

2015

responsibility report

Inspiring
spaces

Martela



Content

RESPONSIBILITY REPORT

Introduction to Responsibility Report	4
Contents and scope of report	4
Reporting structure	4
Report scope	4
Global compact reporting	4
Purpose of report	4
Managing director's review	7
Martela in brief	8
Management of corporate responsibility at Martela	8
Values	9
Responsibility stakeholders	11
Memberships and influence	12
Strategy, risks and opportunities	12
Management principles	13
Corporate code of conduct	13
Corporate governance principles	13
Risk management	13
Human resources policy	13
Environmental policy	13
Purchasing principles	13
Social requirements for suppliers	13
Responsibility organisation	14
Contact details	14
Monitoring of the responsibility programme for 2015–2017	16
Responsibility programme for 2016–2018	18

RESPONSIBILITY RESULTS

Responsibility results	20	THE NEW LIFE OF AN OFFICE CHAIR	36
Materiality assessment of GRI metrics	20	Environmental responsibility	37
Key responsibility indicators 2013–2015	21	Materials	37
DESIGN FROM FINLAND	22	Energy	38
Economic responsibility	23	Emissions	38
Shareholders	23	Waste	40
Revenue and operating result	23	Recycling service	42
Direct economic value by stakeholder group	24	TURNING PLASTIC TREES INTO REAL ONES	43
Wage and salary costs	24	Product liability	45
Financial assistance	25	Customer satisfaction	45
Purchases from local suppliers	25	Customer feedback	46
Corruption risks	26	Delivery reliability	46
HEADING FOR MARTELA ONE	27	Marketing communications and product markings	46
Social responsibility	28	GRI G4 Content Index	48
Review of 2014	28		
Number and composition of personnel in group	29		
Employee turnover in group	30		
Change management	30		
Health and safety	30		
Personnel competence	33		
Staff suggestions	34		
Remuneration systems	34		

Contents and scope of report

This is Martela's sixth corporate responsibility (CR) report. The report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (version G4). Updates to 2011 Martela's Corporate Code of Conduct according to Martela Lifecycle® -strategy were approved by Board of Directors in February 2016. The similarly updated Environmental and Human Resources Policies were approved by the Group Management Team in February 2016. Other management principles guiding Martela's corporate responsibility approved in 2011 were reviewed and kept unchanged.

The Responsibility Steering Group chose the performance indicators for the report on the basis of a materiality assessment updated in 2016. The indicators that were originally chosen in 2010 have been reviewed annually on the basis of the Steering Group's assessment.

In the GRI G4 content index we present the metrics that have been considered to be material to our operations and/or been required by our stakeholders. There is no external assurance on the responsibility indicators, but economic responsibility metrics are based on the information also available in our Annual Report. The accounting records and the financial statements have been audited by KPMG.

REPORTING STRUCTURE

At the beginning of the report we briefly introduce Martela as a company and present information on its values, strategy and governance. After that, we present

the stakeholder analysis prepared by the Responsibility Steering Group and the core risks and opportunities regarding corporate responsibility.

When presenting Martela's management of corporate responsibility, we give a summary of the related management principles and the nature of the commitments. The full texts of our principles can be found at www.martela.com. Our governance and risk management principles are presented in [the Martela Annual Report](#). In the section 'Responsibility Organisation', we describe the roles and duties of the Board of Directors, the Group Management Team and the Responsibility Steering Group in developing corporate responsibility.

The performance in our different areas of operation is presented in the economic, social and environmental sections of this report. Nearly all of the disclosed results include monitoring data for a period of three years. We report on the monitoring of the responsibility programme for 2015–2017 and the new action plan for 2016–2018.

REPORT SCOPE

The reporting covers all of Martela's operations; any deviations or limitations are reported in connection with the relevant indicators. Reporting boundaries and the data reported have been determined in accordance with the recommendations of the GRI Boundary Protocol.

For business units outside Finland, the coverage of performance indicators is not yet at the level of the coverage of Finnish operations.

For most indicators we can show retrospective statistics for 2013–2015, and we intend to use three-year periods in the future, too.

GLOBAL COMPACT REPORTING

Martela joined [the United Nations' Global Compact Initiative](#) in 2011. Global Compact has approved the use of the GRI guidelines as indicators of the level and progress of actions. In this report, we continue Global Compact reporting by marking in the G4 content index the indicators that we use to measure the extent to which the principles of human rights, labour rights, environmental protection and anti-corruption are in place.

PURPOSE OF REPORT

The report has been written in Finnish and English. No printed copies of the report have been made, but it is possible to print it out as a PDF document.

The report has not been externally verified. The figures in the sections 'Martela as a company' and 'Economic responsibility' were reviewed by the auditors when conducting the audit of the consolidated financial statements and Board of Directors' Report.

This report gives the responsibility results for 2015, and in most cases it also contains 2013 and 2014 data for comparison. The 2016 report will be published in spring 2017.



The report
presents the
responsibility
aspects of our
business.



“Our customers appreciate the undeniable importance of a well-functioning workplace”

Managing director's review

The implementation of the Martela Lifecycle® strategy has been successful and the future certainly looks bright. More and more of our customers have come to appreciate the undeniable importance of a well-functioning workplace and its significance for employee well-being and a healthy company cost structure.

Rapidly changing markets and customer needs, not to mention the demands for occupational wellbeing, are challenges that have forced companies to reconsider their efficiency from new perspectives. Offices are getting smaller and working environments will play an increasingly important role in efficiency. The development of Martela's service business and excellent product portfolio provide the perfect answer.

It has been gratifying to see how companies have expanded their sustainable thinking to include not only furniture recycling and responsible production, but also user-friendliness and appropriate facilities that will adapt to changing needs.

WORKING ENVIRONMENTS ARE AN IMPORTANT MANAGEMENT TOOL

We have long recognised at Martela that the working environment is a company's key resource and a solid management tool.

In striving for excellence, we have simplified job descriptions, improved management models and assigned responsibility in new ways. As we have brought decision-making closer to our customers, we have been able to act with more agility than before. A great working environment is a key prerequisite for the attainment of goals. As an organisation increasingly geared toward the service business, we have been able to refocus quickly, which is largely due to our working environment.

USER-FRIENDLY WORKING ENVIRONMENTS

Many knowledge workers know first-hand how the world is changing: we need less storage space and a wider variety of meeting rooms, and a personal workstation is no longer a given. Spaces for meeting and discussions are becoming increasingly important. On the other hand, a workstation shared by many may actually feel more personal, when the chair and the desk can be made to adjust automatically to our personal preferences.

The participatory method of management in our activity-based office has brought efficiency and openness. It also helps us to clearly specify our KPIs and quickly ensure that they have been understood throughout the organisation. The activity-based office, also gives organisations and individuals more responsibility, which will help us to create a proactive culture of taking responsibility and thus ensure that we achieve Martela's KPIs.

KPIs FOR THE DEVELOPMENT OF WORKING ENVIRONMENTS AND RESPONSIBILITY

I enjoy the benefits of the activity-based office every day taking care of my tasks more efficiently. It is very motivating to be involved and to experience the organisation's successes. But the absolutely best thing is seeing our customers' transformations. It is inspiring to have discussions and set targets for change. Here are a few examples of the targets:

1. Reducing costs
2. Improving employee satisfaction / recommendations
3. Improving work productivity / efficiency
4. Improving wellbeing at work
5. Developing work and working methods

I want to encourage you to transform your working environment into a management tool.

MARTELA LIFECYCLE® OFFERS COMPREHENSIVE SOLUTIONS

From the perspective of investment, resource-efficient use of space is a good idea for both owners and users. When a smart office is created using up to 50 percent less space than before, it is possible to reduce not just rental costs – but also energy consumption. Studies show that functional premises increase wellbeing at work. At best, smart office premises can free up company resources for investments that may make a vital contribution to the national economy.

For Martela, corporate responsibility means that we take responsibility for our products right from the working environment specification phase, through product design and products to production, customer service and maintenance service during use, up to the final recycling of the product when the customer no longer has any use for it.

We have developed our business processes and operations network in ways that allow us to reduce our energy use and minimise emissions and environmental risks. Our goal is to create working environments that have a long lifecycle, can be adapted for changing needs and have minimal impact on the natural environment. Above all, our goal is to create efficient, user-friendly working environments that will enable companies to achieve their KPIs and sustainable operation.

Helsinki, March 2016
Matti Rantaniemi
Managing Director

Martela in brief

Martela designs and creates the best workplaces and learning environments for its customers. We offer ergonomic solutions for modern working environments – for mobile work and activity based offices. Our objective is to provide with the best service in the business and high-quality and innovative products. Fast deliveries and an efficient delivery network help us attain this objective.

Martela is the largest company in its sector in Finland and one of the three largest in the Nordic countries. We also offer a wider range of services that support the maintenance and modification of interior solutions than anyone else. We offer a comprehensive service that can cover the entire process of change from initial inventory and design to removal and maintenance.

Martela is a family company founded 70 years ago and its shares are quoted on NASDAQ OMX Helsinki Ltd. The company has production facilities in Finland, Sweden and Poland. Our main markets include the regions around the Baltic Sea and Norway.

In 2015, Martela Group's revenue was EUR 132.8 million and it employed an average of 622 employees.

Management of corporate responsibility at Martela

Managing corporate responsibility is normal everyday work at Martela. Responsibility is an integral part of Martela's values, operating principles and strategy. In addition, the company has defined specific management principles for guiding [corporate responsibility work](#). All management principles presented here were drawn up at the beginning of 2011 and part of them revised in the beginning of 2016.

Since 2012 our employees have received annual training in the principles of CR management. In 2015 training concentrated in responsibility aspects in different Martela Lifecycle® -phases. Our main partners have been informed of our responsibility principles during 2012 and they continue to be a part of the normal trading negotiations with new suppliers. Supplier answers to the 2014 questionnaire were analysed

during 2015. Martela Purchasing Principles as well as Martela Social Requirements on Suppliers are applicable for suppliers of Martela-labelled products as well as trading partners whose products are included in the Martela product program.

Values

Our corporate values are expressed by the terms: **Family business, Passion for Innovations, User Driven Design** and **Finnish**.

Family business explains the long-term approach that we take. We look further than just the next quarter, and we maintain contacts over generations. We look to the future, and we value both the environment and our roots.

Passion for Innovations is in our DNA. Innovation applies to our offering but is also evident in our endeavours to improve everything we do.

User Driven Design can be seen and felt in our products and services in a very tangible sense. We can improve the everyday lives of our customers in many ways.

Martela was founded in 1945 and it has developed along with the country itself over the decades since. We are very proud of our Finnish roots. A key aspect of being Finnish is keeping your word. At Martela this means keeping our customer promises: we finish the work we have started, with pride. Therefore, our fourth value is represented by the word **Finnish**.

We look to the future with appreciation of both the environment and our roots.





Our business
is based on
interaction with
stakeholders.

Responsibility stakeholders

The Martela Responsibility Steering Group has updated its stakeholder assessment with the help of a stakeholder analysis based on customer interaction as well as responses to the responsibility survey posted on Martela's web pages during spring 2015. The stakeholder assessment

is the basis for the improvement of our CR management model. The analysis focuses on the responsibility expectations of Martela's key stakeholders and Martela's actions to meet these expectations. We measure how well our actions have succeeded through the indicators we have chosen for

this Responsibility report. The stakeholder analysis was originally conducted at the beginning of the responsibility project by the Group's internal specialists, utilising the available surveys and studies of stakeholder opinions.

