

2014

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	9
Values	9
Responsibility stakeholders	10
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 organization	14
Contact details	14
Monitoring of the responsibility programme for 2014–2017	16
Responsibility programme for 2015–2017	18

RESPONSIBILITY RESULTS

Responsibility results20	MARTELA SUPPORTING WITH LEED36
Materiality assessment of GRI metrics20	Environmental responsibility37
Key responsibility indicators 2012–201421	Materials37
SUSTAINABLE LIFECYCLE MODEL22	Energy38
Economic responsibility23	Emissions39
Shareholders23	Waste40
Revenue and operating result23	Recycling service42
Direct economic value by stakeholder group24	CITIZEN DAY AND ME & MYCITY43
Wage and salary costs24	Product responsibility45
Financial assistance25	Customer satisfaction45
Purchases from local suppliers25	Customer feedback46
Corruption risks26	Marketing communications and product markings46
LISTENING IS CARING27	GRI G4 Content Index48
Social responsibility28		
Review of 201428		
Number and composition of personnel in group29		
Employee turnover in group30		
Number, composition and turnover of personnel by unit31		
Change management32		
Health and safety33		
Personnel competence34		
Staff suggestions34		
Remuneration systems34		

Contents and scope of report

This is Martela's fifth corporate responsibility (CR) report. The report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (version G4). No amendments were made in 2014 to Martela's Corporate Code of Conduct adopted by its Board of Directors in 2011 or to the other management principles guiding Martela's corporate responsibility approved by the Group Management Team in 2011.

The Responsibility Steering Group chose the performance indicators for the report on the basis of a materiality assessment updated in 2015. 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. We do not present our governance and risk management principles in detail here, as they are dealt with 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 2014–2017 and the new action plan for 2015–2017.

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 2012–2014, 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 2014, and in most cases it also contains 2012 and 2013 data for comparison. The 2015 report will be published in spring 2016.





Managing director's review

In 2014 the nature of office work was undergoing a radical change. At the same time subjects like the circular economy were turning into a hot topic. The situation presents challenges and also interesting opportunities for Martela.

During 2014 we further developed our offering to enable the use of workplaces as a tool for management and to support our customers in their new ways of working. At the same time, we also continued developing our recycling services as well as the environmental friendliness of our service and furniture production.

IMPLEMENTING THE MARTELA LIFECYCLE® MODEL

A major project over the past year was the development of the Martela Lifecycle® model. The project is now ready and introduction is already well under way. Martela Lifecycle® is an operating model which helps companies to optimise their use of space and to further support employee wellbeing. You can find a [more detailed description of the model](#) on our website. We also specified our own workplace needs and drew up new work environment plans according to the Martela Lifecycle® model at many of our own offices during 2014, resulting in improved productivity and cross-functional communication. You can [read the full story](#) on our website.

My personal experiences strongly support the importance of surroundings when it comes to improving job satisfaction, employee wellbeing and efficiency, and many of our latest customer projects also support this perspective.

SUPPORTING CIRCULAR ECONOMY

During the past year I have had the pleasure of speaking at two [Sitra](#) seminars. The topics of discussion have ranged from improving utilisation rates of facilities to furniture recycling.

In the space of a year the activity-based office has gone from being a new idea to a new standard. Our customers' new premises in all of Martela's market areas increasingly provide examples of these types of work environments, which are proven to be effective and which support employees in their various work tasks. Sharing the use of premises and furniture will increase the utilisation rate of these premises. Depending on the study, the utilisation rate of premises is currently about 30–60%. The average figure that companies previously gave for the targeted increase in efficiency was 20%, but companies are now planning to or have been able to decrease the size of their premises by up to 50%. The current trend will lead to more and more empty premises and these will be converted into residential use. The design of new office premises is now based on completely new principles.

Approximately 100,000 tons of furniture ends up as waste in Finland every year. It is claimed that 70–80 % of this could be recycled. In 2014 Martela recycled about 3,000 tons of used furniture. More than 20,000 pieces of furniture found new users after refurbishment. The rest was recycled as raw materials for industry. [Read more about our recycling](#) on our website.

Supporting more efficient use of office space to free up property for other purposes, and developing furniture recycling are just two ways in which Martela works to improve the circular economy.

MANUFACTURING ON DEMAND

One major risk in many industries is ensuring the fulfilment of labour rights throughout the supply chain. For years already Martela's method of operation has been manufacturing on demand. This type of production must be done close to the end customer which also lessens the risks of labour rights impediments down the supply chain. Another risk factor is the use of endangered species as raw materials. As we have chosen to use only species from commercial forests as raw material our customers can be sure that no endangered species are used in the manufacturing of Martela products.

I would like to take this opportunity to thank our customers, partners, shareholders and employees for a responsible, energetic and eventful 2014.

Helsinki, April 2015
Heikki Martela
Managing Director

Martela in brief

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 market area is the Baltic region. In 2014, Martela Group's revenue was EUR 135.9 million and it employed 742 employees at the end of the year.

Martela Corporation transforms working environments and public interiors.

Martela's interior

solutions bring added value to the customer's business and brand, and improve the customer's working environment and the wellbeing of staff. Martela's collection includes both classics and new innovations that are in tune with changes in workplace culture. Quick deliveries and an extensive distribution network support the efficiency of operations. Martela's objective is to offer its customers ergonomic and innovative furniture and the best service in its field.

Martela is the largest company in its sector in Finland and one of the three largest in the Nordic countries. Martela offers the widest range of after-sales support and modification services for interior solutions in the entire sector. In Finland, Martela offers a comprehensive service that covers everything required for customers making changes in their working environments,

from initial inventory and layout planning to an efficient removals service and furniture repair and maintenance. In addition to furnishing offices, Martela supplies furniture for learning environments, elderly care facilities, auditoriums and hotels.

Martela's product manufacturing is based on a strong chain of suppliers. The manufacture of items in Martela's collection involves final assembly at logistic centres in Finland, Sweden and Poland. Wood-based board is cut to size, machined and surface treated at Martela's subsidiary, Kidex Oy.

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 or revised at the beginning of 2011.

Since 2012 our employees have received annual training in the principles of CR management. In 2014 our employees were encouraged to make their personal promise for 2015 to further support Martela's responsibility, quality and brand. 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. In the end of 2014 we sent questionnaire to our main suppliers for self-assessment of their ability to follow our principles. 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**.

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 2014. 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 Respon-

sibility 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.

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.

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% 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 cooperation. 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, including cost savings and competitive advantage indicators as well as indicators for brand image and value.



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 and re-confirmed this at its meetings on 14 March 2012, 14 March 2013, 3 February 2014 and 10 March 2015. 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 and re-confirmed them at its meetings of 17 April 2012, 19 March 2013, 25 January 2014 and 25 February 2015.

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.

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 resolu-

tions 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 Human Resources 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 detailed instructions on how to apply an environmental approach to developing Martela's collections and production processes, choosing materials, enhancing the recyclability of products, and in leasing, maintenance and recycling services. 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 organization

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. Once a year, the Responsibility Steering Group reviews the results of the responsibility work undertaken, the plans for further work and the reporting. The Steering Group will continue to do this until it is felt that the CR management procedures have become well established. The Responsibility Steering Group has representatives from Supply Chain Management, HR, Finance, Administration and IT, Business Unit Finland, Business Unit International, Business Unit Sweden and Norway and Business Unit Poland. 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 Corporate Responsibility Manager.

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, Director, Responsibility, Marketing and BU International 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 Business 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 2015–2017 aims to visibly incorporate responsibility development in future annual planning processes.

Martela's CR management principles, performance indicators and reporting responsibilities have been collected into an internal CR Handbook, which is available on Martela's intranet in both Finnish and English.

