

2019

responsibility report

Inspiring
spaces

Martela



Content

RESPONSIBILITY REPORT

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Contents and scope of report

This is Martela's seventh corporate responsibility (CR) report. The report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (version G4). Martela's Corporate Code of Conduct with update of the notification mechanism for the breach in financial markets was approved by the Board of Directors in July 2016. The People Policy updated with occupational safety commitment was approved by the Group Management Team in December 2016. Other management principles guiding Martela's corporate responsibility were reviewed by Group Management Team in March 2017 and kept unchanged.

The Responsibility Steering Group chose the performance indicators for the report on the basis of a materiality assessment updated in 2016 and the metrics were updated according the evaluation by the steering group.

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

REPORTING STRUCTURE

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

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

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

The performance in our different areas of operation is presented in the economic, social and environmental sections of this report. Nearly all of the disclosed results include monitoring data for a period of three years. We report on the monitoring of the responsibility programme for 2016–2018 and the new action plan for 2017–2020.

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.

We show retrospective statistics for the indicators during 2014–2016 in this report. From the previous reports the results of majority of the metrics can be found since 2008. For business units outside

Finland, the coverage of performance indicators is not yet at the level of the coverage of Finnish operations.

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

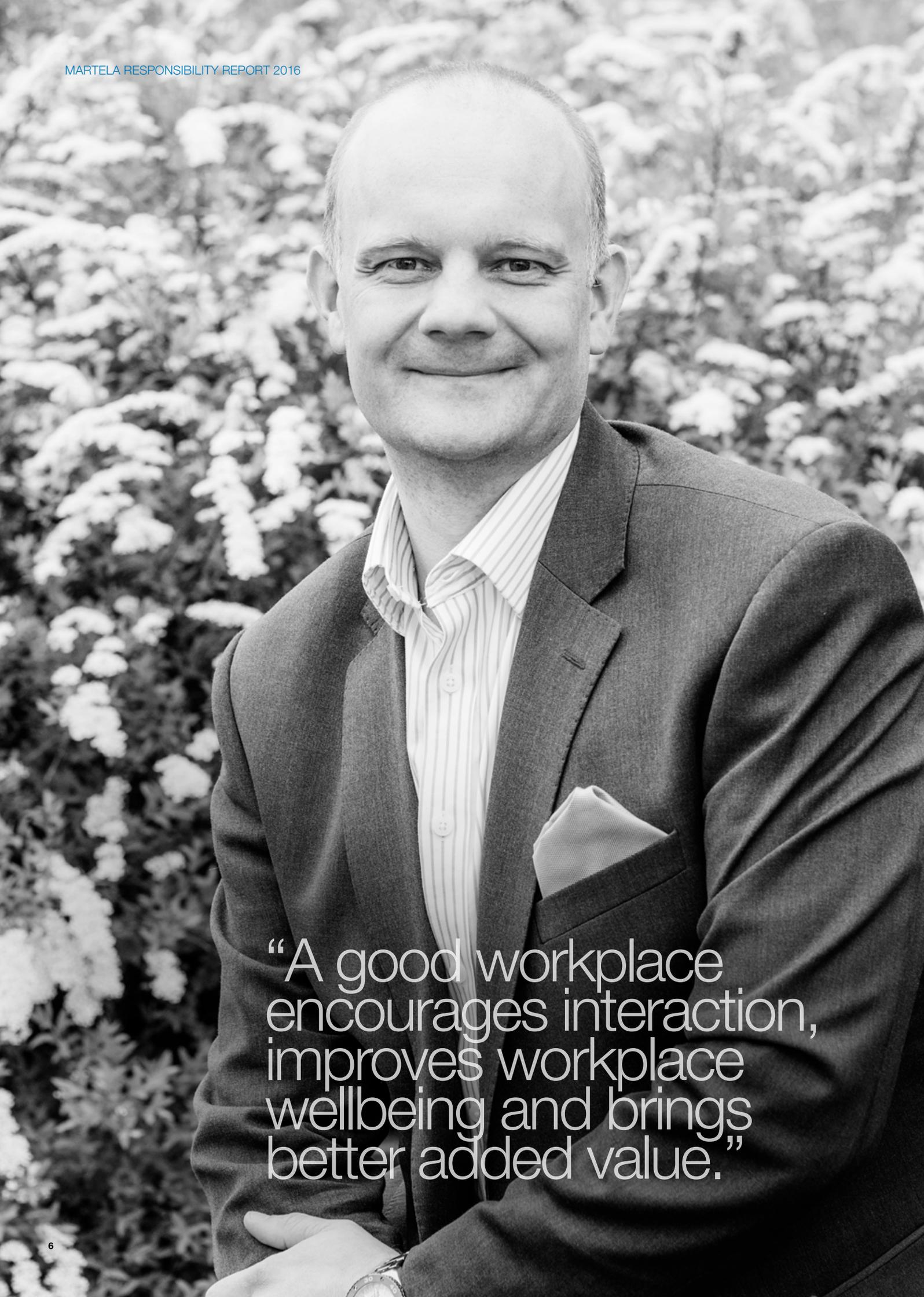
The report has been written in Finnish and English. No printed copies of the report have been made, but it is possible to print it out as a PDF document.

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 2016, and it also contains 2014 and 2015 data for comparison. The 2017 report will be published in spring 2018.

The report presents the responsibility aspects of our business.





“A good workplace encourages interaction, improves workplace wellbeing and brings better added value.”