CUSTOMERS

Customers expect to receive information on product emissions, supply chain and materials. Key account customers require the use of a Code of Conduct internally as well as in our supply chain. Customers require information on Martela's and its suppliers' compliance with laws and contracts. Customers especially in Swedish and Norwegian markets are expecting third party verification that our products comply with environmental labelling criteria. To fulfil these expectations Martela collects information for product declarations based on customer requests. We update and communicate our Code of Conduct both internally as well as within our supply chain, and we openly report our responsibility performance through annual responsibility reporting. In Swedish and Norwegian markets we have obtained Swan labelling for our major portfolio as well as Möbelfakta labelling. Martela services and chosen products have been awarded the right to use Finnish key symbol as a label to emphasise the amount of Finnish work they contain.

SPECIFIERS

Specifiers mainly seek information on the latest environmental trends and the brand value. To fulfil these expectations Martela conducts material studies and brand image surveys and organises specifier events for communication. Designers are looking for opportunities to realize their ideas with respect to Finnish design traditions and part of them are included annually in Martela offering.

EMPLOYEES

Employees expect to be covered by their work contract and they also expect career opportunities. It is important to have training for new skills and good health and safety practices. To fulfil these expectations Martela follows employee satisfaction and wellbeing with surveys, creates training opportunities, arranges regular personal appraisals and provides activation with the help of employee clubs. Martela publishes metrics on training events, sick days, accidents, employee turnover, appraisal practices and has open internal discussion on metric results.

DEALERS

Dealer expectations coincide predominantly with customer expectations. A reliable business partnership is also important for them. To fulfil the expectations Martela is doing its best to exceed other suppliers' performance and to have open communication of our performance with our dealers.

SUPPLIERS

Suppliers expect steady development. They need clear communication on the instructions as well as Martela's expectations. Martela invests in long-term co-operation. We communicate our responsible purchasing principles and monitor and communicate compliance with Martela requirements.

OWNERS AND INVESTORS

Our owners and investors expect Martela to carry out steady development and successful risk management. Competitiveness and Martela's corporate responsibility performance is observed closely. To provide more in-depth information we constantly develop systematics on our Corporate Responsibility Reporting, includ-

ing cost savings and competitive advantage indicators as well as indicators for brand image and value.

OTHER STAKEHOLDER GROUPS

Martela have an important role in wellbeing in the areas of its activities by employment and indirect positive effects that has to the society. Martela is involved in corporate social responsibility work as providing opportunities of new learning environments through Me & My City (Yrityskylä) co-operation.

Memberships and influence

With respect to legislation and collective bargaining issues, Martela's voice is heard through its membership of the Association of Finnish Furniture and Joinery Industries, which is a member of the Confederation of Finnish Industries. In Sweden we are a member of Trä- och Möbelföretagen. Martela does not support any politicians or political parties in any of its countries of operation.

Strategy, risks and opportunities

Creating the best working environments is at the core of [Martela's strategy](#). "Supporting customer business with Martela Lifecycle[®]", which was redefined during 2014. The model allows companies to considerably reduce their premises costs, improve employee wellbeing and brand image, and increase sales and the creativity of employees. In practice, responsibility aspects are included in our comprehensive solutions for our customers.

The latest corporate risk assessment did not reveal any corporate responsibility risks that would require particular action. Responsibility risks are discussed in the Board of Directors' risk assessment under Business risks.

Management principles

CORPORATE CODE OF CONDUCT

Martela Corporation's Board of Directors approved [the Martela Corporate Code of Conduct](#) at its meeting on 8 February 2011 for the first time and updates according to Martela Lifecycle® -strategy at its meeting on 3 February 2016. The Code includes guidance and requirements for the benefit of those who work at Martela and Martela's partners. The Code states Martela's position on good financial management, responsibility in personnel issues, environmental responsibility, cooperation with suppliers of goods and services, customer relations, communications and stakeholder relations, among other things. Martela's international commitments are also recorded in the Code.

The Martela Management Team approved the set of CR policies (Human Resources Policy, Environmental Policy, Purchasing Principles and Social Requirements for Suppliers) that support the Code at its meeting on 5 January 2011 for the first time. The Martela Management Team approved updated Environmental Policy and People Policy at its meeting on 17 February 2016. Other management principles were re-confirmed at the same meeting.

The complete text of the Corporate Code of Conduct, and the Human Resources Policy, the Environmental Policy, the Purchasing Principles and the Social Requirements for Suppliers that support it can be found on Martela's website at www.martela.com/responsibility.

CORPORATE GOVERNANCE PRINCIPLES

As corporate governance principles and issues are dealt with in Martela's Annual Report, in the Board of Directors' Report, and in stock exchange releases on the resolutions passed by the organisational meeting of Martela Corporation's Board of Directors and by the Annual General Meeting, they are not treated separately in this report.

RISK MANAGEMENT

Risk management is also dealt with in more detail in the Annual Report and the Board of Directors' Report, and so it has not been included in this report.

HUMAN RESOURCES POLICY

[Martela's People Policy](#), approved by the Group Management Team, outlines the principles on which responsible HR management is founded. These principles clarify and harmonise the HR management process, and show how to maintain and develop a good corporate and employer image. Martela's success is dependent on a skilled and motivated personnel who enjoy their work. Through responsible HR management, the company ensures that these personnel qualities are maintained in both the short and long run.

ENVIRONMENTAL POLICY

[Martela's Environmental Policy](#), approved by the Group Management Team, aims to decrease the company's environmental impacts and promote recycling. The policy gives guidance on how to apply an environmental approach to developing Martela's offering with which we indirectly affect also the environmental impact of our customers.

Our environmental activities are managed in accordance with the ISO 14001 management system, which is presented in more detail in the environmental section of this report.

PURCHASING PRINCIPLES

[Martela's Purchasing Principles](#), approved by the Group Management Team, present Martela's core requirements for suppliers of goods and services. The principles deal with suppliers' compliance with laws, regulations and the Martela Corporate Code of Conduct, as well as delivery reliability, environmental and other issues. Product-specific and supplier-specific quality and technical requirements, and environmental and social requirements, are dealt with in more detail in separate guidelines.

SOCIAL REQUIREMENTS FOR SUPPLIERS

[Martela's Social Requirements for Suppliers](#), approved by the Group Management Team, complement the Purchasing Principles. The requirements are designed to cover purchasing that, in our assessment, has a reputation risk attached to it. Such purchasing is mainly from suppliers and subcontractors in developing countries. The suppliers are required to comply with national labour laws and ILO conventions. The aspects which are monitored are working hours, pay, child labour, forced labour, discrimination, freedom of association and collective bargaining, and health and safety at work. The requirements state how suppliers are to be monitored. Only a few of Martela's suppliers are regarded as risk suppliers.

Responsibility organisation

Corporate responsibility is managed at Martela as part of the normal planning process and everyday work. Therefore, no separate organisation is required. However, because responsibility covers many new issues, a *Responsibility Steering Group* has been set up to prepare development actions, coordinate these in the business units and make all the necessary proposals to the Group Management Team. Responsibility Steering Group is also management review group for quality and environmental management systems.

Once a year, the Responsibility Steering Group reviews the results of the responsibility work undertaken, the plans for further work and the reporting. The Responsibility Steering Group consists of the Responsibility Team with chosen representatives from the Martela Management Team. Martela's Responsibility Specialist acts as the secretary for the Responsibility Steering Group and prepares the necessary material. The chairman of the Steering Group is the Martela Group's Marketing and Responsibility Director.

The Group Management Team follows the progress of the responsibility programme and considers proposals put forward by the Responsibility Steering

Group, the Management Team member in charge of responsibility matters, Vice President, Business Unit International, Marketing and Responsibility or other Management Team members. The Management Team will approve the principles guiding responsibility, except those that require the approval of the Board of Directors, and will approve the annual Responsibility Report before it is published.

Of the principles guiding responsibility, *the Board of Directors* approves the Corporate Code of Conduct, the governance policies and risk management policy. The Group Management Team will submit other responsibility proposals to the Board as necessary. The Board has not nominated any of its members to specialise in CR issues.

The Martela units will implement the Corporate Code of Conduct in their own operations within the normal planning process and management framework. The CR action plan for 2016–2018 aims to visibly incorporate responsibility development in future annual planning processes.

CONTACT DETAILS

Martela Group
Takkatie 1, P.O. Box 44
FI-00371 Helsinki
tel. +358 10 345 50

Responsibility Steering Group's representative in Group Management Team

VP, Business Unit International,
Marketing and Responsibility
Veli-Matti Savo
tel. +358 400 688 535
veli-matti.savo@martela.com

Responsibility Steering Group chairman

Marketing and Responsibility Director
Minna Andersson
tel. +358 40 087 8101
minna.andersson@martela.com

Responsibility Steering Group secretary

Responsibility Specialist
Anne-Maria Peitsalo
tel. +358 40 720 1491
anne-maria.peitsalo@martela.com



Responsibility
is part of our
daily work.

Monitoring of the responsibility programme for 2015–2017

Martela’s fourth responsibility programme, covering the period 2015–2017, was published in the 2014 responsibility report. The Responsibility Steering Group reviewed the attainment of programme goals in March 2015. The following table presents a summary of the review.

Goal	Schedule	Status	Review comments and further action
Increasing shareholder value Decreasing working capital Increasing cash flow	2017	■ Work continues	Improvement achieved and work continues. Schedule extended to 2018
Customer employee wellbeing (knowledge workers) 1. 50% Martela customers started workplace change with Martela Lifecycle® specification phase 2. user experience study result: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2017	■ Goal updated	Many of the best customers have started adapting MLC model. Target is updated and re scheduled according to strategy
Martela employee wellbeing 1. Employee survey, action plans and implementation 2. all Martela offices using Martela Lifecycle® model focusing on user needs resulting in user experience study: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2016	■ Work continues	MLC in Martela offices: <ul style="list-style-type: none"> - 30% specification done - 5% user experience survey done after the change
Each Martela site with over 20 employees will have participated in local community involvement initiatives at least once by the end of 2017 <ul style="list-style-type: none"> • e.g. Martela Citizen Day in Finland: Opportunity for Martela’s knowledge workers to use a working day as an instructor at Me & My City (Yrityskylä) in 2016 	2017	■ Work continues	Martela Citizen day in Finland extended to the end of 2016

MANAGEMENT OF CORPORATE RESPONSIBILITY AT MARTELA

- Work continues
- Goal updated
- Schedule updated

Goal	Schedule	Status	Review comments and further action
Minimising environmental impact of Martela's own workplaces for example: <ul style="list-style-type: none"> • all workplaces are accessible with public transport • all knowledge workers have access to virtual meeting equipment • all knowledge workers have remote working possibilities • all furniture no longer needed are relocated or responsibly recycled • efficient use of space in Martela offices: target 15 m²/person 	2017		All targets currently in schedule and new target added
Minimising environmental impact of Martela offering for example: <ul style="list-style-type: none"> • providing customers with more efficient work space solutions • developing more environmentally friendly supply chain • developing more environmentally friendly products and services • designing and offering products with long life time 	2017		Improvement achieved: new Dynamic line for easy work space efficiency follow-up, new product lines created with modular structure to decrease need of components, E1/2 particle board taken into use in Martela products. Schedule extended to 2018
Developing recycling services in all Martela home markets <ul style="list-style-type: none"> • developing relocating services as part of workplace planning • developing local sales channels • developing local refurbishment • developing local material recycling 	2017		Improvement achieved: logistics of recycled furniture centralized and new web base sales channel taken to use. Schedule extended to 2018

Responsibility programme for 2016–2018

At the beginning of 2016, the Responsibility Steering Group approved Martela’s new CR action plan for 2016–2018. The plan includes overall goals including economic, social and environmental aspects of responsibility.