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Monitoring of the responsibility programme for 2014–2017

Martela’s third responsibility programme, covering the period 2014–2017, was published in the 2013 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 attained
- Work continues
- not in target / re-evaluated

Goal and timetable	Schedule	Action by	Status	Review comments and further action
Increasing shareholder value and improving working capital and cash flow.	2014	Financial administration	■	Improvement achieved and work continues
Great Place to Work 2013–2015: Survey	2014	Human Resources	■	Survey implemented in autumn, results reviewed by GMT and main focus area chosen for improvements
Martela Citizen Day: Opportunity for Martela’s knowledge workers to donate a half of a working day to voluntary work at a school or care facility	2014	Human Resources	■	About 160 working hours donated during 2014 in Finland
Energy savings by moving final assembly production in Finland to one location; 750 MWh compared to 2013 level.	2016	Supply Chain Management	■	30% energy savings during 2014
Proportion of electricity from renewable sources raised to 20% of purchased power to reduce CO ₂ emissions	2014	Supply Chain Management	■	About 80% of the total purchased electricity used was sourced from hydro power during 2014
166 tons in 2014 and 123 tons in 2015 of CO ₂ savings with vehicle updates in service production.	2015	Business Unit Finland	■	119 tons increase of total emissions due to increase in amount of vehicles in use. CO ₂ emissions per vehicle diminished by 2%

MANAGEMENT OF CORPORATE RESPONSIBILITY AT MARTELA

- Goal attained
- Work continues
- not in target / re-evaluated

Goal and timetable	Schedule	Action by	Status	Review comments and further action
Decrease in overtime hours and sick absence in service production with efficiency improvement	2014	Business Unit Finland	■ Goal attained	30% fewer sickness absences 40% fewer overtime hours
Space efficiency improvement achieved by moving sales and logistics to new locations in Poland	2014	Business Unit Poland	■ Goal attained	47% improvement in office space efficiency and 21% improvement in production efficiency in factory space
Environmentally labelled products made up 60% of Martela's product sales in Sweden and Norway	2017	Business Unit Sweden and Norway	■ Work continues	43% of the products sold during 2014 were either Swan or Möbelfakta labelled
Product program capability to fulfil the customer needs with increase in inventory turnover as well as reduction in scrapping and depreciation expense	2017	Group R&D	■ Work continues	Radical reduction of product variants – project was started and due by end of 2015 to decrease inventory value.
Process to increase and monitor wellbeing in office environment with office space efficiency metrics within Martela. Targets set during 2014	2017	All Business Units	■ Work continues	Workplace plan created with metrics and targets and communicated through intranet 19.11.2014
Developing service products for lifecycle model for Martela's home markets	2017	Martela Group	■ Work continues	Development started with strategic projects
Actions to study and meet various customer environmental requirements for products	2014	Supply Chain Management	■ Work continues	Particle board purchasing criteria changed from E1 to E1/2 to fulfil the Swan requirements and implementation is still ongoing

Responsibility programme for 2015–2017

At the beginning of 2015, the Responsibility Steering Group approved Martela’s new CR action plan for 2015–2017. The plan includes overall goals including economic, social and environmental aspects of responsibility.

Goal	Schedule
Increasing shareholder value Decreasing working capital Increasing cash flow	2017
Customer employee wellbeing (knowledge workers) 1. 50% Martela customers using Martela Lifecycle® model focusing on user needs 2. user experience study result: <ul style="list-style-type: none"> • minimum 30% of employees say that satisfaction has increased • minimum 50% of employees say that working efficiency increased 	2017
Martela employee wellbeing 1. Great Place to Work, 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 satisfaction 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 <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 Yrityskylä in 2015 	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 	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 	2017
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



Responsibility results

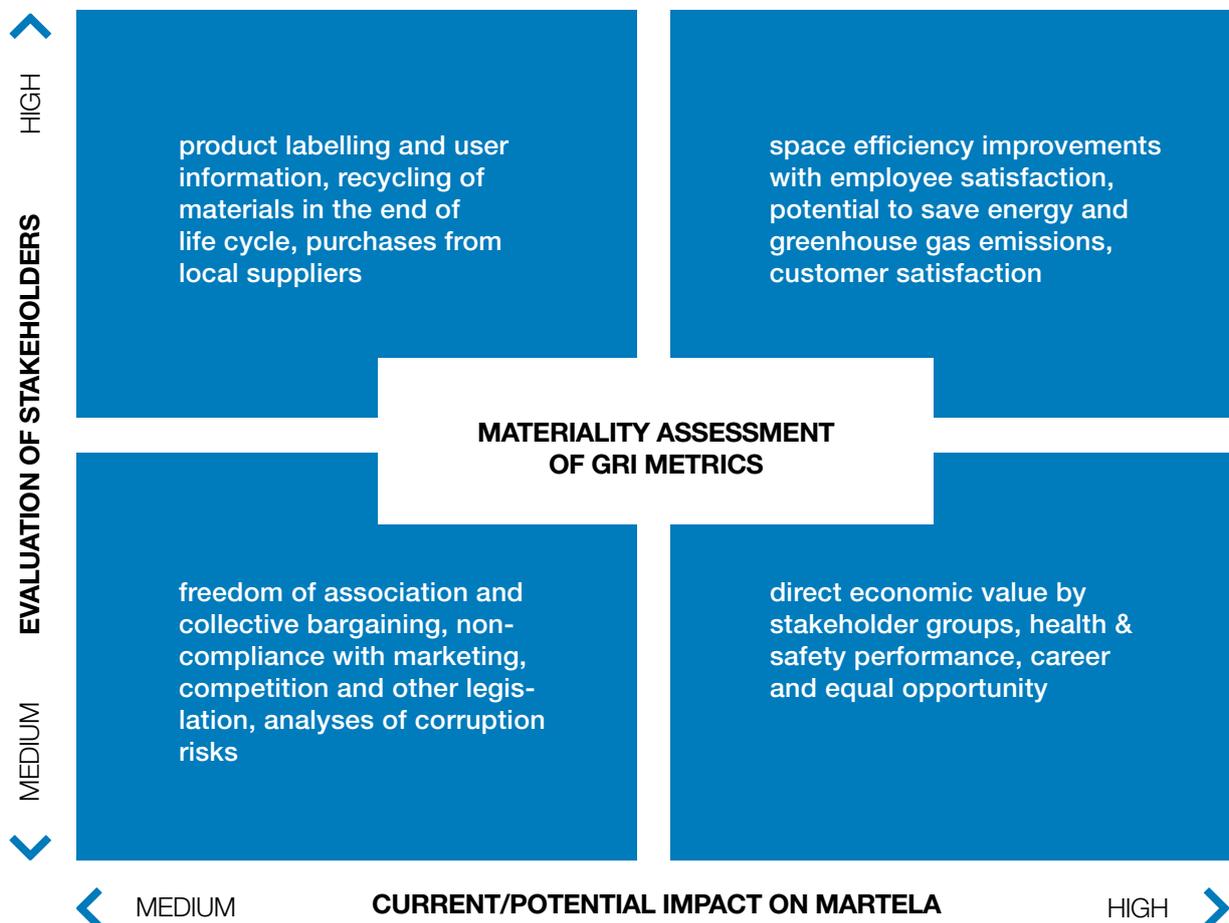
Martela's performance in the area of corporate responsibility is measured using indicators compatible with the GRI recommendation which were chosen on the basis of the materiality assessment made by the Responsibility Steering Group. The Steering Group chose five economic-, nine environmental-, eleven social- and three product responsibility indicators for the 2014 report-

ing. The intention is to continue this practice in the 2015 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 recommendations 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.