CEO's review

CORPORATE RESPONSIBILITY AND THE MARTELA LIFECYCLE® MODEL

At Martela, workspace management based on the Martela Lifecycle® model is at the core of corporate responsibility. Our goal is to create efficient, user-friendly workplaces that will enable companies to achieve their KPIs and to operate sustainably. With the Martela Lifecycle® model, resources can be applied wisely to how space is used from the perspective of both the owner of the space and its users. An office that is user-centric and takes into account the purpose of the company's operations may require as much as 50% less space and increase workplace wellbeing and productivity at the same time.

Martela applies the principles of the circular economy in the Martela Lifecycle® model. We design workspaces to last and, with maintenance services, their usefulness can be further extended so that they are always optimal. Existing furniture can be used when furniture is changed, depending on the customer's needs. Usable furniture that no longer meets the customer's needs can be refurbished by Martela and sold through Martela Outlet to new users.

Materials can be recycled efficiently at the end of the lifecycle of products when the correct materials are chosen and their attachment taken into consideration at the design stage. Material efficiency is achieved without compromising useful life or durability, and the structural quality of products is ensured by testing them before they are placed on the market. A model that takes into account all stages of the lifecycle of a product and workspace enables the optimisation of environmental impact and minimisation of harmful effects. The advantages of

the Martela Lifecycle® model are achieved efficiently when choosing the model is made easy for the customer.

STRATEGY GIVES DIRECTION TO DEVELOPMENT

In autumn 2016, we updated our strategy to consider which types of workplaces and related services best support new ways of working and their management.

Our updated strategy further specifies Martela's identity and accelerates the transformation and implementation of our operating methods.

Our strategic direction is defined by our new mission, "Better working", and our new vision, "People-centric workplaces". Martela supplies people-centric workplaces where the users and their wellbeing are what matter most. In the near future, Martela's growth will come from the Nordic countries, which are leading the way in hybrid workplaces because of their common tradition of open work cultures.

The key aspects of our updated strategy are:

- We offer people-centric workplaces.
- We offer our clients a one-stop shop for all services related to workplaces.
- We focus on the Nordic markets.

Refining our strategy has been driven by the ongoing change of work. The employees of a modern company that provides an expert service must take greater responsibility for working productively, while it is the supervisors' task to coach and support them. Workplaces play an important role in the success of work. A good workplace encourages interaction, improves workplace wellbeing and brings better added value. In fact, a workplace is an important management tool.

The Nordic countries are a natural market area for Martela. Corporate cultures are very similar in Finland, Sweden and Norway: low hierarchy, active communications cultures and awareness of the competitive advantages of agility and working together.

TOWARDS TARGETS

With the renewed strategy, we aim to:

- Attain an EBIT level of 8 per cent excluding non-recurring items by the end of 2018.
- Increase the share of the service business.
- Provide the best customer experience.

We have worked hard for our success. We are strongly focused on the Nordic countries after discontinuing operations in Poland and Russia. We closed our logistics centre in Sweden and recast the organisation as a part of refining our strategy.

In 2017, we will continue to improve our profitability. We will achieve this with the means that we have communicated to our customers: a well-designed workplace influences productivity, costs and workplace wellbeing. With our corporate culture in good shape, the company is attractive to employees and inspires innovation and an exchange of ideas. This is the kind of company that we are making Martela into and that we want to help as experts.

Workplaces demand continuous improvement. They are not projects with a beginning and an end. We have only just started this work at Martela but it has already brought results. We believe that workplaces and learning environments designed for better working will be Finland's next export strength!

Matti Rantaniemi
CEO

Martela in brief

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

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

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

In 2016, Martela Group's revenue was EUR 129.1 million and it employed an average of 550 employees.

Management of corporate responsibility at Martela

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

Since 2012 our employees have received annual training in the principles of CR management. Martela's sixth Sustainability Report was the first report to be printed. Staff training during spring 2016 was carried out by distributing the printed report, updated responsibility policies, and the crystallisation of responsibility aspects of the Martela Lifecycle® model to all the employees. Each superior held a responsibility discussion with their teams and confirmed that everyone had received

the material. 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. The responsibility section of the Supplier evaluation was updated during 2016. 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.



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

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**.



Our business
is based on
interaction with
stakeholders.

Responsibility stakeholders

The stakeholder assessment is the basis for the improvement of our CR management model. The analysis focuses on the responsibility expectations of Martela's key stakeholders and Martela's actions to

meet these expectations. We measure how well our actions have succeeded through the indicators we have chosen for this Responsibility report.

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 Sweden, Denmark and Norway are expecting third party verification that our products comply with environmental labelling criteria. Customers are increasingly interested in the origin of added value. Some customers are particularly interested in Finnish design.

To meet 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, Danish and Norwegian markets we have obtained Swan labelling for our major portfolio as well as

Möbelfakta labelling. Martela services and chosen products have been awarded the right to use Finnish key symbol as a label to emphasise the amount of Finnish work they contain. Martela promotes products and services with Finnish design with the Design From Finland label.

SPECIFIERS

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

EMPLOYEES

Employees expect continuation of their employment and they also expect career opportunities. It is important to have training for new skills and good health and safety practices. To meet these expectations Martela follows em-

ployee satisfaction and wellbeing with surveys, creates training opportunities and arranges regular personal appraisals. Martela publishes metrics on training events, sick days, accidents, employee turnover, appraisal practices and has open internal discussion on metric results.

DEALERS

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

SUPPLIERS

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

OWNERS AND INVESTORS

Our owners and investors expect Martela to carry out steady development and successful risk management. Competitiveness and Martela's corporate responsibility performance is observed closely. To provide more in-depth information we constantly develop systematics on our Corporate Responsibility Reporting, including cost savings and competitive advantage indicators as well as indicators for brand image and value.