Goal	Schedule
Increasing shareholder value Decreasing working capital Increasing cash flow	2018
Customer employee wellbeing (knowledge workers) 1. 50% Martela customers started workplace change with Martela Lifecycle® specification phase 2. user experience study result: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2018
Martela employee wellbeing 1. Employee survey, action plans and implementation 2. all Martela offices using Martela Lifecycle® model focusing on user needs resulting in user experience study: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2016
Each Martela site with over 20 employees will have participated in local community involvement initiatives at least once by the end of 2017 • e.g. Martela Citizen Day in Finland: Opportunity for Martela’s knowledge workers to use a working day as an instructor at Me & My City (Yrityskylä) in 2016	2017
Minimising environmental impact of Martela’s own workplaces for example: <ul style="list-style-type: none"> • all workplaces are accessible with public transport • all knowledge workers have access to virtual meeting equipment • all knowledge workers have remote working possibilities • all furniture no longer needed relocated or responsibly recycled • efficient use of space in Martela offices: target 15 m²/person 	2017
Minimising environmental impact of Martela offering for example: <ul style="list-style-type: none"> • providing customers with more efficient work space solutions • developing more environmentally friendly supply chain • developing more environmentally friendly products and services • designing and offering products with long life time 	2018
Developing recycling services in all Martela home markets <ul style="list-style-type: none"> • developing relocating services as part of workplace planning • developing local sales channels • developing local refurbishment • developing local material recycling 	2018



Over 30 % of employees say that wellbeing has increased.

Responsibility results

Martela's performance in the area of corporate responsibility is measured using indicators compatible with the GRI recommendation which were chosen on the basis of the materiality assessment made by the Responsibility Steering Group. The Steering Group chose five economic-, nine environmental-, eleven social- and three product responsibility indicators for the

2015 reporting. The intention is to continue this practice in the 2016 reporting with no changes.

MATERIALITY ASSESSMENT OF GRI METRICS

The Responsibility Steering Group has conducted a materiality assessment as a basis for responsibility reporting. The GRI recom-

mendations were assessed in relation to the expectations of Martela's key stakeholders, and the significance of the measures for Martela was considered. The materiality assessment was carried out by the company's internal specialists and was updated according to key customer interviews and responsibility discussions.

MATERIALITY ASSESSMENT



Key responsibility indicators 2013–2015

	2013	2014	2015
Economic responsibility indicators			
Revenue (million €)	132.3	135.9	132.8
Profit before tax (million €)	-4.6	-0.6	3.4
Income Taxes (million €)	-0.5	0.1	0.9
Return on investment, %	-8.4	0.5	12.1
Equity to assets ratio, %	37.2	38.1	40.9
Dividends paid (million €)	0.8	0.0	0.4
Wages and salaries (million €)	30.1	29.2	25.7
Number of employees (average in man-years)	690	658.4	627.3
Purchases from suppliers (million €)	97.7	96.1	92.8
Gross capital expenditure (million €)	3.0	1.7	0.7
Customer satisfaction (scale 0–5)	4.15 ¹⁾	4.20 ¹⁾	4.21 ¹⁾
Social responsibility indicators			
Average age of employees (years)	44.2 ²⁾	44.5 ²⁾	45.0 ²⁾
Number of employees with more than 10 years' service, %	48.0	48.0	48.5
Employee turnover, %	15.3	17.6	19.7
Reasons for leaving (incidents)			
- terminated by employer	17	30	67
- terminated by employee	82	72	43
- retirement	10	17	8
Absences due to illness (% of work time)	3.0	3.4	3.0
Investment in training (€ / person)	360	251	208
Development discussions (% of staff)	75	61	79
Environmental responsibility indicators			
Material use (1,000 kg)	12 253	12 255	11 655
Direct energy (GJ)			
- heating oil	14 509	5 204	0
Indirect energy (GJ)			
- district heating	13 279	18 026	20 188
- electricity	25 927	25 944	24 334
- gas		237	703
Carbon dioxide emissions (1,000 kg)			
- from direct energy	1 117	396	0
- from indirect energy	2 163	1 141	865
- from own transport equipment	994 ²⁾	1 173 ²⁾	1 219 ²⁾
- from company cars	187 ²⁾	165 ²⁾	131 ²⁾
- from business flights	166 ²⁾	249 ²⁾	106 ²⁾
Waste (1,000 kg)			
- hazardous waste (1,000 kg)	19	16	18
- recovery, %	99	98	96

1) Sales Finland

2) Martela Group Finland operations



Better
future by
Inspiring
spaces

Design from Finland

Several of Martela's services and products have been awarded the Design from Finland label. The Association for Finnish Work awards the label for unique Finnish design, thus acknowledging a company's trailblazing contribution to Finnish design. The main criteria include a company's investment in design, its benefits in terms of increasing the competitiveness and differentiation of products or services, and its general benefits for business and user-orientation.

The Design from Finland recognition suits Martela's values, as Martela has always been passionate about user-friendly design. Martela Lifecycle® is a great example of modern Finnish service design that optimises the use of space while taking account of the needs of furniture and people. Dedicated, holistic thinking makes it possible to anticipate future needs, which in turn leads to efficiency and cost savings.

Design from Finland has been awarded to a number of Martela designs and services created by Finnish designers. One of them is the Frankie conference table range designed by Iiro Viljanen.

[Read more about the Association for Finnish work](#)

[Read more about Martela's Design from Finland services and products](#)

Economic responsibility

Martela Corporation is a Finnish public limited company that is governed in its decision-making and management by Finnish legislation, especially the Limited Liability Companies Act, by other regulations concerning public listed companies, and by its Articles of Association. In addition, Martela has a Code of Conduct, which includes sound financial management policies.

As a stock exchange listed company Martela complies with the NASDAQ OMX guidelines for insiders and the Finnish Corporate Governance Code 2015, published by the Securities Market Association.

Most indicators of economic responsibility are derived from the consolidated financial statements, the preparation and disclosure of which are based on the IFRS standards.

SHAREHOLDERS

Martela has two share series, A and K, with each K share entitling its holder to 20 votes at a General Meeting and each A share entitling its holder to one vote. Private holders of K shares have a shareholder agreement that restricts the sale of K shares to any party outside the existing holders of K shares. There are altogether 604 800 K shares and 3 550 800 A shares. K shares account for 14.6% of all shares and 77.3% of the total votes. Almost all the stock exchange trading is in A shares, and the turnover rate in 2015 was 21.6%. The fifty largest shareholders held 72.3% of the company's shares at the end of 2015, and the company's market capitalisation was EUR 14.4 million.

REVENUE AND OPERATING RESULT

The consolidated revenue in 2015 was EUR 132.8 million, a decrease of 2.3% from the previous year. Business Unit Finland contributed EUR 96.7 million to the revenue. The consolidated operating result for 2015 was EUR 4.1 million (0.2). Business Unit Finland's operating result was EUR 8.2 million (2.8). The Group's equity ratio was 40.9% (38.1%), the gearing ratio was 16.6% (33.4%) and gross capital expenditure was EUR 0.7 million (1.7). The capital expenditure was mainly related to production equipment.

DIRECT ECONOMIC VALUE BY STAKEHOLDER GROUP

73% of the Martela Group's EUR 132.8 million revenue is distributed to suppliers and service providers as payments for purchases of materials, goods and services. The second highest portion of economic value goes to the personnel in the form of employee salaries and wages, and associated with these are indirect employee benefits (pension contributions and other social security). Shareholders receive economic value in the form of dividends. Income taxes are paid according to the legislative require-

ments of each country of operation, and the tax rate differs depending on the economic value retained in the local units.

WAGE AND SALARY COSTS

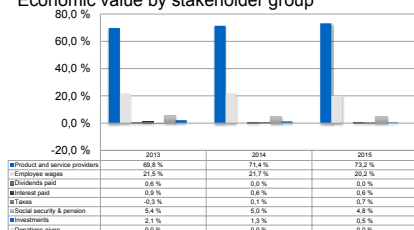
Due to an increase in the number of employees in Martela Group, the total salaries, wages and social costs increased during 2009–2012, but the figure has decreased since then. The graph shows the proportion of salaries and wages, indirect employee costs and taxes in the main market areas. The biggest proportion is naturally in Finland, as it has the highest number of employees, while the rest is divided between

Sweden and Poland. Sweden's annual figures also include those for Norway. 'Others' contains minor markets.

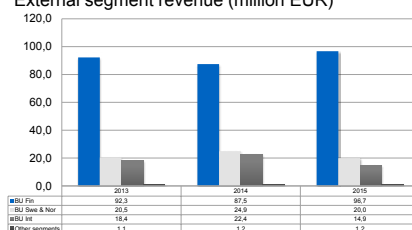
The minimum monthly salary in the joinery industry in Finland has been EUR 1,639 since 1 February 2015 and EUR 1,646 from 1 February 2016 onwards. The minimum hourly salary in the removals business is EUR 10.15. Martela employees' minimum monthly salary was EUR 1,802 in 2015.

In Sweden, trade unions have set a minimum salary. For example, in production the salary depends on years of service and for the first year the salary is 117.40 SEK/

Economic value by stakeholder group



External segment revenue (million EUR)



Operating profit by segment (EUR million)	2013	2014	2015
BU Fin	1.4	2.8	8.2
BU Swe & Nor	-1.4	-0.4	-1.5
BU Pol	-1.2	-0.6	-1.7
Other segments	-2.0	-1.7	-1.0
Total	-3.1	0.2	4.1

Economic value by stakeholder group	2013	2014	2015
Product and service providers	69.8%	71.4%	73.0%
Employee wages	21.5%	21.7%	20.1%
Dividends paid	0.6%	0.0%	0.3%
Interest paid	0.9%	0.6%	0.6%
Taxes	-0.3%	0.1%	0.7%
Social security & pension	5.4%	5.0%	4.8%
Investments	2.1%	1.3%	0.5%
Donations given	0.0%	0.0%	0.0%

hour. At Martela AB, minimum wages are paid to temporary employees, and permanent employees are paid more, depending on competence. The minimum wage for office workers in Sweden is 18,040 SEK/month and all office workers in Martela AB are paid more than the minimum wage.

In Poland the nationwide minimum wage in 2015 was 1,750 PLN. All the employees of Martela Sp. z o.o. are paid more than the minimum level. In summary all the Martela employees are paid at least the minimum salary level that is set in the countries of operation.

FINANCIAL ASSISTANCE

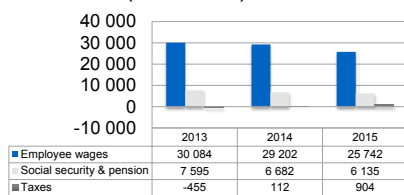
Martela Group started applying for and receiving public financial assistance in 2009. The assistance was granted by Finland's Ministry of Employment and the Economy to support Martela's presence at international design fairs. Research and development has also benefitted from financial assistance given by TEKES (the Finnish Funding Agency for Technology and Innovation).