Key responsibility indicators 2012–2014

	2012	2013	2014
Economic responsibility indicators			
Revenue (million €)	142.7	132.3	135.9
Profit before tax (million €)	-1.8	-4.6	-0.6
Income Taxes (million €)	0.2	-0.5	0.1
Return on investment, %	-2.7	-8.4	0.5
Equity to assets ratio, %	42.6	37.2	38.1
Dividends paid (million €)	1.8	0.8	0.0
Wages and salaries (million €)	31.0	30.1	29.2
Number of employees (average)	765	690	658
Purchases from suppliers (million €)	105.4	97.7	96.1
Gross capital expenditure (million €)	4.0	3.0	1.7
Customer satisfaction (scale 0-5)	4.29 ¹⁾	4.15 ¹⁾	4.20 ¹⁾
Social responsibility indicators			
Average age of employees (years)	45.4 ²⁾	44.2 ²⁾	44.5 ²⁾
Number of employees with more than 10 years' service, %	57	48	48
Employee turnover, %	14.7	15.3	17.6
Reasons for leaving (incidents)			
- terminated by employer	17	17	30
- terminated by employee	70	82	72
- retirement	11	10	17
Absences due to illness (% of work time)	5.0	3.0	3.4
Investment in training (€ / person)	237	360	251
Development discussions (% of staff)	82	75	61
Environmental responsibility indicators			
Material use (1,000 kg)	9348 ¹⁾	12253 ¹⁾	12255 ¹⁾
Direct energy (GJ)			
- heating oil	14509	14509	5204
Indirect energy (GJ)			
- district heating	16361	14290	12788
- electricity	30445	27043	27045
- gas	x	x	237
Carbon dioxide emissions (1,000 kg)			
- from direct energy	1120	1117	396
- from indirect energy	2520	2289	1268
- from own transport equipment	992 ²⁾	994 ²⁾	1173 ²⁾
- from company cars	228 ¹⁾	187 ¹⁾	165 ¹⁾
- from business flights	219 ²⁾	166 ²⁾	249 ²⁾
Waste (1,000 kg)			
- hazardous waste (1,000 kg)	23	19	15
- recovery, %	98	99	98

x no measurement

1) BU Finland

2) Martela Group Finland operations



Sustainable lifecycle model

Better future by Inspiring spaces

The best workplaces support companies' businesses. Optimised use of space has been taken into account when planning them. These workplaces support the employees for the best performance. They support company brands visually as well as with sustainability. Above all, the best workplaces create wellbeing for the entire working community.

We believe that the basis for workplaces that support the tasks of the employees and that are flexible for the changing requirements, comes from careful specification of the user need. Maintaining workplaces must be effortless so that the specific needs of each employee can be catered for. Furniture expenses are just the tip of the iceberg when it comes to the overall lifecycle expenses of a company's premises: operating expenses are typically 10 times higher and staff costs easily 100 times higher than furniture expenses. Martela's Lifecycle model plays a key role in the new office concept. Instead of individual furniture orders, companies receive a comprehensive service from Martela that covers the entire lifecycle of the office, looking after the premises, furniture and people. The best work environments create well-being for the entire working community.

Martela's modern activity-based solutions offer a more pleasant and efficient working environment with fewer square meters. The reduced need for space and increased energy efficiency helps to achieve significant savings in operating expenses, such as rental, heating, lighting and cleaning expenses. One example of this is our own Martela House in Helsinki where with the aid of the Martela Lifecycle® model annual cost savings of 0.4 M€ were achieved. The calculated impact on Martela's business is as much as 1 M€ per year. At the same time, according to a user experience study, 72% say they work more efficiently and 68% say that wellbeing at work has improved.

[Read more about Martela House renewal](#) on Martela's website.

[Read more about Martela Lifecycle® model](#) on Martela's website.

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 2010, 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 2014 was 21.0%. The fifty largest shareholders held 71.3% of the company's shares at the end of 2014, and the company's market capitalisation was EUR 11.9 million.

REVENUE AND OPERATING RESULT

The consolidated revenue in 2014 was EUR 135.9 million, an increase of 2.7% from the previous year. Business Unit Finland contributed EUR 87.5 million to the revenue. The consolidated operating result for 2014 was EUR 0.2 million (-3.1). Business Unit Finland's operating result was EUR 2.8 million (1.4). The Group's equity ratio was 38.1% (37.2%), the gearing ratio was 33.4% (51.7%) and gross capital expenditure was EUR 1.7 million (3.0). The capital expenditure was mainly related to production equipment.

DIRECT ECONOMIC VALUE BY STAKEHOLDER GROUP

Around 70% of the Martela Group's EUR 135.9 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, which are paid annually. Income taxes are paid according to the legislative requirements of each country of operation, and the tax rate differs depending on the economic value retained in the local units.

WAGE AND SALARY COSTS

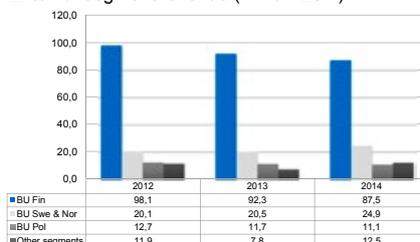
Due to an increase in the number of employees in Martela Group, the total salaries, wages and social costs increased during 2009–2012, but the figure has decreased

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.

Economic value by stakeholder group



External segment revenue (million EUR)



Operating profit by segment (EUR million)	2012	2013	2014
BU Fin	3.9	1.4	2.8
BU Swe & Nor	-0.7	-1.4	-0.1
BU Pol	-1.2	-0.7	-1.4
Other segments	-3.0	-1.6	0.4
Other	0.2	-0.9	-1.7
Total	-0.9	-3.1	0.2

Economic value by stakeholder group	2012	2013	2014
Product and service Providers	70.2%	69.8%	71.4%
Employee wages	20.6%	21.5%	21.7%
Dividends paid	1.2%	0.6%	0.0%
Interest paid	0.5%	0.9%	0.6%
Taxes	0.1%	-0.3%	0.1%
Social security & pension	4.8%	5.4%	5.0%
Investments	2.6%	2.1%	1.3%
Donations given	0.0%	0.0%	0.0%

The minimum monthly salary in the joinery industry in Finland has been EUR 1,619 since 1 October 2013 and EUR 1,639 from 1 February 2015 onwards. The minimum hourly salary in the removals business is EUR 10.11. Martela employees' minimum monthly salary was EUR 1,712 in 2014, the same as in 2012 and 2013.

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 114.15 SEK/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 2014 was 1,680 PLN and since 2015 the minimum wage has been 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

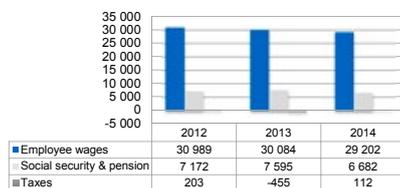
Finnish Funding Agency for Technology and Innovation).

In 2014 the level of assistance received increased from the previous year, but the distribution was similar. Product development did not receive any assistance, but the proportion of the other assistance grew. This financial assistance was allocated to the development of integrated processes.

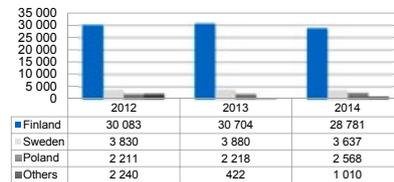
PURCHASES FROM LOCAL SUPPLIERS

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.

Salaries, employee costs, taxes distribution (1000 EUR)



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



Public subsidies (1000 EUR)



Therefore, assessments of the social risk of purchases the main suppliers must be supplier-specific.

The percentage of purchases from outside Europe has increased, as well as in Europe purchases from other than local suppliers.

In 2014, 66% of total purchases were for materials, components and finished products supplied to customers. The remaining 34% of purchases included marketing costs and products and services related to real estate and information management.