OTHER STAKEHOLDER GROUPS

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

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

The Martela Lifecycle® strategy was updated in autumn 2016. The updated strategy anticipates the development of workplaces. Its workplace concepts and related services support new ways of working and their management in the best possible way. The strategy update also refines Martela's identity and accelerates the change of methods. The new mission "Better Working" and vision "People Centric Workplaces" define our strategic direction. Martela sup-

plies people-centric workplaces where the users and their wellbeing are what matters most. In practice, responsibility aspects are included in our comprehensive solutions for our customers.

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

Management principles

CORPORATE CODE OF CONDUCT

Martela Corporation's Board of Directors approved [the Martela Corporate Code of Conduct](#) at its meeting on 8 February 2011 for the first time and updated with procedure for the notification about the breach concerning financial markets on 7 June 2016. The Code includes guidance and requirements for the benefit of those who work at Martela and Martela's partners. The Code states Martela's position on good financial management, responsibility in personnel issues, environmental responsibility, cooperation with suppliers of goods and services, customer relations, communications and stakeholder relations, among other things. Martela's international commitments are also recorded in the Code.

The Martela Management Team approved the set of CR policies (People Policy, Environmental Policy, Purchasing Principles and Social Requirements for Suppliers) that support the Code at its meeting on 5 January 2011 for the first time. The Martela Management Team approved The People Policy updated with occupational safety commitment on 19 December 2016. Environmental Policy, Purchasing Principles and Social Requirements for Suppliers were re-confirmed at the 23 March 2017 meeting.

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

CORPORATE GOVERNANCE PRINCIPLES

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

RISK MANAGEMENT

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

PEOPLE POLICY

[Martela's People Policy](#), approved by the Group Management Team, outlines the principles on which responsible Human Resources is founded. These principles clarify and harmonise the HR 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 Human Resources practices, the company ensures that these personnel qualities are maintained in both the short and long run.

ENVIRONMENTAL POLICY

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

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

PURCHASING PRINCIPLES

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

SOCIAL REQUIREMENTS FOR SUPPLIERS

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

Responsibility organisation

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

Once a year, the Responsibility Steering Group reviews the results of the responsibility work undertaken, the plans for further work and the reporting. The Responsibility Steering Group approves the annual Responsibility Report before it is published. The Responsibility Steering Group consists of the Responsibility Team with chosen representatives from the Martela Management Team. Martela's Responsibility Specialist acts as the secretary for the Responsibility Steering Group and prepares the necessary material. The chairman of the Steering Group is the Vice President, People & Communication.

The Group Management Team follows the progress of the responsibility programme and considers proposals put forward by the Responsibility Steering Group, the Management Team member in charge of responsibility matters, Vice President, People & Communication 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.

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

The Martela units will implement the Corporate Code of Conduct in their own operations within the normal planning process and management framework. The CR action plan for 2017–2020 aims to visibly incorporate responsibility development in future annual planning processes.

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...can | ...and anything, can be | |
inspiration



Responsibility
is part of our
daily work.

Monitoring of the responsibility programme for 2016–2018

Martela's fifth responsibility programme, covering the period 2016–2018, was published in the 2015 responsibility report. The Responsibility Steering Group reviewed the attainment of programme goals in March 2016. The following table presents a summary of the review.

Goal	Schedule	Status	Review comments and further action
Increasing shareholder value Decreasing working capital Increasing cash flow	2018	■ Work continues	Improvement attained and work continues. Goal replaced with strategic targets
Customer employee wellbeing, knowledge workers 1. 50% Martela customers started workplace change with Martela Lifecycle® specification phase 2. user experience study result: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2018	■ Work continues	Specification service started and has found increasing interest among customers. Same trend is expected to continue
Martela employee wellbeing 1. Employee survey, action plans and implementation 2. all Martela offices using Martela Lifecycle® model focusing on user needs resulting in user experience study: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2016	■ Goal updated	Wellbeing study integrated to the Martela Group employee survey, 100 separate action plans made based on 2016 results. User experience study in Martela house exceeded the expectations, changes carried out in other Martela offices during 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 Me & My City (Yrityskylä) in 2016 	2017	■ Schedule updated	Put on hold due to operational and organisational changes during 2016

MANAGEMENT OF CORPORATE RESPONSIBILITY AT MARTELA

- Work continues
- Goal updated
- Schedule updated

Goal	Schedule	Status	Review comments and further action
Minimising environmental impact of Martela's own workplaces for example: <ul style="list-style-type: none"> • all workplaces are accessible with public transport • all knowledge workers have access to virtual meeting equipment • all knowledge workers have remote working possibilities • all furniture no longer needed are relocated or responsibly recycled • efficient use of space in Martela offices: target 15 m²/person 	2017		All knowledge workers having remote working possibilities and virtual meeting services in use. Space usage targets not yet reached
Minimising environmental impact of Martela offering for example: <ul style="list-style-type: none"> • providing customers with more efficient work spaces • more environmentally friendly supply chain • more environmentally friendly products and services • designing and offering products with long life time 	2018		Supply of specification services increasing with focus on user needs and efficient use of space
Developing recycling services in all Martela home markets: <ul style="list-style-type: none"> • developing relocating services as part of workplace planning • developing local sales channels • developing local refurbishment • developing local material recycling 	2018		Steady progress and work continues

Responsibility programme for 2017–2020

At the beginning of 2017, the Responsibility Steering Group approved Martela’s new CR action plan for 2017–2020. The plan includes overall goals including economic, social and environmental aspects of responsibility.

