance (1977:1166)	The basis of the employer's and staff's responsibilities
AFS 2023:1 Systematic work environment management	Policy, procedures, allocation of tasks, written risk assessment, action plan, annual review, occupational health service where needed
AFS 2023:2 Planning and organising work environment management	Goals for the organisational and social work environment, workload, working hours, bullying, workplace adjustments and rehabilitation, first aid and crisis support
Working Hours Act (1982:673) and Annual Leave Act (1977:480)	Rest, overtime and holidays. We offer 30 days' holiday, above the statutory 25.
Discrimination Act (2008:567)	Prohibition of discrimination and work on active measures
Social Insurance Code (2010:110)	Rehabilitation and reporting of occupational injuries

5. Risk assessment

We investigate and assess risks in writing at least once a year and before making changes, for example when hiring, adopting a new way of working or taking on a large new assignment. The assessment is carried out together with staff. It draws on reported incidents, sickness absence, logged evening and weekend hours, and staff responses to the annual survey. Likelihood and consequence are rated low, medium or high.

Risk	Likelihood	Consequence	How we prevent it
High workload and deadline stress	Medium	High	Weekly planning where we check in on everyone's workload. Assignments are staffed to the hours budget. Whoever has too much on speaks up, and the CEO reprioritises that same week.
Constant availability when working flexibly	Medium	Medium	Nobody is expected to reply outside their working hours. Clients are given clear response times. Evening and weekend work is logged and reviewed every month.
Strain from sitting at a screen	High	Medium	Everyone gets a computer, laptop stand, mouse, headphones and a microphone when they start, plus more kit if they need it, including for working from home. We encourage breaks and moving about.
Isolation and lack of clarity when working remotely	Medium	Medium	Regular team check-ins, Slack for quick contact, shared days and activities, and the office is open to everyone.
Bullying or harassment	Low	High	Clear policy, procedure in section 7, topic covered in development reviews.
Threats or stressful behaviour from a client	Low	Medium	Nobody handles this on their own. The Assignment Lead and the CEO take over communication with the client.
Travel and working away	Low	Medium	Travel is planned so that working hours stay reasonable. All employees have business travel insurance.

6. Measures and action plan

Risks that cannot be dealt with straight away are entered in a written action plan stating the measure, who is responsible, the date and a check that the measure worked. The CEO reviews the plan every quarter.

7. Bullying and harassment

Bullying, sexual harassment and harassment related to the grounds of discrimination are not tolerated. All staff know this procedure.

- Who to contact: the CEO, Daniel Nilsson. If it concerns the CEO, contact Noel Braganza. You can always also contact the safety representative, Simon Svanberg.
- What the recipient does: takes the details the same day, keeps notes, speaks to those involved, investigates promptly and puts measures in place to stop it. The person who reported it is protected against reprisals.
- Getting help fast: you can talk to a psychologist through our health insurance if you are covered by it, or through occupational health services if not.

We also work on active measures under the Discrimination Act: every year we examine whether there are risks of discrimination in working conditions, pay, recruitment, parenthood and opportunities for development, and address whatever we find.

8. Working hours and workload

Our working hours are flexible, within the Working Hours Act. Everyone plans their week together with the Assignment Lead. Evening and weekend work is logged in time reporting and reviewed monthly, so that working hours and rest stay within the Act. Each year the CEO sets goals for the organisational and social work environment (section 12).

9. Near misses, accidents and observed risks

Anyone who is involved in or witnesses an accident, a near miss or a risk informs the CEO the same day. The incident is logged with the date, description, cause and measure taken. The investigation looks at working conditions, not at whose fault it was. The CEO checks that the measure works. Serious accidents and serious near misses are reported to the Swedish Work Environment Authority without delay. Occupational injuries are reported to the Swedish Social Insurance Agency.

10. Work adaptation and rehabilitation

The CEO monitors sickness absence and gets in touch early with anyone who is off frequently or for a long time. If sickness absence is expected to last more than 60 days, we draw up a return-to-work plan no later than day 30, and the work is adapted, for example through different tasks, working hours or aids. The occupational health service is brought in when our own expertise is not enough.

11. Emergencies and acute accidents

- In the event of an accident or sudden illness: call 112, give first aid and contact the CEO.
- If there is a fire in the office: call 112, evacuate following the building's evacuation plan and meet at the assembly point. No one goes back inside.
- After a serious incident, the CEO arranges crisis support for those affected and informs next of kin and any clients affected.
- Every member of staff provides a next-of-kin contact when they start. The contact list is held by the CEO and the deputy.

12. Objectives and annual review

Every January the CEO carries out a written work environment review together with staff, covering the risk assessment, the action plan, reported incidents, sickness absence, overtime and staff views on the work environment gathered in a short survey. The outcome becomes new objectives and a new action plan.

Objective 2027	Measure	Target
Sustainable workload	Share of staff who say in the survey that their workload is reasonable	At least 90%
Recovery	Proportion of months with no overtime beyond what the Working Hours Act allows	100%
Development	Share of staff who have had four development reviews during the year	At least 90%
Safe workplace	Share of staff who say in the survey that they know who to turn to if they are victimised	100%

13. Access for the client

The procedure, risk assessment, action plan and annual review are open to inspection by the client throughout the contract period and will be provided within five working days of a request.