In 2014, Martela used about 150 suppliers of materials and components for standard products. Three quarters of material purchases originated from Finland, Swe-

den and Poland. About 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.

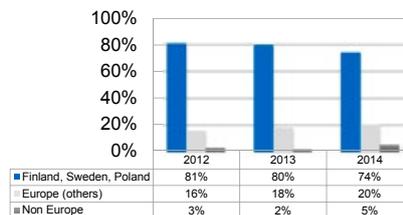
Martela ensures the integrity of its local personnel, especially in markets with a high corruption risk, by engaging recruitment companies with a reliable reputation in its recruitment processes.

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 2014

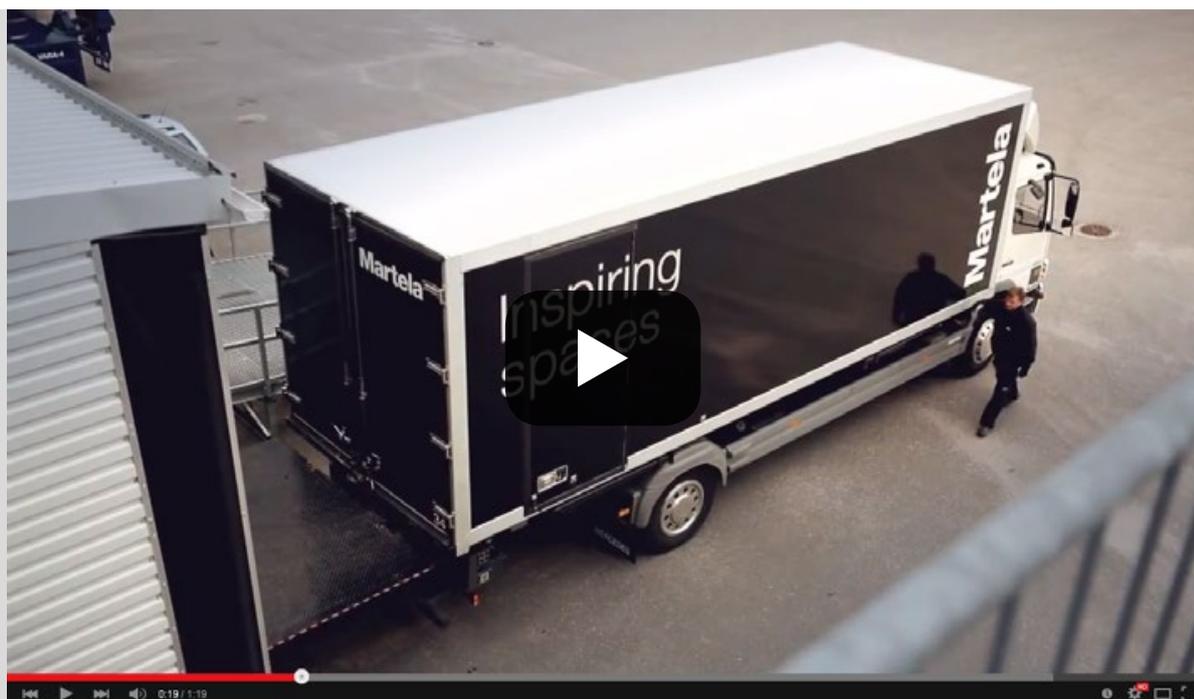


Purchased by areas



Material spend 2012 - 2014 (%)





Better
future by
Inspiring
spaces

Listening is caring

Grundell, a company providing removal and storage services, has been part of the Martela Group for a few years. It employs around 150 people, of whom around 90% carry out very physical work. According to Martela's Personnel Manager Sirpa Ontronen, sickness absences in the company reached a very high level in 2013. Measures to address the situation were needed, and the company decided to renew and immediately implement its early intervention model.

This simple model is based on increased interaction and building mutual trust between employees and supervisors. When an employee accumulates a certain amount of sickness absence, the employee and his or her supervisor discuss the reasons for the absences in detail and any needs for changing tasks or working hours as well as other means to promote health and well-being.

The model was implemented without delay, and considerably more time than before was invested in discussions with employees. The model has had a marked effect on sickness absences. "In 2013, sickness absences represented around 6% of total working hours. In 2014, the corresponding figure was 4.1%," says Ontronen.

Martela's employees have noticed and embraced the change. When a supervisor has the time to attentively listen to an employee's concerns, mutual trust increases and problems can be addressed at an earlier stage. "Simple, everyday things often make the best leadership tools in working life," Ontronen points out.

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 dependent on skilled and motivated employees who enjoy their work. Through responsible HR management, the company ensures that these personnel qualities are maintained in both the short and long run.

The HR indicators are designed to provide a comprehensive picture of Martela's employees and their importance to the company. The indicators also demonstrate

how Martela structures its activities and organises its human resources to implement its overall strategy. They present information on the number and composition of the personnel, employee turnover, notice procedures in the event of 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 Business Unit Finland and Muutopalvelu Grundell Oy, Business Unit Inter-

national, Group functions and Kidex Oy. The HR indicators are based on 2014 events and results.

REVIEW OF 2014

The Group's personnel have a very significant role to play, because motivated, committed and skilled people are the key to Martela's success. 2014 was a year of changes. Substantial organisational changes were implemented to improve the efficiency of operations. The rearrangements concerning the production transfers between different Martela production units in different locations were implemented at the beginning of the year. In autumn BU Finland reorganised its organisation to



better meet the strategic targets. To reduce the cost level the number of employees was reduced.

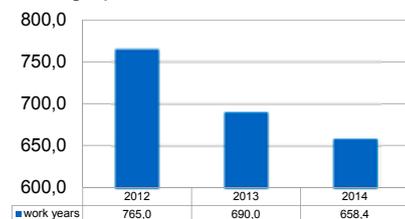
NUMBER AND COMPOSITION OF PERSONNEL IN GROUP

Amount of personnel in work year was 658 in 2014 in the Martela Group. The number of personnel decreased by 32. Most of the employees were permanent and worked full-time. Temporary employees such as summer workers and temporary agency workers were also recruited to help with

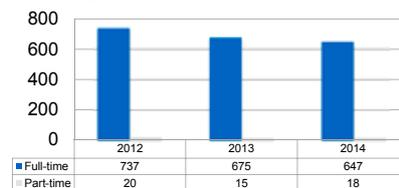
seasonal peaks. Muuttopalvelu Grundell Oy uses hired personnel to balance volume peaks. The number of hired personnel was 112 in 2014. An important aim is to ensure that the number of employees is never disproportionate to the company's goals, which is why considerable attention is given to managing the number of employees. This is monitored on a monthly basis, and each new employee must be approved in advance.

Employment relationships are typically long at Martela, with 20+ years in service being typical in Finland and Sweden. In Poland the employment relationships are shorter, but even there 43% of the workforce has 11–20 years of service. Office employees were the largest personnel group in 2014. The gender split was 33% women and 67% men. The largest age group was 40–49 year-olds. Martela's oldest employee in Finland turned 67 during the year. The proportion of employees under 30 decreased from the 2013 figure to 12.