In 2015 the level of assistance received on the level of previous years and it was allocated to the development of processes.

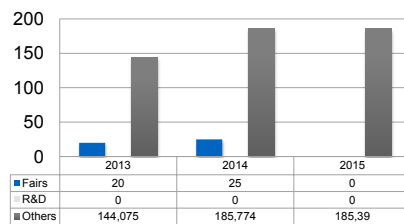
PURCHASES FROM LOCAL SUPPLIERS

Martela has logistics centres in Finland, Sweden and Poland. Purchases from all these countries are considered as purchases from local suppliers. However, the country of manufacture of components, sub-assemblies and products is not always the same as the supplier's home country. Therefore, assessments of the social risk of purchases the main suppliers must be supplier-specific.

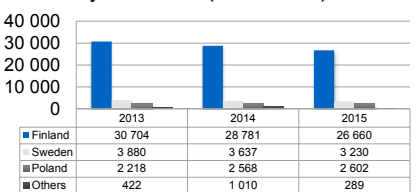
Salaries, employee costs, taxes distribution (1000 EUR)



Public subsidies (1000 EUR)



Salaries, employee costs and taxes by countries (1000 EUR)



The percentage of purchases from outside Europe has increased, in Europe purchases from other than local suppliers has remained on the level of the previous year.

In 2015, 67% of total purchases were for materials, components and finished products supplied to customers. The remaining 33% of purchases included marketing costs and products and services related to real estate and information management.

In 2015, Martela used about 150 suppliers of materials and components for standard products. About 70% of material

purchases originated from Finland, Sweden and Poland. Almost half of all material costs were for the purchase of metal and wood based materials and components.

CORRUPTION RISKS

Martela Group has identified the corruption risks in its market areas. Such risks arise mainly in the Russian and Eastern European markets. Martela does not accept corrupt practices of any kind in its business transactions in any market. The giving or receipt of bribes is not acceptable in any circumstances.

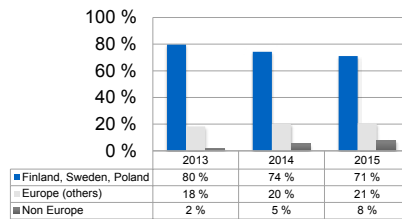
Martela ensures the integrity of its local personnel, especially in markets with a high corruption risk, by engaging recruitment companies with a reliable reputation in its recruitment processes.

All financial transactions are recorded in each subsidiary's financial administration/ accounting, and Martela's external auditor KPMG inspects accounting and transactions annually in each subsidiary. Auditor's report is presented at each Annual General Meeting of Martela Group. All accounting is fully transparent to the Group's Finance Director.

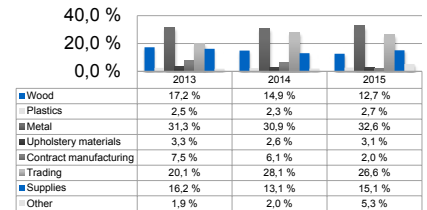
Purchases 2015



Purchased by areas



Material spend 2013 - 2015 (%)





Better
future by
Inspiring
spaces

Heading for Martela One

Martela One is literally our way of treating an organisation and its units in several countries as one. In addition to Finland, Martela has operations in Poland, Sweden, Norway and Russia, and, through dealers, in many other countries and dozens of cities. Corporate cultures vary quite a lot from one country to another, and sometimes there have even been different ways of working between the units of the same organisation. A fundamental change impacting all our operations is our Martela One philosophy.

It is our strategy to create the best working environments, and this is what we have done for our own working environment as well. We are currently renovating the physical spaces in all our operating countries in order to boost interaction. The Martela One philosophy enhances interaction and collaboration across borders.

In line with Martela One, we treat various aspects, such as the delivery process of a customer order, in a holistic manner, and pay special attention to shared interfaces. We organise workshops to find the most efficient way to combine the various parts of processes as seamlessly as possible.

Martela's new human resources policy is based on the Martela One philosophy, and we all communicate the same narrative to the public. The company has one official language, and we use that language to tell about ourselves.

Martela One will ensure that we have a shared strategy implemented by everyone. Full implementation of the goal is still in the future, but we have already taken big steps towards it.

Martela One
One shared strategy
One shared way of working
One shared success story

Social responsibility

Martela's Human Resources Policy, approved by the Group Management Team, outlines the principles on which responsible HR management is founded, clarifies and harmonises the HR management process, and shows how to maintain and develop a good corporate and employer image. Martela's success is built on skilled and motivated employees who enjoy their work. Through responsible HR management, the company ensures that these personnel success factors are maintained both in the short and long run.

The HR indicators are designed to provide a comprehensive picture of Martela's employees and their impact on the

company. The indicators also demonstrate how Martela structures its activities and organises its human resources to implement its overall strategy. They provide information on the number and composition of the personnel, employee turnover, practices in major organisational changes, personnel competence, health and safety, and remuneration systems.

There are key indicators for Finland, Sweden and Poland, which are the biggest regions by number of personnel. Since the units in other countries have such a small workforce, they have not been included separately in the report but are included in the Group figures. The figures for

Finland include Martela Oyj, Muuttopalvelu Grundell Oy and Kidex Oy. The HR indicators are based on 2015 events and results.

REVIEW OF 2015

In 2015 the company carried out organisational changes aimed to improve operational efficiency. The organisational change carried out in the beginning of the year transformed the company's organisational structure to meet the Martela Lifecycle® strategy even better. Furthermore, an organisational restructuring was carried out in Poland in the autumn, for which the target was to bring efficiency to the sales organisation in Poland. As the outcome



of the restructuring activities, the corporate headcount was adjusted to meet the enhanced organisation structure.

NUMBER AND COMPOSITION OF PERSONNEL IN GROUP

Martela Group's amount of personnel in 2015 was 627,3 in man-years. The number of personnel decreased by 31,1 man-years. Most of the employees were permanent and worked full-time. Temporary employees such as summer trainees and temporary agency workers were also recruited to help

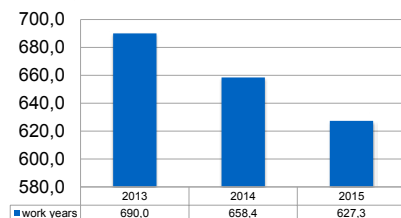
with seasonal peaks. Muuttupalvelu Grundell Oy uses hired personnel to balance volume peaks. An important aim is to ensure that the number of employees is never disproportionate to the company's goals, which is why considerable attention is given to managing the number of employees. This is monitored on a monthly basis.

At the end of year 2015 Group personnel consisted of 295 knowledge-workers and 297 production employees. 35% of the personnel was women and 65% men. Of the knowledge-workers 54% were men and

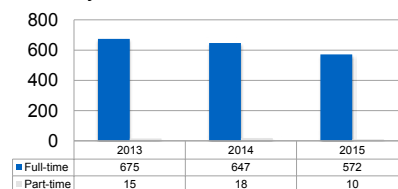
46% women, and of production employees 80% were men and 20% women. The largest age-group was 50–59 year-olds. The amount of employees of less than 30-years-old was 10%.

Martela's oldest employee in Finland turned 66 years during the year. Approximately half of the employees in Finland and in Sweden have been employed by Martela over 15 years. In Poland 80% of the personnel has been employed by the company 1–10 years, and only 16% has been employed by Martela more than 15 years.

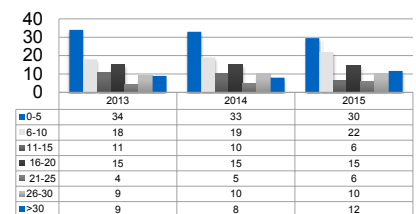
Average personnel



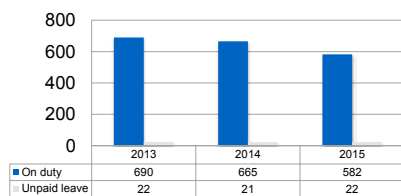
Personnel, full-time and part-time at year end



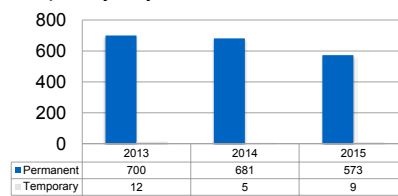
Years in service (%)



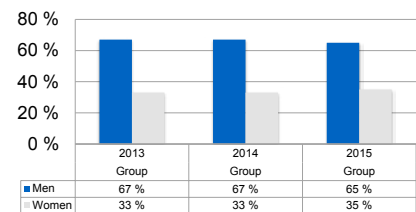
Number of personnel at year end



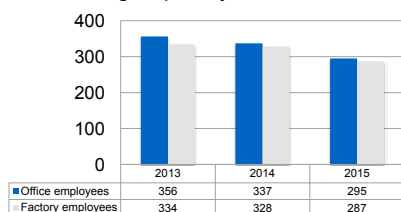
Personnel, permanent and temporary at year end



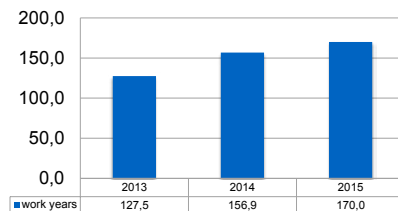
Gender distribution (%)



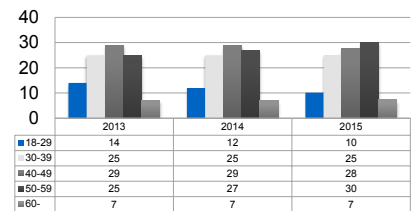
Personnel groups at year end



Temporary agency workers



Age distribution (%)



In 2015 the Martela Group’s Board of Directors comprised of seven members, of whom two were women and five were men. The Group Management Team had six members, of whom one was woman and five were men.

EMPLOYEE TURNOVER IN GROUP

Employee turnover among permanent employees has been low at Martela for a long time. During 2015 118 employees resigned from Martela, of whom 57% voluntarily, 37% were made redundant based on restructuring activities and 5% retired. Majority of the leavers were among 30–50 year-olds. The average age of the ones who retired were 64 years old.

CHANGE MANAGEMENT

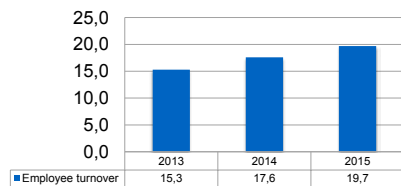
Significant operational changes such as restructuring, outsourcing or acquisitions may have an impact on the personnel. In these cases Martela follows the standard consultation procedures and, in the case of dismissals, the minimum notice period defined by the law or collective agreements in each country. The negotiation procedures vary according to the country in question and commonly depend on the size of the company, the number of employees and the type of contract. There are also some differences in minimum notice periods. For example, the notice period for employees who have worked for Martela for 3 years is 1 month in Finland, 2 months in Sweden and 3 months in Poland.

HEALTH AND SAFETY

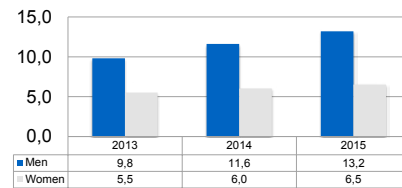
Martela complies with the legal requirements for labour protection and has established a health and safety committee in all countries where this is required by law. In Poland, which has no such law, there are health and hygiene regulations that each company must fulfil before starting any activity. Fulfilment of the requirements is supervised by authorised persons operating independently.