Goal	Schedule
EBIT level of 8 per cent excluding non-recurring items Increase the share of the service business. Provide the best customer experience.	2018
Customer employee wellbeing, knowledge workers 1. 50% Martela customers that have adopted Martela Lifecycle® -model have started workplace change with specification phase 2. user experience study result: <ul style="list-style-type: none"> • minimum 30% of employees say that wellbeing has increased • minimum 50% of employees say that working efficiency increased 	2020
Martela employee wellbeing: <ul style="list-style-type: none"> • People Power® rating to reach AAA level in People Spirit survey • Annual survey, action plans and implementation 	2020
Each Martela site with over 20 employees has participated in local community involvement initiatives at least once by the end of 2018	2018
Minimizing 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 • furniture no longer needed relocated, refurbished or responsibly recycled • efficient use of space in Martela offices: target 15 m²/person 	2017
Minimizing environmental impact of Martela offering for example: <ul style="list-style-type: none"> • providing customers with more efficient work spaces • more environmentally friendly supply chain • more environmentally friendly products and services • designing and offering products with long life time 	2019
Developing recycling services in all Martela home markets: <ul style="list-style-type: none"> • Developing relocating services as part of workplace planning • Local sales channels • Local material recycling 	2019

Over 30% of employees say that wellbeing has increased.



Responsibility results

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

responsibility indicators for the 2016 reporting. The intention is to continue this practice in the 2017 reporting with no changes.

MATERIALITY ASSESSMENT OF GRI METRICS

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

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

MATERIALITY ASSESSMENT



Key responsibility indicators 2014–2016

	2014	2015	2016
Economic responsibility indicators			
Revenue (million €)	135.9	132.8	129.1
Profit before tax (million €)	-0.6	3.4	5.6
Income Taxes (million €)	0.1	0.9	2.3
Return on investment, %	0.5	12.1	18.2
Equity to assets ratio, %	38.1	40.9	45.3
Dividends paid (million €)	0.0	0.4	1.0
Wages and salaries (million €)	29.2	25.7	23.8
Number of employees (average in man-years)	658.4	627.3	544.1
Purchases from suppliers (million €)	96.1	92.8	87.8
Gross capital expenditure (million €)	1.7	0.7	2.9
Customer satisfaction (scale 0–5)	4.20 ¹⁾	4.21 ¹⁾	4.24 ¹⁾
Social responsibility indicators			
Average age of employees (years)	44.5 ¹⁾	45.0 ¹⁾	45.1 ¹⁾
Number of employees with more than 10 years' service, %	48.0	48.5	49.7
Employee turnover, %	17.6	19.7	26.2
Reasons for leaving (incidents)			
- terminated by employer	30	43	53
- terminated by employee	72	67	85
- retirement	17	8	12
Absences due to illness (% of work time)	3.4	3.0	3.0
Investment in training (€ / person)	251	208	333
Development discussions (% of staff)	61	79	87
Environmental responsibility indicators			
Material use (1,000 kg)	12 255	11 655	10 423
Direct energy (GJ)			
- heating oil	5 204	0	0
Indirect energy (GJ)			
- district heating	18 026	20 188	23 231
- electricity	25 944	24 334	23 231
- gas	237	703	682
Carbon dioxide emissions (1,000 kg)			
- from direct energy	396	0	0
- from indirect energy	1 534	1 533	1 698
- from own transport equipment	1 173 ¹⁾	1 219 ¹⁾	1 058 ¹⁾
- from company cars	165 ¹⁾	131 ¹⁾	114 ¹⁾
- from business flights	249 ¹⁾	106 ¹⁾	116 ²⁾
- from material use	12 485	16 323	11 826
Waste (1,000 kg)			
- total	2 082	1 607	1 288
- hazardous waste	16	21	9
- recovery, %	98	96	96

1) Martela Group Finland operations

2) Martela Group Finland and Sweden operations



Supply chain management

Better future by Inspiring spaces

Trade is based on trust and a company's responsible way of doing things is transparent proof of how it conducts its business. Martela published its supply chain responsibility principles in 2011 and communicated them to its supply chain. Analysis of responsibility issues is an important part of continuous dialogue with suppliers.

Martela believes in building long-term relationships to develop and improve the efficiency of supply chains and to ensure responsibility. Much of our supply chain is based on co-operation that has lasted for decades and the selection of a new major supplier is a long process that involves numerous steps.

We have a broad supplier base and the role individual suppliers play in Martela's operations can vary considerably. A small number of suppliers manufacture custom-made components used in manufacturing Martela's own products, and co-operation with them starts at the design stage of the product. At the other end of the supplier spectrum are companies that supply their standard components, in the development of which Martela plays no particular role. The depth and detail of the co-operation Martela engages in with suppliers also varies substantially from the responsibility perspective.

Risk analysis plays an important role in determining modes of co-operation. The partners that are financially most important or involve the greatest responsibility risk are always monitored more closely than others and our dialogue with them is much closer.

Economic responsibility

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

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

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

SHAREHOLDERS

Martela has two share series, A and K, with each K share entitling its holder to 20 votes at a General Meeting and each A share entitling its holder to one vote. Private holders of K shares have a shareholder agreement that restricts the sale of K shares to any party outside the existing holders of K shares. There are altogether 604,800 K shares and 3,550,800 A shares. K shares account for 14.6% of all shares and 77.3% of the total votes. Almost all the stock exchange trading is in A shares, and the turnover rate in 2016 was 58.2%. The fifty largest shareholders held 89.2% of the company's shares at the end of 2016, and the company's market capitalisation was EUR 53.3 million.