Average personnel



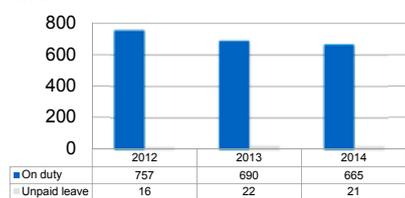
Personnel, full-time and part-time at year end



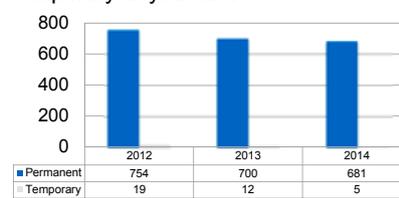
Years in service (%)



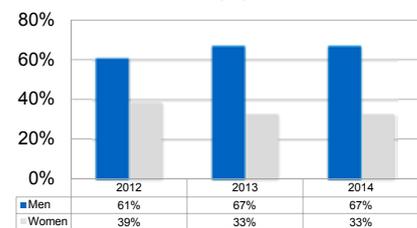
Number of personnel at year end



Personnel, permanent and temporary at year end



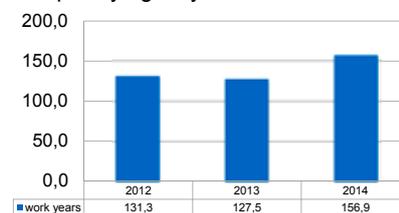
Gender distribution (%)



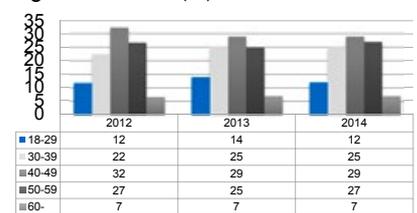
Personnel groups at year end



Temporary agency workers



Age distribution (%)



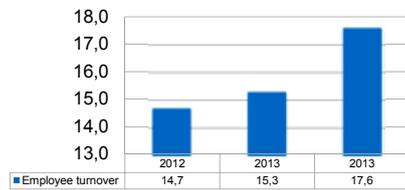
In 2014 the Martela Group's Board of Directors comprised seven members (two women and five men). The Group Management Team had seven members (one woman and six men). Of all the office employees, 53% were men and 47% women, while 78% of factory employees were men and 22% women.

EMPLOYEE TURNOVER IN GROUP

Employee turnover among permanent staff has typically been low at Martela. However the number of staff leaving Martela's employment is increasing and it was higher in 2014 than in 2013 partly as a result of redundancies. In 2014, 121 employees left Martela, 60% of them voluntarily and

25% due to notice being given, while 15% retired. In the Group, the average age of retirement for Martela employees is 63. Most of the leavers were men aged 30–50 years. The leaving rate was highest in Sweden. In Sweden, the figure is affected by the number of redundancies.

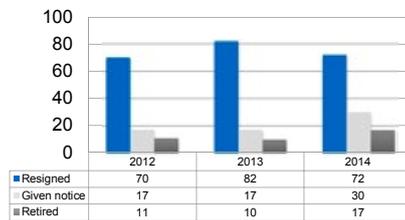
Employee turnover of personnel (%)



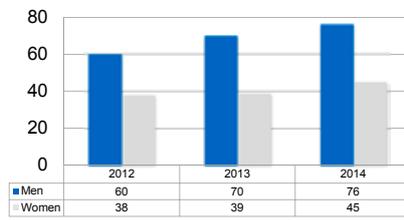
Employee turnover by gender (%)



Reason for ending employment



No longer employed by gender



NUMBER, COMPOSITION AND TURNOVER OF PERSONNEL BY UNIT

	Finland			Poland			Sweden		
	2012	2013	2014	2012	2013	2014	2012	2013	2014
Number of personnel at year end	603	558	519	81	80	110	66	65	51
Number of contractual employment relationships at year end	590	540	501	78	77	108	66	65	50
Number of employees on unpaid leave at year end	13	18	18	3	3	2	0	0	1
Office employees at year end	293	243	220	68	67	73	37	38	37
Factory employees at year end	297	297	281	10	10	35	29	27	13
Full time employees at year end	578	533	491	78	77	107	60	57	43
Part time employees at year end	12	7	10	0	0	1	6	8	7
Permanent employees at year end	586	551	496	81	80	108	64	60	50
Temporary employees at year end	17	7	5	0	0	0	2	5	0
Average personnel, work years	596	544	496	81	76	108	64	63	49
Temporary agency workers, work years	111	120	116	9	0	40	10	4	1
No longer employed	66	89	85	19	11	15	7	6	21
No longer employed, men	44	59	52	10	6	13	2	3	11
No longer employed, women	22	30	33	9	5	2	5	3	10
Employee turnover, %	13	16	16	23	15	14	11	9	41
Employee turnover %, men	9	11	10	12	8	12	3	5	22
Employee turnover %, women	4	9	6	11	7	2	8	5	20
Resigned	50	66	57	15	10	12	1	3	5
Given notice	11	16	12	4	1	3	0	0	15
Retired	5	7	16	0	0	0	6	3	1

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 negotiation 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 the case of 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.

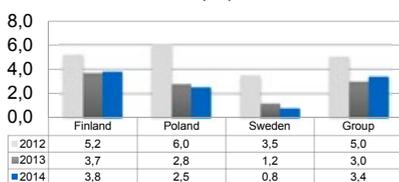
The expertise of the health and safety committees is utilised in both preventive and corrective actions. Martela has 17 occupational health and safety employees in Finland and two in Sweden, and their area of responsibility covers the whole of

the Finnish and Swedish operations. As occupational wellbeing has a major impact on the level of employee satisfaction, positive developments in this field are important for Martela.

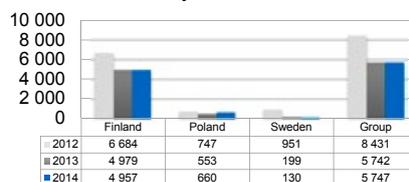
To ensure the health and safety of its personnel, Martela works closely with its occupational health partners. In Finland, only 39% of Martela's employees have been included in more intensive health monitoring related to work environment exposure. These employees are exposed to surface treatment materials 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, safety and leisure time activities promote wellbeing and employee satisfaction. Age management and occupational wellbeing models were carried out in production at the Nummela plant, the purpose of which is to promote long careers and coping at work and to reduce sickness absences. A further goal is to ensure that Martela employees can retire in good health. The number of sickness absences has been growing, which is why it is vital that measures are developed to reduce them. Days of absence due to work-related sickness and occupational accidents with

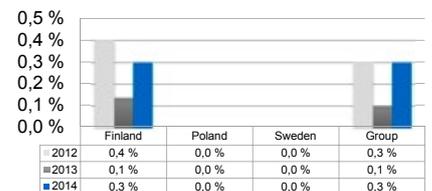
Sickness absence (%)



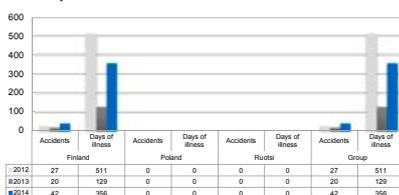
Sick leave in days



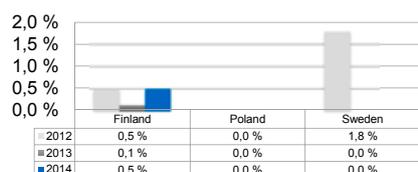
Accident (%)



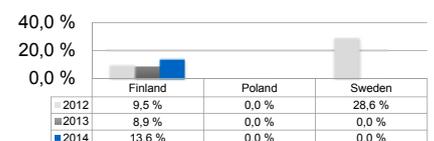
Occupational accidents



Lost day due to occupational disease



Occupational disease of all sickness absences



resulting sickness absences decreased from 0.55% to 0.10% of all work days for the entire Group.

PERSONNEL COMPETENCE

Personal development discussions are an important part of Martela’s management system. The aim is to give feedback to employees about their recent performance, set future targets, make an employee development plan and discuss issues related to the work environment. Each employee should be able to discuss her/his personal development with a supervisor. The number of these discussions is monitored annually, and 61% of employees attended such discussions in 2014. The number is lower than it has been in previous years, mainly because in some parts of the organisation supervisors and employees were focused on implementing a number of changes.