Martela has 17 occupational health and safety employees in Finland and two in Sweden, and their area of responsibility covers the whole of the Finnish and Swedish operations. As occupational wellbeing

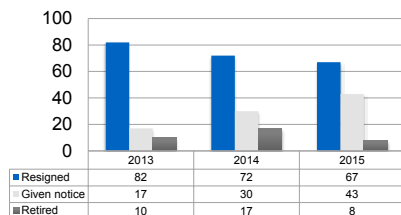
Employee turnover of personnel (%)



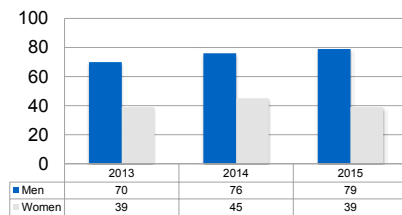
Employee turnover by gender (%)



Reason for ending employment



No longer employed by gender



NUMBER, COMPOSITION AND TURNOVER OF PERSONNEL BY COUNTRY

	Finland			Poland			Sweden		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Number of personnel at year end	558	519	448	80	110	95	65	51	54
Number of contractual employment relationships at year end	540	501	430	77	108	93	65	50	54
Number of employees on unpaid leave at year end	18	18	18	3	2	2	0	1	0
Office employees at year end	243	220	189	67	73	61	38	37	40
Factory employees at year end	297	281	241	10	35	32	27	13	14
Full time employees at year end	533	491	426	77	107	91	57	43	50
Part time employees at year end	7	10	4	0	1	2	8	7	4
Permanent employees at year end	551	496	460	80	108	93	60	50	46
Temporary employees at year end	7	5	0	0	0	0	5	0	8
Average personnel, work years	543.6	495.6	467.2	76.3	108.0	102.6	62.5	48.8	49.5
Temporary agency workers, work years	120.3	115.7	158.0	0.0	40.0	11.0	4.0	1.2	0.0
No longer employed	89	85	66	11	15	39	6	21	9
No longer employed, men	59	52	48	6	13	24	3	11	6
No longer employed, women	30	33	18	5	2	15	3	10	3
No longer employed, under 30		31	5		4	11		3	1
No longer employed, 30–50		25	31		9	23		12	6
No longer employed, over 50		29	30		2	5		6	2
Employee turnover, %	16.0	16.4	15.4	14.5	13.6	41.0	9.1	41.1	23.0
Employee turnover %, men	10.7	10.0	11.2	7.9	11.8	25.0	4.6	21.5	11.1
Employee turnover %, women	8.5	6.4	4.2	6.6	1.8	15.8	4.6	19.6	5.5
Employee turnover %, under 30		6.0	1.2		3.7	11.6		5.8	3.0
Employee turnover %, 30–50		4.8	7.2		8.2	24.2		23.5	15.0
Employee turnover %, over 50		5.6	7.0		1.7	0.5		11.7	5.0
Resigned	66	57	30	10	12	26	3	5	7
Given notice	16	12	29	1	3	13	0	15	1
Retired	7	16	7	0	0	0	3	1	1



has a major impact on the level of employee satisfaction, positive developments in this field are important for Martela.

To ensure the health and safety of its personnel, Martela works closely with its occupational health partners in Finland. Only 30% of Martela's employees have been included in more intensive health monitoring related to work environment exposure. These employees are exposed to surface treatment materials and to sanding dust. There are no work phases involving such exposure in Martela's other countries of operation.

Martela pays considerable attention to the occupational health of its personnel. Well-run occupational health services and systematic health and safety activities promote wellbeing and employee satisfaction.

For example, models for age management and occupational wellbeing models initiated in 2014 continued in Nummela production in 2015. The purpose of the models is to promote long careers, support wellbeing and reduce absences due to sickness. A further goal is to ensure that Martela employees can retire in good health. Actions taken to reduce sick leave absence have had some impact and thus the sick leave absence in Martela Group was 3% in 2015. Absenteeism due to work-related sickness and occupational accidents remained in the same level as in 2014.

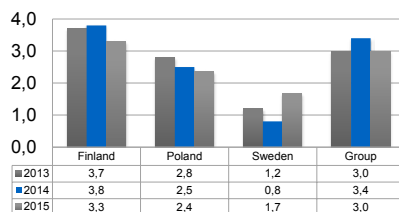
provide an opportunity for the line manager and the employee to have a dialogue and provide the employee feedback on his/her performance during the previous period, set new targets for the next period, create a development plan for the employee and have a discussion related to the working environment. Every employee should have an opportunity to have a discussion with his/her line manager. The number of performance appraisals is monitored and in 2015 79% of the employees participated in a performance appraisal discussions.

Due to the fact that the year 2015 was a year of change, the emphasis of competence development actions was in change management. In addition to change man-

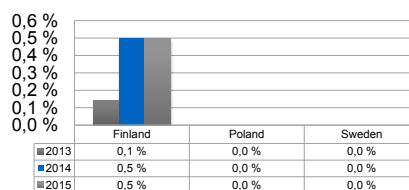
PERSONNEL COMPETENCE

Performance appraisals are an important part of Martela's management system. The target of the performance appraisals is to

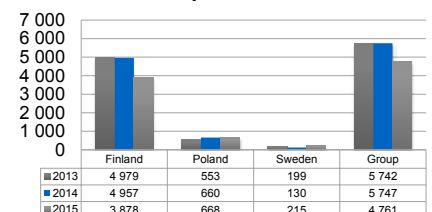
Sickness absence (%)



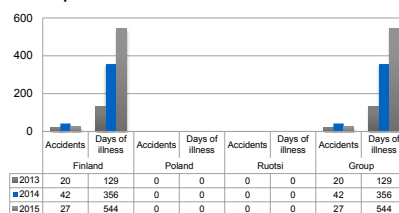
Lost day due to occupational disease



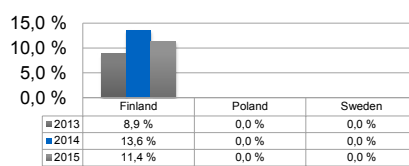
Sick leave in days



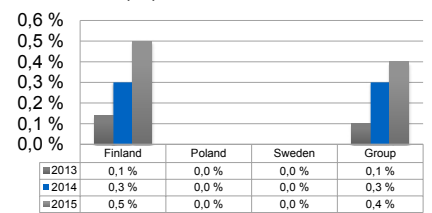
Occupational accidents



Occupational disease of all sickness absences



Accident (%)



agement, employees were provided also with training opportunities in IT systems, responsibility and line managerial skills.

STAFF SUGGESTIONS

Martela has operated for several years a system whereby employees can submit suggestions for improvements in the company's operations. This includes not only the traditional method of submitting suggestions but also methods focusing on continuous improvement, which are mostly used by the production units. In 2015 the organisational change related activities were in the core of actions. The suggestions' process will be developed further in 2016.

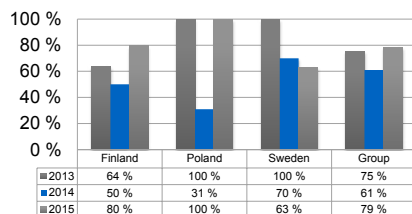
REMUNERATION SYSTEMS

The remuneration system plays an important role in motivating and committing personnel, giving them an incentive to engage in independent self-development and produce good results. Annual bonus and incentive plans are used in Martela to promote the achievement of long and short-term objectives.

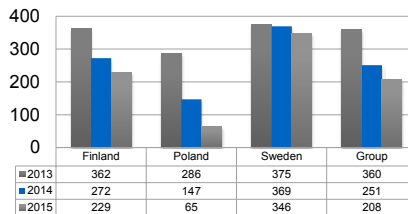
As Martela's salary system varies according to the region, the salary data is not comparable for the whole Martela Group. The average annual salary in Martela Finland was about EUR 46,500. In Finland, all employees are covered by a collective agreement in accordance with their duties. Salary costs and development

are monitored in each region. In Finland the salary system is based on the difficulty rating of the job and is drawn up together with the personnel. Its functioning and salary progression are followed up regularly with personnel representatives. Each job is classified according to the difficult rating based on the job description. Salaries are monitored by difficulty rating and, within these ratings, by gender. If any deviations occur, an action plan is made together with personnel representatives.

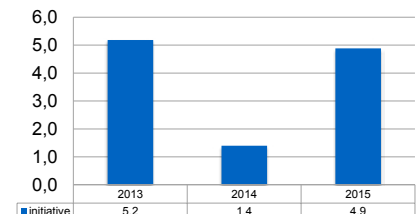
Development discussions



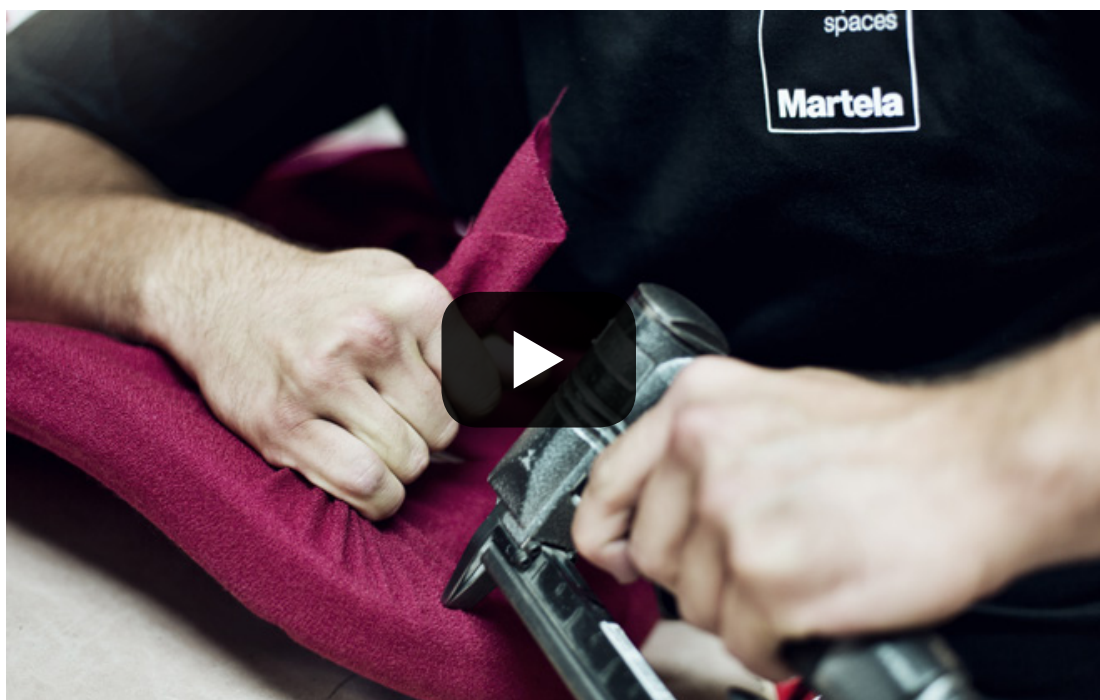
Training (€/employee)



Initiatives per 100 persons







The new life of an office chair

Better future by Inspiring spaces

Meeting customers amid worn-out furniture feels a bit embarrassing. And even if the office needs an update, the local dump is not the place to dispose of high quality furniture. Yet some 100,000 tonnes of furniture end up in the rubbish dump every year, despite the fact that 70 to 80 percent of it could be recycled, according to research.