REVENUE AND OPERATING RESULT

The consolidated revenue in 2016 was EUR 129.1 million, a decrease of 2.8% from the previous year. Business Unit Finland and Sweden contributed EUR 114.3 million to the revenue. The consolidated comparable operating result for 2016 was EUR 6.9 million (4.1). Business Unit Finland and Sweden operating result was EUR 8.4 million (7.7). The Group's equity ratio was 45.3% (40.9%), the gearing ratio was -18.9% (16.6%) and gross capital expenditure was EUR 2.9 million (0.7). The capital expenditure was mainly related to IT systems development project called NBP, new business platform.

DIRECT ECONOMIC VALUE BY STAKEHOLDER GROUP

71.5% of the Martela Group's EUR 129.1 million revenue is distributed to suppliers and service providers as payments for purchases of materials, goods and services. The second highest portion of economic value goes to the personnel in the form of employee salaries and wages, and associated with these are indirect employee benefits (pension contributions and other social security). Shareholders receive economic value in the form of dividends. Income taxes are paid according to the legislative require-

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

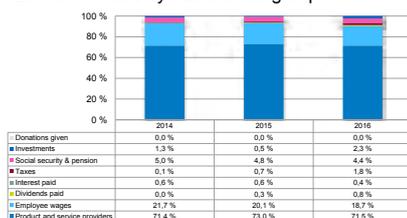
WAGE AND SALARY COSTS

The wage and salary costs of Martela Group follow the changes in company's employee structure. The graph shows the proportion of salaries and wages, indirect employee costs and taxes in the main market areas. The biggest proportion is naturally in Finland, as it has the highest number of employees, while the rest is

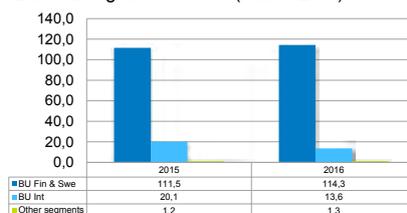
divided between Sweden and Poland. Sweden's annual figures also include those for Norway. 'Others' contains minor markets.

The minimum monthly salary in the joinery industry in Finland has been EUR 1,646 from 1 February 2016 onwards. Martela Oyj employees' minimum monthly salary was EUR 1,802 in 2016. In Sweden, the minimum monthly salary in the sector is 18,401 SEK. Martela AB employees' minimum monthly salary was 23,500 SEK. Martela AS employees' minimum monthly salary was 32,074 NOK in Norway. In Poland the

Economic value by stakeholder group



External segment revenue (million EUR)



Operating profit by segment (EUR million)	2015	2016
BU Fin & Swe	7.7	8.4
BU International	-2.7	-2.6
Other segments	-1.0	0.4
Total	4.1	6.2

Economic value by stakeholder group	2014	2015	2016
Product and service providers	71.4%	73.0%	71.5%
Employee wages	21.7%	20.1%	18.7%
Dividends paid	0.0%	0.3%	0.8%
Interest paid	0.6%	0.6%	0.4%
Taxes	0.1%	0.7%	1.8%
Social security & pension	5.0%	4.8%	4.4%
Investments	1.3%	0.5%	2.3%
Donations given	0.0%	0.0%	0.0%

nationwide minimum wage in 2016 was 1,850 PLN. Martela Sp. z o.o. employees' minimum monthly salary was 3,000 PLN.

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 2016 the level of assistance received was somewhat lower than previous years and it was allocated to the development of processes.

PURCHASES FROM LOCAL SUPPLIERS

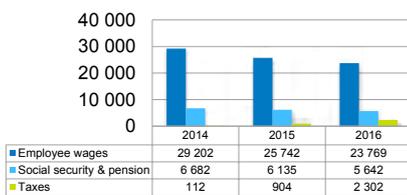
Martela had logistics centres in Finland, Sweden and Poland. Purchases from all these countries are considered as purchases from local suppliers. However, the

country of manufacture of components, sub-assemblies and products is not always the same as the supplier's home country. Therefore, assessments of the social risk of purchases the main suppliers must be supplier-specific.

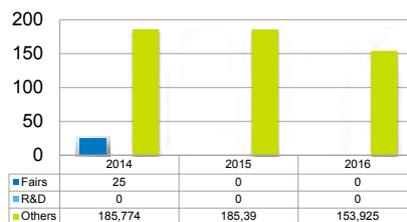
The percentage of purchases from outside Europe has slightly increased, in Europe purchases from other than local suppliers have slightly decreased from the previous year.

In 2016, 63% of total purchases were for materials, components and finished products supplied to customers.

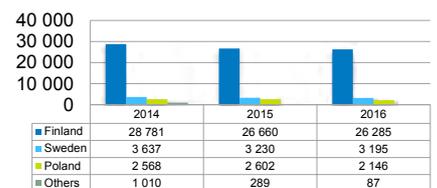
Salaries, employee costs, taxes distribution (1000 EUR)



Public subsidies (1000 EUR)



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



The remaining 37% of purchases included marketing costs and products and services related to real estate and information management.

In 2016, Martela used about 150 suppliers of materials and components for standard products. About 70% of material purchases originated from Finland, Sweden and Poland. About 40% of all material costs were for the purchase of metal and wood based materials and components.

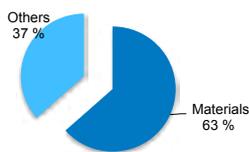
CORRUPTION RISKS

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.

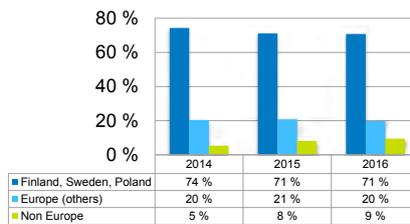
Martela ensures the integrity of its local personnel, especially in markets with a high corruption risk, by engaging recruitment companies with a reliable reputation in its recruitment processes.