On-the-job learning is one of the most effective ways to improve competence. Many development projects were in progress in 2014 and the competence of those participating in the projects was significantly enhanced during the work. Training and coaching on systems, responsibility and supervisor skills, among other things, was provided to personnel.

An employee satisfaction survey was implemented in 2014. It’s important to find out how employees feel about their job and the workplace. It’s also important to gain information about possible development needs. According the results, employee satisfaction is on a good level. Development actions will be defined at the beginning of 2015 and implemented during 2015.

STAFF SUGGESTIONS

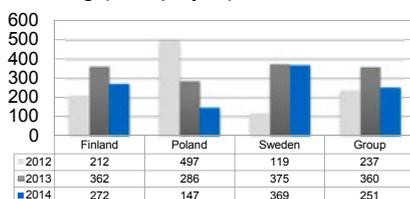
Martela operates a system whereby employees can submit suggestions for improvements in the company’s operations. This includes not only the traditional method of submitting suggestions but also methods focusing on continuous improvement, which are mostly used by the production units. The extent to which employees are active in submitting suggestions is measured as the number of suggestions per 100 employees. In 2014 there was a decrease in the number of suggestions to 1.4 per 100 persons. No actions were planned or implemented to improve the number of suggestions during 2014. The suggestion system covered Martela Corporation’s Business Unit Finland and Kidex Oy.

REMUNERATION SYSTEMS

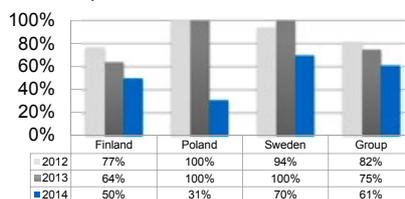
The remuneration system plays an important role in motivating and committing personnel, giving them an incentive to engage in independent self-development and produce good results. Annual bonus and incentive plans are used in Martela to promote the achievement of long and short-term objectives.

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 44,300. 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.

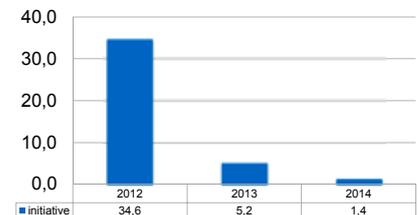
Training (€/employee)



Development discussions



Initiatives per 100 persons







Martela supporting with LEED

Better future by Inspiring spaces

When Nordea moved to its new premises on Lindhagensgatan in Stockholm, responsibility was the most important starting point for the transformation. Martela supplied the furniture and served as coordinator of the interior design project, which involved multiple suppliers. The customer's vision was to create a whole that would receive as high an environmental classification as possible on the Leadership in Energy and Environmental Design (LEED) scale. The project was eventually awarded LEED Platinum certification, which is very rare in the Nordic countries.

The customer expected Martela to focus strongly on environmental aspects and responsibility throughout the project. The excellent end result demonstrated to both the customer and Martela that the company's new production model meets even the most stringent responsibility requirements. The project was based on the Martela Lifecycle® model, in which companies are provided with an approach that covers the entire life cycle of the office, not just furniture deliveries. The model makes facility management easier and helps companies operate in a responsible, environmentally sound manner.

In the Lindhagensgatan office, the customer wanted to make maximum use of the existing furniture, and Martela was able to provide a solution that met this need. As many of the existing adjustable desk bases as possible were reused and new desktops were fitted to match the new look of the facilities.

Around 1,000 desks were refurbished and reused in various Nordea offices. Furniture that was not suitable for reuse was sold through Martela Outlet. The customer's wish came true: nothing was thrown away.

[Read more about the LEED certification](#) for this projects on USGBC website.

[Read more about the case](#) on Martela's website.

Environmental responsibility

Martela's product selection relies on a strong chain of suppliers. Its own manufacturing concentrates on outlet production in Finland and on final assembly at logistic centres in Finland, Sweden and Poland. 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. In 2012 it also had sales offices in Hungary and Denmark. Sales of Martela products in other countries are mainly through dealers.

The direct environmental impact of Martela's logistics centres and offices is mainly from building services 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.

During 2014 Martela made a decision to obtain environmental and quality management system multisite-certification according to ISO9001:2008 and ISO14001:2004 standards. Multisite-certification proves to our stakeholder that we are executing common operations in all group level functions. Martela multisite-certification now 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, 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 was omitted from the statistics.

Metrics show that materials used in Martela's production during 2014 stayed at almost the same level, at about 12 million kilograms of materials, components and sub-assemblies. Purchase item data reveals that about 52% of the purchased items were wood-based materials and about 21% 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 at about 33%, based on the amount of the major supplier, Ruukki's average factory level recycled material. Using that as the only base of information to calculate the recycled material use, the recycled materials used by Martela account for about 7% of the total estimated material usage.

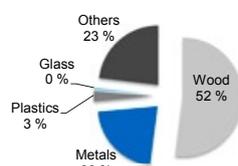
The reliability of the statistics is affected by the limitations of the data saved in the ERP system. The system allows only one material to be stated for each component and subassembly, and only the total weight of the component is entered. Usually no weight information is recorded for customer-specific product variations as well as traded products. Statistical determination of the 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

Purchased items by materials (1000 kg)



Purchased materials 2014 (kg)



that are designed and manufactured by Martela itself. A barrier to the use of recycled plastic material is often the lack of an 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

The last Martela units to produce energy from heating oil were the Nummela and Riihimäki sites. At the beginning of 2014 the Nummela logistics centre changed over to district heating that is produced mainly with renewable energy. During the year the Riihimäki site was closed down and outlet production moved to the Nummela site. Heating oil will remain in use at Riihimäki to provide basic heating at the premises until the lease period ends. Kidex Oy has

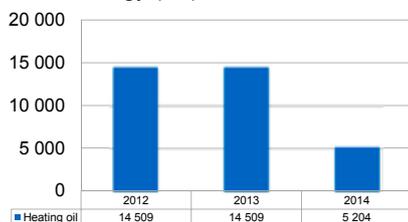
used district heating since 2011 and the Bodafors logistics centre in Sweden has used it since 2008. Both of these units supply a district heating station nearby with wood waste. In 2014, the total amount of direct energy used decreased by 65% on the previous year to 5,200 GJ. Of the total energy production 100% was generated using fossil fuels.

Martela's indirect energy 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 the Oulu sales office as well as heating produced from gas in Piaseczno. Martela house in Finland was transformed into an Activity Based Office during 2012 and into a full-scale Activity Based Office with Martela Dynamic Solutions during 2014. Our reduced need for office space means that we now use only 70% of the energy of the total building. The Nummela and Kitee

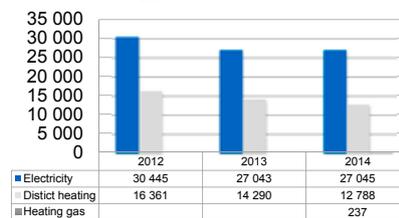
sites purchased their electricity from a single supplier from which Martela purchased only hydropower during 2014. The logistics centres in Sweden and Poland, the Outlet unit in Riihimäki, the main office in Helsinki and the sales offices used local suppliers. The amount of electricity used at the local sales offices is mainly an estimation. As the logistics centre in Poland has moved to new premises, we now also have the metrics of their energy usage since April 2014.

The sources of purchased energy have been determined on an annual basis for the main energy supplier for the Finnish and Swedish operations and the calculations for 2012–2014 use energy coefficients determined for 2012. Based on these figures, the total amount of indirect energy used in 2014 was about 40,000 GJ, of which 12% was produced from fossil fuels, 87% from renewable energy sources and 1% from nuclear power.