Martela's office chairs and other furniture are based on years of design work, and their mechanics are tested to last for at least ten years. You can further lengthen their lifecycle with regular maintenance, which will also prevent the environmental impact caused by the production of a new item. It would be against Martela's values if a valuable, user-friendly piece of furniture were to end up at the landfill for nothing.

When the upholstery of an office chair that has served faithfully for many years has frayed and stands out in the office, Martela's recycling service will collect it for a facelift. We know the product and have the necessary spare parts, so it is easy to replace the worn-out parts. Reupholstered, your office chair will look like a new one.

[Watch a video about the story of an office chair](#)
[Read more about recycling.](#)

Environmental responsibility

Martela's product selection relies on a strong chain of suppliers. Its own manufacturing concentrates on final assembly at logistic centres in Finland, Sweden and Poland and recycling production in Finland. Wood-based board is cut to size, machined and surface treated at the Martela subsidiary Kidex Oy, located in Kitee, Finland.

The Martela Group's head office, Martela house is in Pitäjänmäki, Helsinki. Martela has several sales offices around Finland and Poland as well as sales offices in Sweden, Russia and Norway. Sales of Martela products in other countries are mainly handled through dealers.

The direct environmental impact of Martela's logistics centres and offices is mainly from building utilities such as heating, lighting and ventilation systems. There are also significant environmental impacts from the use of materials, deliveries of products to customers and business travel.

Since 2014 Martela has had a third party multisite-certification for environmental and quality management system according to ISO9001 and ISO14001 standards. Multisite-certification ensures that common operation models are used in all group level functions. Martela multisite-certification covers the Martela Group Head office in Helsinki and the Martela Oyj logistics centre in Nummela in Finland, the Martela Ab logistics centre in Bodafors in Sweden, and

Martela Sp. z o.o in Warsaw and the logistics centre in Piaseczno in Poland. Kidex Oy has a separate certified environmental and quality management system.

MATERIALS

Martela's products are mainly made of recyclable materials such as wood-based panels, metal components and recyclable plastic. Martela uses only commercially grown wood-based material such as birch, ash, beech and oak for its products. All the logistics centres are now using the same ERP and so all material data is held in one system. Nummela and Kidex adopted the new ERP system from the beginning of May 2013. Material usage for 2013 was calculated for Nummela and Kidex on the usage over eight months as an average to evaluate the usage for the whole year. Intercompany material flows were omitted from the statistics.

Metrics show that usage of materials in Martela's production during 2015 decreased a little from previous year, and was about 11,6 million kilograms of materials, components and sub-assemblies. Purchase item data reveals that about 50% of the purchased items were wood-based materials and about 31% metal-based.

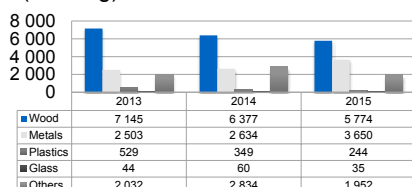
Of the materials used by Martela, metals included the highest amount of recycled raw material. Some use is made

of recycled plastics for various purposes, and of recycled fibre for upholstery fabrics. The recycled material content of metals is estimated to be at about 33%, based on the amount of recycled material used by the major suppliers. Using that as the only base of information to calculate the recycled material use, the recycled materials used by Martela account for about 10% of the total estimated material usage.

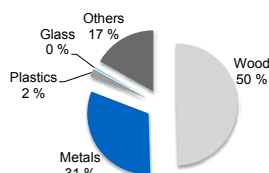
The reliability of the statistics is affected by the limitations of the data saved in the ERP system. The system allows only one material to be stated for each component and subassembly, and only the total weight of the component is entered. Usually no weight information is recorded for customer-specific product variations as well as traded products. Statistical determination of the total recycled material content of purchased items is almost impossible, since the degree of processing varies and there are many suppliers for the same item, and production chains are often long.

It is possible to determine the probable amount of recycled materials for individual products by using the average recycled material content of metal-based components, for instance. The determination of recycled material is of course easier for components that are designed and manufactured by Martela itself. A barrier to the use of recycled plastic material is often the lack of an

Purchased items by materials (1000 kg)



Purchased materials 2015 (kg)



effective material-specific recycling system. Problems with the appearance and technical usability of components usually prevent the use of mixed recycled plastics. Martela, however, constantly examines opportunities for incorporating products utilising recycled materials into its product portfolio.

ENERGY

During the year 2015 none of the Martela units produced any energy. At the beginning of 2014 the Nummela logistics centre was the last one to change to district heating. Kidex Oy has used district heating since 2011 and the Bodafors logistics centre in Sweden has used it since 2008. The district heating for all of these units is produced mainly with renewable energy sources.

Martela's indirect energy use consists mainly of electricity and district heating. This report takes into account the district heating used by the Martela house, Kidex Oy, logistic centers in Nummela and

Bodafors and heating produced from gas in Piaseczno. Utilities in the Martela house have been part of the rent since 2014. As the relative amount of energy and waste is still available, they have still been included in the environmental metrics. The Nummela and Kitee sites purchased their electricity from a single supplier from which Martela purchased only hydropower since 2014. The logistics centres in Sweden and Poland used local suppliers. As the logistics centre in Poland has moved to new premises the metrics of their energy usage have been included since April 2014.

The sources of purchased energy have been determined by the main energy supplier for the Finnish operations. For the calculations of the energy sources of the other locations the average country specific coefficients have been used. Based on these figures, the total amount of indirect energy used in 2015 was about 45,000 GJ, of which 13% was produced from fossil

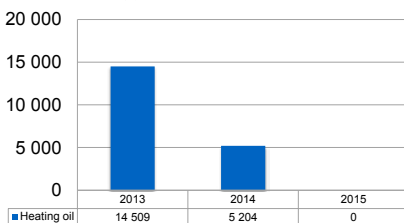
fuels, 86% from renewable energy sources and 1% from nuclear power. The use of electricity decreased by 6% and use of district heating increased about 12%. Heating energy produced by gas almost doubled. Heating energy increase is mainly due to the fact that during 2014 only part of the year was included.

Local environmental working groups monitor the environmental indicator results and initiate and monitor the necessary energy-saving measures at each manufacturing site.

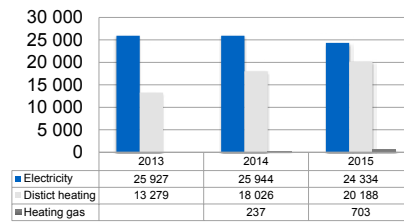
EMISSIONS

The CO₂ emissions from the use of materials were estimated on the basis of material use using coefficients provided by the Footprinter software. The total greenhouse gas effect from material usage increased 31% from the previous year, being about 16,300 tonnes during 2015. The main reason for this was an increase in the amount

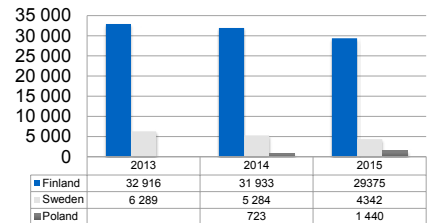
Direct energy (GJ)



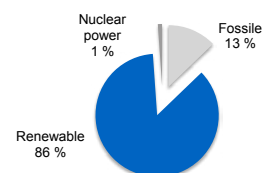
Indirect energy (GJ)



Use of indirect energy (GJ)



Indirect energy division 2015



RESPONSIBILITY RESULTS | ENVIRONMENTAL RESPONSIBILITY

of metal used in production. The metal-based materials contributed to 91% of the climate effect. Wood-based material usage decreased and had a much smaller greenhouse gas effect, and the total effect was increasing. A considerable amount (17%) of the materials were other materials and thus not included in the calculation. Materials usage accounts for approximately 88% of estimated CO₂ emissions, while indirect energy accounts for approximately 7% and deliveries with own fleet about 7%.

The greenhouse gas emissions from Martela's energy use have been calculated using real efficiency values from the main energy supplier in Finland and for the others average statistical energy coefficients were used. Emissions from indirect energy decreased 24% to less than 860 tonnes as the electricity used in Nummela and Kidex's sites was produced with hydropower since the beginning of 2014.

The environmental impact of transportation by service production in Finland was calculated with the help of Lipasto coefficients to be about 1200 tonnes of CO₂ during 2015, that was almost the same as in the previous year. Occasional peak demand is managed with leased vehicles, but the amount of the emissions of generated by it has not been calculated. More comprehensive information on the environmental impact of transport operations may become available in the future when the fuel consumption monitoring of the entire service business is taken into use.

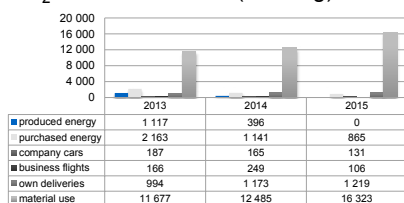
The average CO₂ emissions from the company cars in use at Martela in Finland decreased also 2015 and is now 126 gCO₂/km. From the beginning of 2013 the maximum emission level for the company cars was lowered from 180 to 150 gCO₂/km. Currently there are three company cars over the 150 level. The lease period for the

last of these cars is ending in the beginning of 2017. Based on the estimated yearly agreement kilometres for company cars and the car-specific CO₂ emissions, the total CO₂ emissions from Martela's company cars in 2015 came to about 131 tonnes as the number of company cars in use is still decreasing.

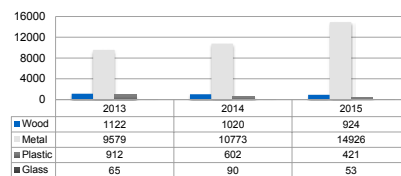
About 80% of the business trips made by Martela's personnel are ordered via the centralised reservation system. According to the reservation system data, the CO₂ emissions of Martela's work-related flights in 2015 decreased to less than half to about 100 tonnes. The increase in the flight travel in previous year due to the changes in the production structure was now diminished.

Special emissions from production consist of organic solvents in surface treatment processes. In the Martela Group, surface treatment is only applied at Kidex Oy. Water-soluble and UV hardening

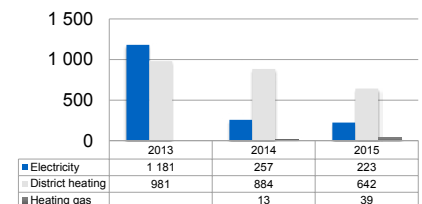
CO₂ emission division (1000 kg)



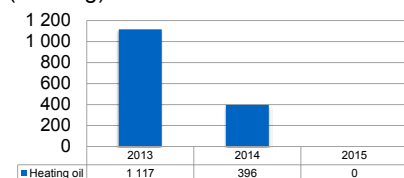
CO₂ emissions of materials (1000 kg)



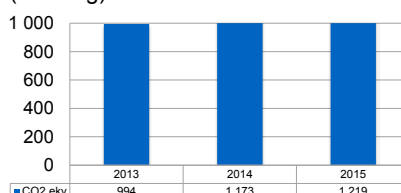
Indirect energy CO₂ (1000 kg)



Direct energy CO₂ (1000 kg)



Emissions of own fleet (1000 kg)



varnishes have been used in treating level surfaces since the 1990s. Kidex Oy has never needed an environmental permit for its operations, as the emissions have always been below the permit limit. The 2015 volatile organic compound (VOC) emissions were less than 0.6 tonnes at Kidex Oy based on the decreased demand for the painted storage.