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.

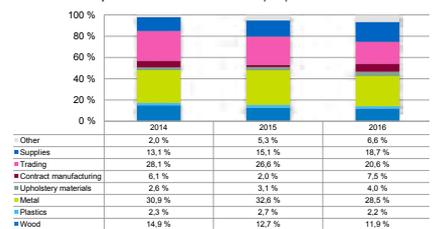
Purchases 2016



Purchased by areas



Material spend 2014 - 2016 (%)





Employee job satisfaction

Better
future by
Inspiring
spaces

At the beginning of 2016, Martela implemented a new tool to survey employee job satisfaction. The tool has been developed by Corporate Spirit and it can be used to compare Martela's company-level results with the general norm in each of its operating countries. Cultural factors and the nature of the work have a stronger bearing on how employees respond to survey questions than the sector they work in. Hence the normative data used depends on a classification by respondents' country and type of work.

Martela's 2016 results for Finland were compared to the general Finnish norm for the same year. The norms used each year consist of data for the past six years to prevent large variations in the comparison data due to economic fluctuation and other factors. In the first year the survey was conducted, Martela was placed 21st among the approximately 200 participating organisations and achieved the grade AA. The aim is to use the tool to monitor and improve the company's operations by the year 2020 so that Martela achieves the top grade of AAA.

However, the evaluation model and the result gained with it are just a single indicator value and method of measuring the state of an organisation. At best, it merely provides a framework and structure for continuous development. What matters most is to engage in continuous dialogue, identify what needs improvement and make changes where needed. This method will enable us to target measures effectively at issues that concern the most people.

Social responsibility

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

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

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

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

include Martela Oyj, Muuttopalvelu Grundell Oy and Kidex Oy. The HR indicators are based on 2016 events and results.

REVIEW OF 2016

In 2016 the company continued to implement Martela Lifecycle® strategy, and adjusted the company's organisational structure to meet the Martela Lifecycle® (MLC) strategy even better. Among others, Martela decided to focus on the Nordic markets and hence in the second half of 2016 Group organisation was restructured to reflect the focused Nordic MLC needs. As a consequence, Martela withdraw its own sales operations in Poland and Russia.



In the first half of the year Martela carried out a Group wide employee survey, in which 87% of the personnel provided their feedback on their own work, their line manager, working environment and company in general. The feedback provided in the survey is one of the key elements of organisational development, and resulted 100 separate action plans in the organisation.

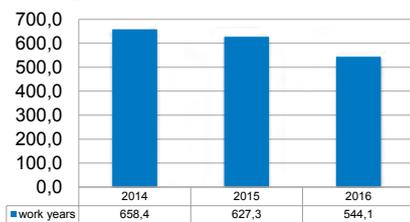
NUMBER AND COMPOSITION OF PERSONNEL IN GROUP

Martela Group’s amount of personnel in 2016 was 544.1 in man-years. The number of personnel decreased by 83.2 man-years. Most of the employees were permanent and worked full-time. Temporary employees such as summer trainees and external resources were also recruited to help with seasonal peaks. Muuttopalvelu Grundell Oy uses external workforce to balance volume peaks. An important aim is to ensure that

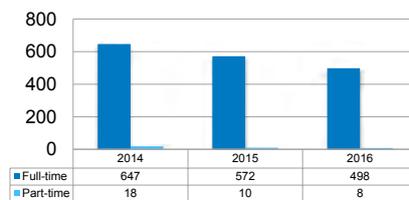
the number of employees is aligned with the company’s goals, which is why considerable attention is paid to managing the number of employees. This is monitored on a monthly basis.

At the end of year 2016 Group personnel consisted of 233 knowledge-workers and 273 production employees. 35% of the personnel was women and 65% men. Of the knowledge-workers 54% were men and 46% women, and of production employees 81% were men and 19% women. The large-

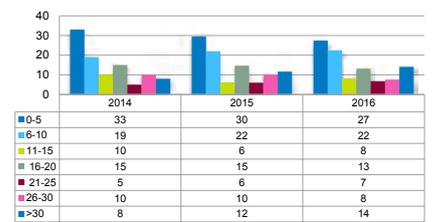
Average personnel



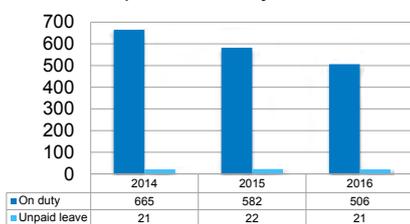
Personnel, full-time and part-time at year end



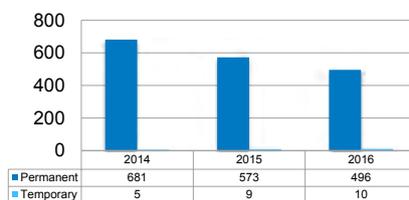
Years in service (%)



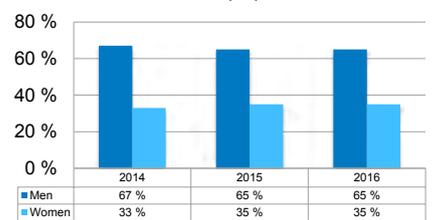
Number of personnel at year end



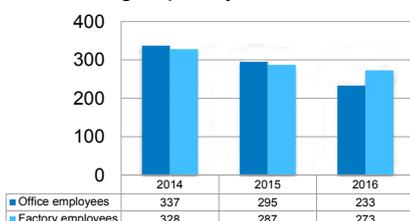
Personnel, permanent and temporary at year end