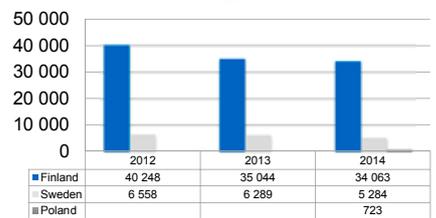
Direct energy (GJ)



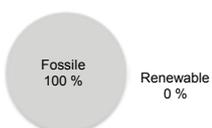
Indirect energy (GJ)



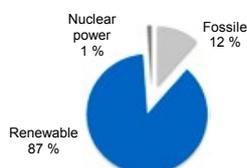
Use of indirect energy (GJ)



Direct energy division 2014



Indirect energy division 2014



RESPONSIBILITY RESULTS | ENVIRONMENTAL RESPONSIBILITY

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 7% from the previous year, being about 12,500 tonnes during 2014. The main reason for this was an increase in the amount of metal and glass used in production. The metal-based materials contributed to 86% 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 (23%) of the materials were other materials

and thus not included in the calculation. Materials usage accounts for approximately 79% of estimated CO₂ emissions, while indirect energy accounts for approximately 8%, direct energy about 3% and deliveries with own fleet about 7%.

The greenhouse gas emissions from Martela's energy use have been calculated using 2011 and 2012 values from the main energy suppliers for Finland and Sweden as the energy coefficients. The country-specific coefficients have mainly been used for the other energy usage. In calculating the greenhouse gas emissions for heating oil, heating gas and district heating, general coefficients obtained from the literature were used. The results show that carbon dioxide emissions from direct energy in 2014 decreased to less than 400 tonnes. Emissions from indirect energy decreased

45% to less than 1,300 tonnes as the electricity used in Nummela and Kidex's sites was produced with hydropower.

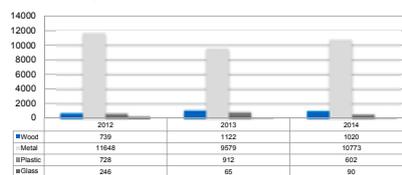
The environmental impact of transportation by service production in Finland was calculated with the help of Lipasto coefficients to be 1173 tonnes of CO₂ during 2014. The increase of almost 20% was due to increase in the amount of vehicles used by service production during the year. Average emissions per vehicle decreased by 2%. More comprehensive information on the environmental impact of transport operations will 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 2014 and is now 130 gCO₂/km. From the beginning of 2013 the maximum emission level for the company cars was lowered from 180 to 150 gCO₂/km.

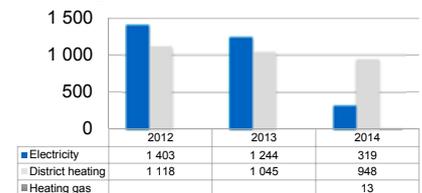
CO₂ emission division (1000 kg)



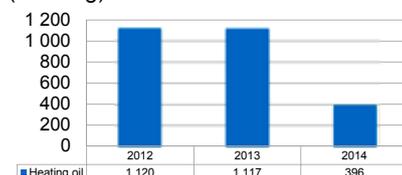
CO₂ emissions of materials used (1000 kg)



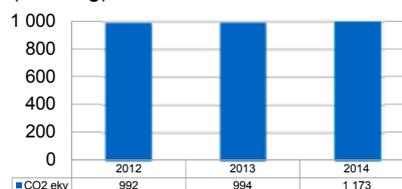
Indirect energy CO₂ (1000 kg)



Direct energy CO₂ (1000 kg)



Emissions of own fleet (1000 kg)



Currently there are 8 company cars over the 150 level. The lease period is ending for five of these cars during 2015. 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 2014 came to about 165 tonnes as the number of company cars in use is 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 2014 increased 50% to about 249 tonnes. The increase in flight travel was mainly based on changes in the production structure.

Special emissions from production consist of organic solvents in surface treatment processes. In the Martela Group, surface treatment is only undertaken at the premises of Kidex Oy. Water-soluble and UV hardening 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 2014 volatile organic compound (VOC) emissions were 0.9 tonnes at Kidex Oy,

which was about 50% more than during 2013 based on an increased demand for 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. During 2014 more product-specific carbon footprints were calculated, especially 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.

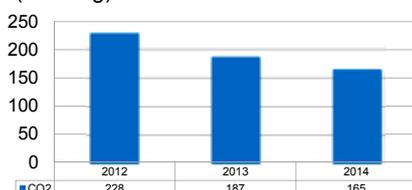
WASTE

The waste volume generated by the Martela Group decreased to 2,000 tonnes in 2014. The largest changes since 2013 have been in the decreasing amount of wood waste generated at Kidex Oy. 98% of waste was sent for recovery. In all, 85% of the

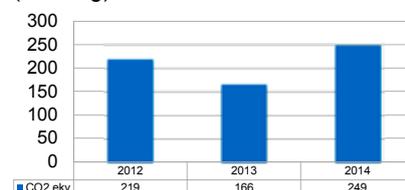
recovered waste in Finland and 77% of the recovered waste in Sweden consisted of wood-based materials in 2014. Wood waste is generated from production processes, packaging, pallets and damaged components, as well as a minor amount of regional scrapping of used furniture. Other usable by-products from production processes include cardboard, metal and combustible waste. The Nummela, Kitee, Riihimäki (until the beginning of 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 combustible 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 new products. Since 1998, Martela has met its statutory packaging waste producer responsibility obligations

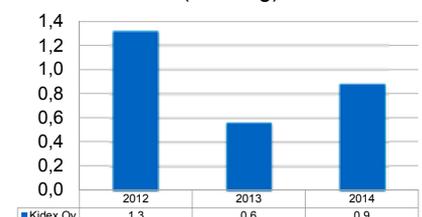
Company car emissions (1000 kg)



Business flight emissions (1000 kg)



VOC emissions (1000 kg)

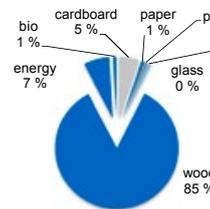




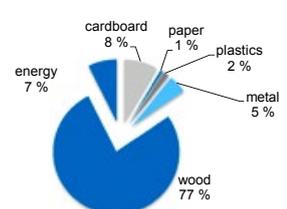
Waste (1000kg)



Recovered waste, Finland 2014



Recovered waste, Sweden 2014



via 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 then 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 everyday property management and maintenance. Operations in Finland produced 15 tonnes of hazardous waste in 2014 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-

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

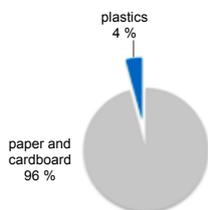
Martela offers a wide spectrum of recycling services as part of its portfolio. When planning new space solutions, customers can include their used furniture in their new office plan or Martela can help with recycling the old furniture. Used furniture in good condition can be cleaned and refurbished and then made available to Outlet store customers across the country. Used furniture requiring more demanding refurbishment is now delivered to the Nummela logistics centre for restoration.

Martela Outlet chain includes five locations around Finland, selling used and refurbished furniture to small businesses and home offices. More than half of all furniture sold by the Martela Outlet chain in

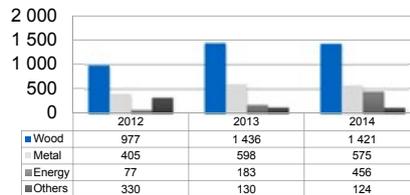
2014 was totally or partly recycled furniture, while the rest comprised unused furniture such as various factory items, discontinued products, old models and special Outlet items. About 20,000 pieces of used furniture found a new home through the Martela Outlet chain.