The Footprinter software was taken into use in 2012 to calculate the CO₂ footprint of several products and to analyse the environmental impact of the material selection. It was continued to be used for footprint calculations for new products. Most of the data used is based on the materials breakdown for a product or sample products in the case of product families. In addition, an estimate was made of the average transport distances per material type from component or material supplier to the Martela logistics centre and the average distance from the centre to customers. Product-specific packaging material volumes and the energy and waste impact per product unit for each logistics centre were also estimated. This produced mutually comparable results on the climate impact of Martela's products.

WASTE

The waste volume generated by the Martela Group decreased to 1,600 tonnes in 2015. The main change have been in the decreasing amount of wood waste generated at Kidex Oy. 95,8% of waste was sent for recovery. In all, 85% of the recovered waste in Finland and 77% of the recovered waste in Sweden consisted of wood-based materials in 2015. Wood waste is generated from production processes, packaging, pallets and damaged components, as well as a minor amount of regional scrapping of used furniture. Other usable by-products from production processes include cardboard, metal and combustible waste. The Nummela, Kitee, Riihimäki (the production moved to Nummela in 2014), Bodafors and Piaseczno (starting from 2014) units and the Pitäjänmäki Martela house have been included in the calculation of these waste volumes.

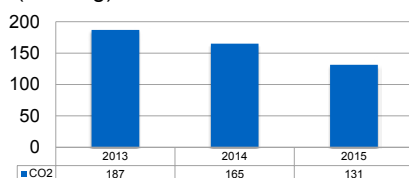
Product transportation to the customer site and subsequent installation is an integral part of Martela's operation. Products are unpacked at the customer site and useful packaging material is returned to the manufacturing units or sorted by material according to the local waste disposal limitations. Almost all the packaging material is recyclable, either as material or as combus-

tible waste. At the Nummela logistics centre in particular, used packaging materials that are returned in good condition from customer sites are re-used for packaging of the new products. Since 1998, Martela has met its statutory packaging waste producer responsibility obligations via Suomen Pakkauskierrätys RINKI Oy (previously the Environmental Register of Packaging PYR Ltd) in Finland and FTI Förpacknings & Tidnings Insamlingen in Sweden.

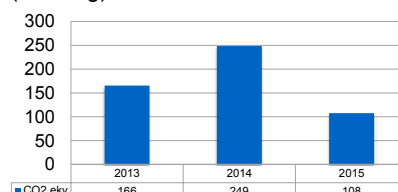
The effective use of materials forms part of the planning at the research and development phase for the product. The amount of waste generated during production is monitored locally by environmental working groups and they launch and monitor measures needed to reduce waste volumes. Employees also participate by pointing out development needs as part of the staff suggestions process.

Only a very small amount of hazardous waste is generated, mainly in surface treatment and gluing processes and in property management and maintenance. Operations in Finland produced 18 tonnes of hazardous waste in 2015 and in Sweden only 60 kg. This waste is processed by local service providers that transport the waste away from the property to hazardous waste treatment facilities. The keeping of hazard-

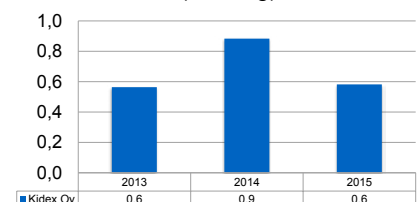
Company car emissions (1000 kg)



Business flight emissions (1000 kg)



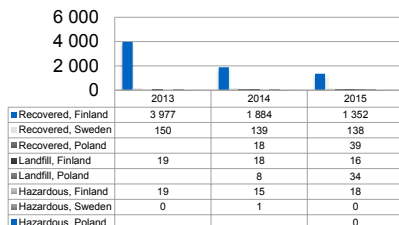
VOC emissions (1000 kg)



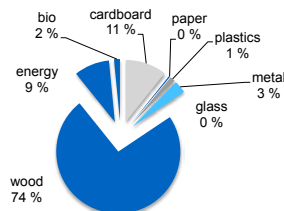
We deliver turnkey workplace solutions for our clients.



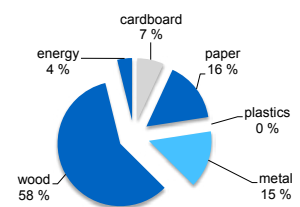
Waste (1000kg)



Recovered waste, Finland 2015



Recovered waste, Sweden 2015



ous waste tracking records on site and the inspection of the permits of hazardous waste service providers are a normal part of every waste-generating unit's operations.

RECYCLING SERVICE

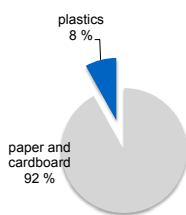
Martela offers a wide spectrum of recycling services as part of its portfolio. When planning new space solutions, customers can include their used furniture in their new office plan or Martela can help them with recycling the old furniture. Used furniture in good condition can be cleaned and refurbished and then made available to Outlet store customers across the country. Used

furniture requiring more demanding refurbishment is now delivered to the Nummela logistics centre.

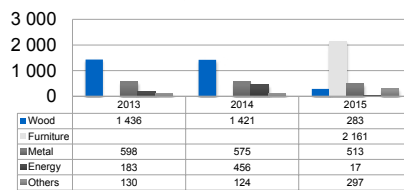
Martela Outlet chain includes five locations around Finland, selling used and refurbished furniture to small businesses and home offices. About 70% of all furniture sold by the Martela Outlet chain in 2014 was totally or partly recycled furniture, while the rest comprised unused furniture such as various factory items, discontinued products, old models and special Outlet items. About 25,000 pieces of used furniture found a new home through the Martela Outlet chain.

Part of the furniture is unrepairable and is forwarded to material recycling through suppliers. Material recycling was increased from the previous year and was more than 3 million kilograms during 2015. 66% was delivered to partners as furniture waste for further recovery, 16% was recovered as metal, 9% as wood fractions, 1% as energy waste and 9% of other materials included materials such as waste for landfill as well as WEEE and other waste needing special processing. The statistical survey does not include minor regional recycling.

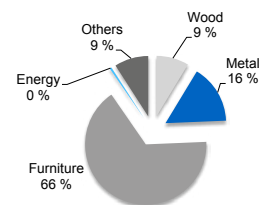
Recovered waste, Poland 2015



Material forwarded to further recycling (1000kg)



Recycling distribution 2015





Turning plastic trees into real ones

Better
future by
Inspiring
spaces

The Tree space divider designed by Professor Eero Aarnio produces real trees where there is a lack of them! This is because part of the price paid by the customer for the product will always be donated to World Vision Finland for its environmental development programmes.

Because of the donations from sales of these design trees, more than 100,000 real saplings were planted on the slopes of the Andes between 2008 and 2015. The cute design trees generated the cash to plant some 13,700 fruit trees and 91,200 other trees in the Pitumarca District of Peru. Inspired by World Vision's planting project, the local authorities designated an annual tree planting day with the target of one million planted trees by the year 2020.

Since 2015, profits from the sales of "The Tree" have been used to improve the living conditions in Kenya. Farmer-Managed Natural Regeneration (FMNR) is a method to regenerate and manage trees and shrubs from tree stumps. It is a faster and cheaper way to grow new trees compared to planting new saplings. Regenerating tree stumps around the house has lots of benefits. Women will spend less time carrying firewood, which enables them to make extra money by growing produce in their home gardens. Trees will also protect the area from the scorching sun, and grass will grow better underneath. Cows feeding on grass will produce more milk. The benefits will be seen particularly in the lives of women and children in the form of better nutrition and education opportunities.

[Read more about Martela's responsibility work through The Tree](#)
[Read more about Martela's CSR projects](#)



Our customers
value responsibility
throughout the
supply chain.

Product liability

Martela products are mainly furniture items intended for use in normal office and learning environments, and they do not have any specific product liability risks. There is no particular public authority overseeing these products, nor is there any mandatory certification requirement. The products do not pose any specific health risks. All chemicals used in the manufacturing processes are identified and controlled on the basis of employee health and safety requirements in the production.

Environmental requirements for furniture focus on the source of the wood used, the extent of recycled materials in metal and plastic components and the chemicals used in the product, such as in surface treatment and adhesives. In the Nordic countries, the Nordic Swan ecolabel is one of the best known labelling systems used in connection with environmental requirements for furniture. At the beginning of 2010 Martela received the right to use the Nordic Swan ecolabel in the Swedish and Norwegian markets for its most significant product lines. The Swan label is a voluntary, commercial, environmental label that is specific for each manufacturing area and product group.

In 2015, Martela further increased the number of products with the Möbelfakta label in the Swedish and Norwegian markets. Möbelfakta is an environmental label created by the Association of Swedish Furniture Manufacturers. In addition to environmental requirements, Möbelfakta requires a high level of social responsibility in the supply chain and the technical quality of the product.

The responsibility of the entire supply chain has become increasingly more important to our major customers in particular. At a customer's request, Martela participated

in a third-party responsibility evaluation in summer 2015. In the analysis by EcoVadis, Martela was awarded a gold recognition level, which put the company among the top 5% of performers evaluated by EcoVadis. Approximately 20,000 companies participate each year, and about 1,000 of them achieve the same level as Martela. Martela's customers that have made an agreement with EcoVadis can ask EcoVadis to provide access to Martela's CRS performance analysis.

In 2015, our major suppliers participated in Martela's online survey about their compliance with Martela's social requirements for suppliers. The main environmental impact caused by our suppliers is associated with waste sorting and energy consumption. In the area of social responsibility, the most important issues concern occupational safety, employees' employment matters and equal treatment. We only have one supplier whose supply chain originates in a risky area, and this supplier has also engaged in complying with Martela's social requirements for suppliers.

The technical characteristics of products can be analysed on the basis of specific standards for particular product groups or intended uses. At the Nummela logistics centre, Martela has its own accredited furniture testing laboratory which is audited annually by an independent third party. This provides a quality guarantee that Martela's products meet the requirements for durability, stability and measurements. The accreditation of the testing laboratory includes the most common EN standards on which the tests are based. This will ensure results that are comparable with other accredited testing laboratories and earlier results when we want to monitor the improvement of durability between various

product versions. Martela does not have the instruments necessary for studying volatile substances of products, but instead usually relies on manufacturers' material-specific emission tests. Where necessary, product-specific tests can also be made by external research facilities.

Martela's testing laboratory was accredited according to the SFS-EN ISO/IEC 17025:2005 standard in 2014. More information on the accreditation status can be found on Finland's accreditation body's website: www.finas.fi. The scope of the accreditation includes the most common European EN testing standards for office and non-domestic furniture. This ensures that all of the tested products meet Martela's quality requirements and those set by the standards. The accreditation is valid for four years at a time and FINAS will carry out annual audits at the laboratory. In Finland, Martela's furniture testing laboratory is the second one of its kind, and the laboratory's accreditation ID is Finas T280.

CUSTOMER SATISFACTION

The purpose of measuring customer satisfaction is to enable us to enhance customer experiences as regards proactive managerial meetings, customer service and delivery and assembly activities. In Finland Martela measures customer experience with a continuous mobile customer satisfaction survey that has been in use since 2012. The indicator of customer satisfaction is their general satisfaction with Martela as a whole as calculated from the scores given to our delivery and assembly activities in the mobile survey. The long-time trend shows that customer satisfaction has continued to be at a good level in Finland.