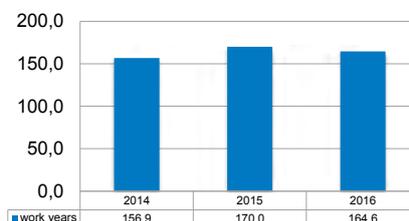
Gender distribution (%)



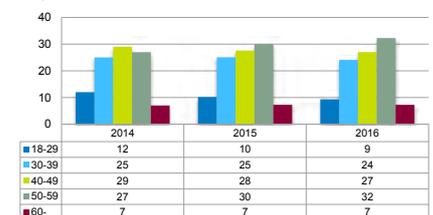
Personnel groups at year end



External resources



Age distribution (%)



est age-group was 50–59 year-olds. The amount of employees of less than 30-years-old was 9%.

Martela’s oldest employee was working in Finland and turned 67 years during the year. 46% the employees in Finland have been employed by Martela over 15 years. In Poland 83% and in Sweden 69% of the personnel has been employed by the company for 10 years or less.

In 2016 the Martela Group’s Board of Directors comprised of seven members, of whom three were women and four were men. The Group Management Team had six members, of whom two were women and four were men.

EMPLOYEE TURNOVER IN GROUP

Employee turnover among permanent employees gradually increased at Martela to be 26.2% in 2016. 150 of permanent employees resigned from Martela, of whom 57% voluntarily, 35% were made redundant based on restructuring activities and 3% retired. Majority of the leavers were among 30–50 year-olds. The average age of the ones who retired were 63.8 years old. During 2016 Martela hired 99 new employees.

CHANGE MANAGEMENT

Continuous changes in the business environment, resulted by such phenomenon as digitalization, globalization and technology, to name but a few – have internal impact on

any organisation’s operations. As change is inevitable, it is important that the organisation provides tools, processed and support for the employees in each change. Martela pays special attention in providing the support needed, in terms of communication, training and follow-up, in compliance with local legislation.

Significant operational changes such as restructuring, outsourcing or acquisitions may have an impact on the personnel. In these cases Martela follows the standard consultation procedures and, in the case of dismissals, the minimum notice period defined by the law or collective agreements in each country. The negotiation procedures vary according to the country in question

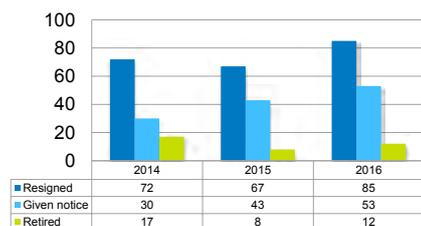
Employee turnover% by age group



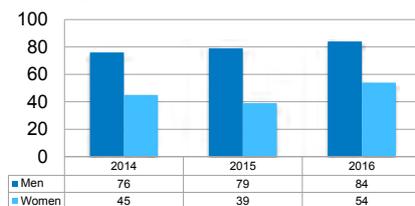
Employee turnover by gender (%)



Reason for ending employment



No longer employed by gender



NUMBER, COMPOSITION AND TURNOVER OF PERSONNEL BY COUNTRY

	Finland			Poland			Sweden		
	2014	2015	2016	2014	2015	2016	2014	2015	2016
Number of personnel at year end	519	448	445	110	95	43	51	54	39
Number of personnel working at year end	501	430	435	108	93	36	50	54	35
Number of employees on unpaid leave at year end	18	18	10	2	2	7	1	0	4
Office employees at year end	220	189	188	73	61	10	37	40	35
Factory employees at year end	281	241	247	35	32	26	13	14	0
Full time employees at year end	491	426	430	107	91	35	43	50	33
Part time employees at year end	10	4	5	1	2	1	7	4	2
Permanent employees at year end	496	460	430	108	93	35	50	46	33
Temporary employees at year end	5	0	5	0	0	1	0	8	2
Average personnel, work years	495.6	467.2	425.6	108	102.6	73.4	48.8	49.5	45.1
External resources, work years	115.7	158.0	161.7	40.0	11.0	1.4	1.2	0.0	1.5
No longer employed	85	66	72	15	39	44	21	9	22
No longer employed, men	52	48	53	13	24	20	11	6	11
No longer employed, women	33	18	19	2	15	24	10	3	11
No longer employed, under 30 years old	31	5	30	4	11	5	3	1	2
No longer employed, 30–50 years old	25	31	16	9	23	31	12	6	9
No longer employed, over 50 years old	29	30	26	2	5	8	6	2	11
Employee turnover, %	16.4	15.4	16.2	13.6	41.0	102.3	41.1	23.0	56.4
Employee turnover %, men	10.0	11.2	11.9	11.8	25.0	46.5	21.5	11.1	28.2
Employee turnover %, women	6.4	4.2	4.3	1.8	15.8	55.8	19.6	5.5	28.2
Employee turnover %, under 30 years old	6.0	1.2	6.7	3.7	11.6	11.6	5.8	3.0	5.1
Employee turnover %, 30–50 years old	4.8	7.2	3.6	8.2	24.2	72.1	23.5	15.0	23.1
Employee turnover %, over 50 years old	5.6	7.0	5.9	1.7	0.0	18.6	11.7	5.0	28.2
Resigned	57	30	59	12	26	14	5	7	0
Redundant	12	29	2	3	13	30	15	1	21
Retired	16	7	11	0	0	0	1	1	1



and commonly depend on the size of the company, the number of employees and the type of contract.