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 2.5 million kilograms during 2014. 55% of furniture waste could be recovered as wood fractions, 22% as metal and 17% for energy production, 5% of the material included other materials as waste for landfill as well as WEEE and other waste needing special processing. The statistical survey does not include minor regional recycling.

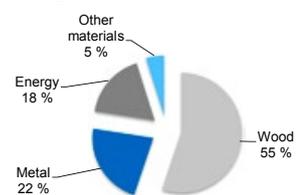
Recovered waste, Poland 2014



Material forwarded to further recycling (1000kg)



Recycling distribution 2014





Citizen Day and Me & MyCity

Better future by Inspiring spaces

The Me & MyCity business village is buzzing with twelve-year-olds doing their jobs. One of them, Eikka, is managing director of Martela for the day. He is running around with red cheeks, fulfilling his duties. In the middle of all this, he finds a moment to say that one of the things he has learned is that managing directors are always busy.

Me & MyCity is a 20-hour study module for Year 6 comprehensive school pupils. Focusing on society, working life and entrepreneurship, the module culminates in a full-day visit to the Me & MyCity learning environment. In the business village, pupils familiarise themselves first-hand with shift work, invoicing, paying invoices and doing banking transactions. By voting, they have a say about affairs that affect everyone, and there is also a fun competition to find out who provides the best customer service. Tens of thousands of pupils have visited Me & MyCity business villages in different parts of Finland.

Martela has been a national Me & MyCity corporate partner right from the very beginning. In practice, this cooperation means that Martela has furnished all of the Me & MyCity business villages and has an office for pupils in each business village. Typically, three pupils work in a Martela office: a managing director, an interior designer and a solutions salesperson. The activities at the business villages are guided by trained instructors. Martela employees fulfilling their volunteering requirement for the Citizen Day project have also served as instructors. Citizen Day is Martela's internal corporate social responsibility project that offers all employees an opportunity to contribute to society by participating in Me & MyCity operations.

[Read more about Me & MyCity](#) in Me & MyCity's website.
[Read more from Martela website](#)



Product responsibility

Martela products are mainly furniture items for use in normal office 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.

Environmental requirements for furniture focus on the source of any 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 market and product group.

During 2014 Martela continued to increase the number of products under the Möbelfakta label for the Swedish and Norwegian market. Möbelfakta is environmental labelling created by the Swedish furniture producers' association. In addition to environmental criteria it now also includes requirements for social responsibility and the technical quality of the product.

Our responsible furniture solutions have helped our customer companies to achieve environmental certification for their premises. In 2014, for example, we supplied furniture for the first premises interior in Europe to be awarded the LEED Platinum certification. LEED certification emphasises

local production, which is an important responsibility perspective for Martela. Local producers and employment are important factors for Martela, and we aim to create jobs primarily in our market areas.

LEED certification includes various requirements for different types of buildings. The criteria includes the use of recycled or rapidly renewable material as well as the radius of the material origins and the final assembly. For certified wood it rewards the use of FSC-certified wood. These requirements are evaluated regarding the total interior furniture and furnishing materials. Customers wishing to obtain most of the rewarded credits in LEED must consider the whole material selection of their interior as an entity. To help our customers to obtain LEED or other environmental credits, Martela will supply information on the extent to which specific furniture items fulfil the required environmental criteria specified by the customer.

The technical characteristics of products can be analysed on the basis of specific standards for particular product groups or intended uses. Martela has its own research laboratory at the Nummela logistics centre, where product tests specified in European EN standards are performed. The technical durability and usability of products is verified at the product development stage through testing. Martela does not have the instruments necessary for studying volatile substances of products, but instead usually relies on manufacturer's material-specific emission tests. Where necessary, product-specific tests can also be made by external research facilities.

The high-quality work carried out by Martela was recognised in April 2014, when the test laboratory was accredited according to the SFS-EN ISO/IEC 17025:2005

standard. 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 verifies 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. At the beginning of the accreditation project, the test laboratory was part of the R&D department organisation but in order to fulfil the requirement of independence the test laboratory is now part of the Quality department.

CUSTOMER SATISFACTION

The purpose of measuring customer satisfaction is to enable us to enhance customer experiences of our sales process, deliveries and customer service. Martela measures customer experience with a continuous mobile customer satisfaction survey, that has been in use since 2012. Customer satisfaction metrics have been chosen as the general measurement of satisfaction with deliveries and installation according to the mobile survey. The long-time trend shows that customer satisfaction has continued to be at a good level in Finland.

The purpose of the continuous mobile survey is to identify deviations in customer transactions in order to immediately rectify errors and solve problems. The aim is to monitor and develop the standard of service at the function, project and personal levels. After each transaction exceeding a certain sum, customers receive a survey either as an SMS and can respond using their mobile phones or on the web. If for some reason the customer gives a low score, the

RESPONSIBILITY RESULTS | PRODUCT RESPONSIBILITY

feedback is e-mailed directly to the regional sales director or service director and 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 management team of Business Unit Finland follows the mobile feedback as a whole on a monthly basis. No customer surveys were conducted in other Business Units during 2014.

CUSTOMER FEEDBACK

All Martela units started using the same customer relationship management system in June 2012. Unified systems allow more effective introduction of preventive measures, improved transparency (also between Martela's units) and more comprehensive cost monitoring. Further development work on the new tools is still continuing. Customer feedback is classified as follows:

- Complaints
- Inquiries to which responses are expected
- General feedback to which no written response is expected

With unified tools, Martela's complaint process as a whole was renewed. The definition of a complaint also changed. Previously, complaints were defined as significant deviations in product quality

indicated directly by customers, whereas now complaints include all cases where the customer is not invoiced. These could also include errors in orders which can lead to refunds or replacement orders for products, components or work. Complaints may also be deviations that occur in the logistics chain before delivery. This means that new customer feedback may be initiated not only by a customer but by service production or sales in the case of a deviation observed during delivery, installation or final inspection, or even by the logistics centre in the case of deviations observed before deliveries leave the logistic centre.

During 2013 extensive training was provided for the staff to improve their use of the customer feedback tool as well as to find new ways to improve the process as an entity. In the majority of the cases the reason for the customer complain was delivery and handling damage as well as different malfunctions with electrically adjustable tables. The root causes for the electrical table malfunctions have been errors in the final assembly as well as batch-related component production errors. With a unified tool it is easier for Martela employees to access information about the status of claims as well as the root causes in claim situations.

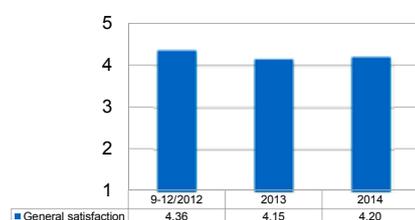
The overall level of complaints was 3.47% calculated using the delivered sales order lines in 2014.

MARKETING COMMUNICATIONS AND PRODUCT MARKINGS

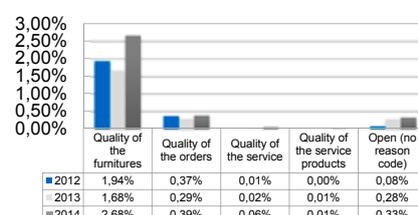
Since most of Martela's products are simple furniture items for daily use, they usually do not include special labels or instructions. Martela's products are delivered, installed and adjusted for the customer by professional staff. For furniture that users can adjust themselves, ergonomics instructions 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 or in its brochures. Mechanical joints are preferred in Martela's products, enabling maintenance of furniture without special tools and allowing re-upholstery. Mechanical joints also make it easy to separate the materials at the end of the product's life.

General satisfaction to Martela



Reasons for customer feedback



RESPONSIBILITY RESULTS | PRODUCT RESPONSIBILITY



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	P.O.Korhonen Oy data removed from 2012 Environmental Metrics. 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 was found in the financial period 2013 and 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		