The aim is to monitor and develop the standard of service at the function, project and personal levels. After each transaction exceeding a selected value threshold, customers receive a survey either as an SMS or by e-mail and can respond using their mobile phones or on the web. If a customer gives a low score, the feedback is e-mailed directly to the regional sales director or service director. The feedback will then be analysed, after which action is taken together with the customer to rectify the matter as soon as possible. Supervisors have continuous access to a real-time web portal where they can follow the performance and results of their team. The Finnish Management Team follows the mobile feedback as a whole on a monthly basis.

Since 2013 we have also used a more extensive customer survey in Finland that is based on annual interviews. According to the survey, sustainability in the selection of business partner matters a lot to 44 percent of Martela's customers, matters somewhat to 49 percent and little or not at all to seven percent of Martela's customers. The Net Promoting Score (NPS) monitored in the customer survey has been at the level of 60 percent throughout the survey period. According to the survey, our customers particularly appreciate:

1. Versatile, extensive services: comprehensiveness
2. Service provided by contact people
3. Reliability and delivery reliability
4. Customer-orientation and listening to the customer
5. High quality of products

No customer surveys were conducted in the other Business Units during 2015, but an implementation project of shared measurement methods was launched in all Martela's markets at the end of the year.

CUSTOMER FEEDBACK

All Martela units started using the same customer and supplier relations management system in June 2012. Customer feedback management also has a shared system throughout Martela. Shared systems and their coherent use will enable more effective communications, the introduction of preventive measures, uniform transparency of the quality statuses of various units and more comprehensive cost monitoring. User survey and training will continue in the various units in order to develop and ensure shared ways of working.

In 2015, a new Customer Feedback organisation was established in CSM (Customer Supply Management) organisation in Finland that processes all the feedback and resulting actions. The piloting of this new system started in September 2015, and a similar system may be employed in the other operating countries in future.

At Martela, a complaint is considered a case where the customer is not invoiced. These include errors in orders or deliveries, quality problems in products, mounting faults and service defects. This means that new customer feedback may be initiated by service production or sales in the case of a deviation observed during order, delivery, installation or final inspection, or even by the logistics centre in the case of deviations observed before deliveries leave the logistic centre. In 2015, the ratio of complaints to the number of deliveries was 2.71 percent.

DELIVERY RELIABILITY

Martela's production and logistics centres operate on the daily basis of customer orders. Variation in delivery amounts is high, and predictability can be challenging. Delivery reliability measurement compares the number of delivery transfers with the number of delivered order lines in the same time period. The delivery day from the logis-

tics centre is monitored, and in the Helsinki metropolitan area the products are delivered to the customer in the same day. Delivery times vary depending on the logistics chain, product amounts and delivery addresses. Fastest deliveries can be five workstations delivered in a few days' time. Delivery reliability has been measured at Martela for decades, and it has always been one of our main indicators. Because of the reform of our production management system, however, historical data cannot be compared to current statistics, which is why the table only show the trend for two previous years.

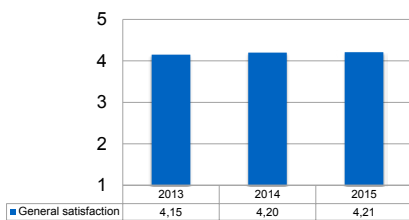
MARKETING COMMUNICATIONS AND PRODUCT MARKINGS

Since most of Martela's products are straightforward furniture items for daily use, they usually do not include special labels or instructions. Martela's products are delivered, installed and adjusted for the customer by professional staff. For furniture that users can adjust themselves, ergonomics instructions are also supplied, such as for office chairs and electrically adjustable desks. The latter are classified as desks and not as electronic equipment. Martela nevertheless requires of its suppliers that the electronics components meet the materials requirements of the RoHS directive.

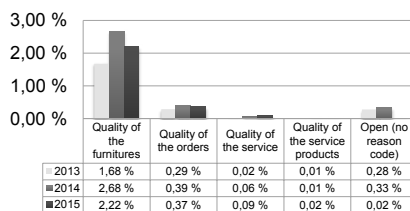
Cleaning and maintenance measures for Martela products are consistent with the normal upkeep of home furniture. General instructions for keeping furniture in good order can be found on Martela's website. Mechanical joints are preferred in Martela's products, enabling maintenance of furniture without special tools and allowing re-upholstery if necessary. Mechanical joints also make it easy to separate the materials at the end of the product's life.



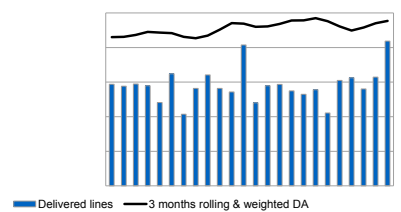
General satisfaction



Reasons for customer feedback



Delivery Accuracy 2014-2015



GRI G4 Content Index

Code	GRI content	Location	Omissions and further information	Global Compact
General Standard Disclosures				
Strategy and analysis				
G4-1	CEO's statement	Managing directors review		
G4-2	Key impacts, risks and opportunities	Managing directors review, Management of corporate responsibility		
Organisational profile				
G4-3	Name of the organisation	Martela in brief		
G4-4	Primary brands, products and services	Martela in brief		
G4-5	Location of the organisation's headquarters	Martela in brief		
G4-6	Countries where the organisation operates	Martela in brief		
G4-7	Nature of ownership and legal form	Martela in brief		
G4-8	Markets served	Martela in brief		
G4-9	Scale of reporting organisation	Martela in brief		
G4-10	Breakdown of workforce	Responsibility results		X
G4-11	Employees covered by bargaining agreements	Responsibility results		X
G4-12	Organisation's supply chain	Responsibility results		
G4-13	Significant changes during the reporting period	Responsibility results		
G4-15	External principles and other initiatives to which the organisation subscribes or which it endorses	Responsibility results		
G4-16	Memberships in associations	Responsibility results		
Identified material aspects and boundaries				
G4-17	Entities included in the organisation's consolidated financial statements	Martela in brief		
G4-18	Process for defining report content and aspect boundaries	Introduction		
G4-19	Material aspects GRI report: Identified material aspects and boundaries	Responsibility results		
G4-20	Aspect boundary within the organisation	Responsibility results		
G4-21	Aspect boundary outside the organisation	Responsibility results		
G4-22	Explanation of the effect of any restatements of information provided in earlier reports	Responsibility results	Grundell Personnel Service Oy work force used inside the group added to 2013 temporary agency workers although the entity was outsourced beginning of 2014. An error found in the financial period 2013 was corrected in the preparation of 2014 financial statements according to requirements in IAS 8.	
G4-23	Significant changes from previous reporting periods	Responsibility results		
Stakeholder engagement				
G4-24	Stakeholder groups engaged by the organisation	Management of corporate responsibility		
G4-25	Basis for identification and selection of stakeholders	Management of corporate responsibility		
G4-26	Approaches to stakeholder engagement	Management of corporate responsibility		
G4-27	Key topics and concerns raised through stakeholder engagement	Management of corporate responsibility		

Report Profile			
G4-28	Reporting period	Responsibility results	
G4-29	Date of the most recent report	Introduction	
G4-30	Reporting cycle	Management of corporate responsibility	
G4-31	Contact point for questions regarding the report	Responsibility organisation	
G4-32	GRI content index	GRI G4 Content Index	
G4-33	Policy and current practice with regard to seeking external assurance for the report	Introduction	
Governance			
G4-34	Governance structure of the report	Management of corporate responsibility	
G4-36	Executive-level positions with responsibility for economic, environmental and social topics	Responsibility organisation	
G4-38	Composition of the highest governance body and its committees	Management of corporate responsibility	
G4-39	Position of the Chairman of the Board	Martela Annual report	
G4-40	Processes for determining the composition, qualifications, and expertise of the highest governance body	Martela Annual report	
G4-41	Processes in place to avoid conflicts of interest	Martela Annual report	
G4-42	Executive-level roles in setting purposes, values, and strategy	Martela Annual report	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	Management of corporate responsibility	
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes	Management of corporate responsibility	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	Management of corporate responsibility	
G4-48	Highest committee or position that formally reviews and approves the sustainability report	Responsibility organisation	
G4-49	Process for communicating critical concerns to the highest governance body	Responsibility organisation	
G4-51	Executive-level compensations	Martela Annual report	
G4-52	Process for determining remuneration	Martela Annual report	
Ethics and integrity			
G4-56	Organisation's values, principles, standards and norms of behavior	Values	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour	Responsibility organisation	
G4-58	Internal and external mechanisms for reporting concerns about ethical and lawful behaviour	Responsibility organisation	
Specific Standard disclosures			
	Material aspects	Responsibility results	
Economic Impacts			
G4-EC1	Economic performance	Responsibility results	
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Martela Annual report	
G4-EC4	Government financial assistance	Responsibility results	
G4-EC5	Wages compared to local minimum wage	Responsibility results	X
G4-EC9	Spending on locally based suppliers	Responsibility results	
Environmental Impacts			
G4-EN1	Materials used by weight or volume	Responsibility results	X
G4-EN2	Percentage of recycled materials	Responsibility results	X

G4-EN3	Direct energy consumption	Responsibility results		X
G4-EN4	Energy consumption outside the organisation	Responsibility results		X
G4-EN15	Total direct greenhouse gas emissions	Responsibility results		X
G4-EN16	Total indirect greenhouse gas emissions	Responsibility results	Only limited information of indirect use available	X
G4-EN21	NO _x , SO _x and other significant air emissions	Responsibility results	Only VOC emissions material for process	X
G4-EN23	Total weight of waste by type and disposal method	Responsibility results		X
G4-EN27	Initiative to mitigate environmental impacts	Responsibility programme		X
G4-EN28	Packaging materials reclaimed by category	Responsibility results		X
Social Impacts		Responsibility results		
G4-LA1	Total number and rate of new employee hires and employee turnover by age group, gender, and region	Responsibility results	New recruitments not reported, turnover not reported by age group	X
G4-LA4	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	Responsibility results	Compliant to the legislation but not in precision of GRI requirements	X
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advice on occupational health and safety programs	Responsibility results	Representatives reported by number not percentage	X
G4-LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	Responsibility results		X
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Responsibility results	Metrics only available in value	
G4-LA10	Programs for skills management and lifelong learning that support that support the continued employability of employees and assist them in managing career endings	Responsibility results		
G4-LA11	Percentage of employees receiving regular performance and career development reviews	Responsibility results	Not reported by gender or employee category	
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Responsibility results	Reported only by age group and by gender	X
G4-SO3	Percentage and total number of business units analysed for risk related to corruption	Responsibility results	Reporter only by number	X
G4-SO4	Percentage of employees trained in organisation's anti-corruption policies and procedures	Responsibility results		X
G4-SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by countries	Responsibility results		
Product responsibility				
G4-PR1	Life cycles stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and service are assessed for improvement, and percentage of significant product and services categories subject to such procedures	Responsibility results		X
G4-PR3	Type of product and service information required by producers, and percentage of significant product and services subject to such information requirements	Responsibility results		
G4-PR5	Practices related to customer satisfactions, including results of surveys measuring customer satisfaction	Responsibility results		