HEALTH AND SAFETY

We believe that a working environment that supports employees' health and safety is one of the cornerstones of employee wellbeing. Martela complies with the legal requirements for labour protection and has established health and safety committees in all countries where this is required by law. In Poland, which has no such law, there are health and hygiene regulations that each company must fulfill before starting any activity. Fulfilment of the requirements is supervised by authorised persons operating independently.

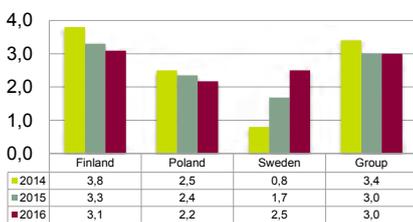
During 2016 Martela had 31 occupational health and safety employees in Finland and four in Sweden, and their area of responsibility covered the whole of the Finnish and Swedish operations. As occupational wellbeing has a major impact on the level of employee satisfaction, positive developments in this field are important for Martela.

To ensure the health and safety of its personnel, Martela works closely with its occupational healthcare partners in Finland. Only 9% 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.

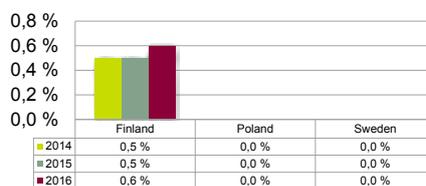
There are no work phases involving such exposure in Martela's other countries of operation.

Martela pays special attention to the occupational health and safety of its personnel. Well-run occupational health services and systematic health and safety activities promote wellbeing and employee satisfaction. One of our goal is to ensure that Martela employees can work and retire in good health. Actions taken to reduce sick leave absence have had some impact and thus the sick leave absence in Martela Group was 3% in 2016. Absenteeism due to work-related sickness and occupational accidents were 20% out all absent days in 2016.

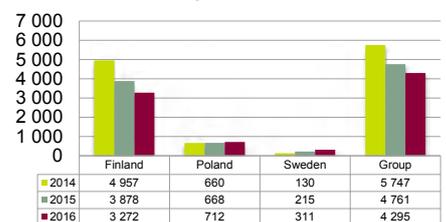
Sickness absence (%)



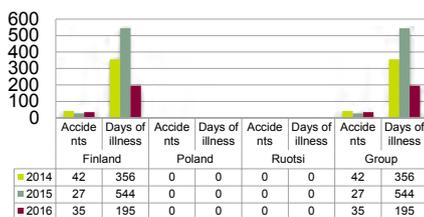
Lost day due to occupational disease



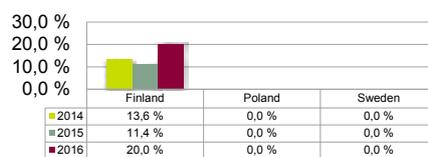
Sick leave in days



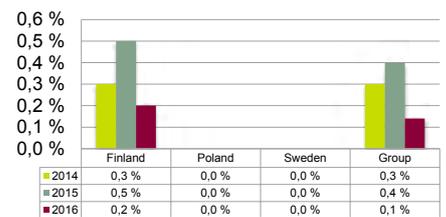
Occupational accidents



Occupational disease of all sickness absences



Accident (%)



PERSONNEL COMPETENCE

Consistent talent and competence development accelerates the implementation of Martela Lifecycle® strategy. One of the competence development tools are performance appraisals, which are an important part of Martela’s management system. The target of the performance appraisals is to provide an opportunity for the line manager and the employee to have a dialogue and provide the employee feedback on his/her performance during the previous period, set new targets for the next period, create a development plan for the employee and have a discussion related to the working environment. Every employee should have an opportunity to have a discussion with his/her line manager. The number of performance appraisals is monitored and in 2016 87% of the employees participated in a performance appraisal discussions.

In 2016 a pilot for Martela Talent program was carried out among the interior designer team. With the pilot project business critical competencies for interior designers were defined and each designer had a competence discussion with his/her line manager about the individual views and career aspirations. The pilot program was run successfully and it will be cascaded among all competence areas and knowledge-workers during 2017.

used by the production units in Finland. The suggestions’ process is under review and development.

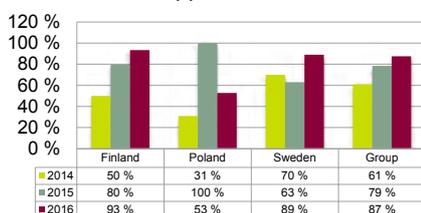
REMUNERATION SYSTEMS

The remuneration system plays an important role in building employee engagement. Martela’s compensation levels are aligned with the industry in all operating locations and various incentive plans, such as annual bonus scheme, are used in Martela to promote the achievement of long and short-term business objectives.

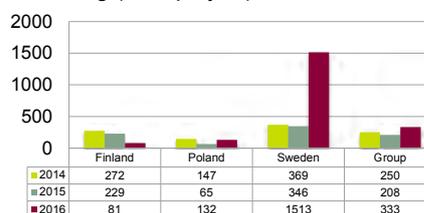
STAFF SUGGESTIONS

Martela has operated for several years a system whereby employees can submit suggestions for improvements in the company’s operations. This includes not only the traditional method of submitting suggestions but also methods focusing on continuous improvement, which are mostly

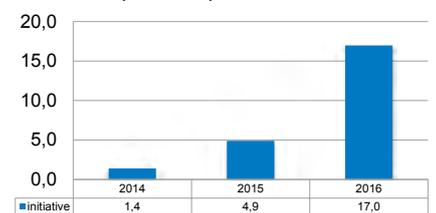
Performance appraisal



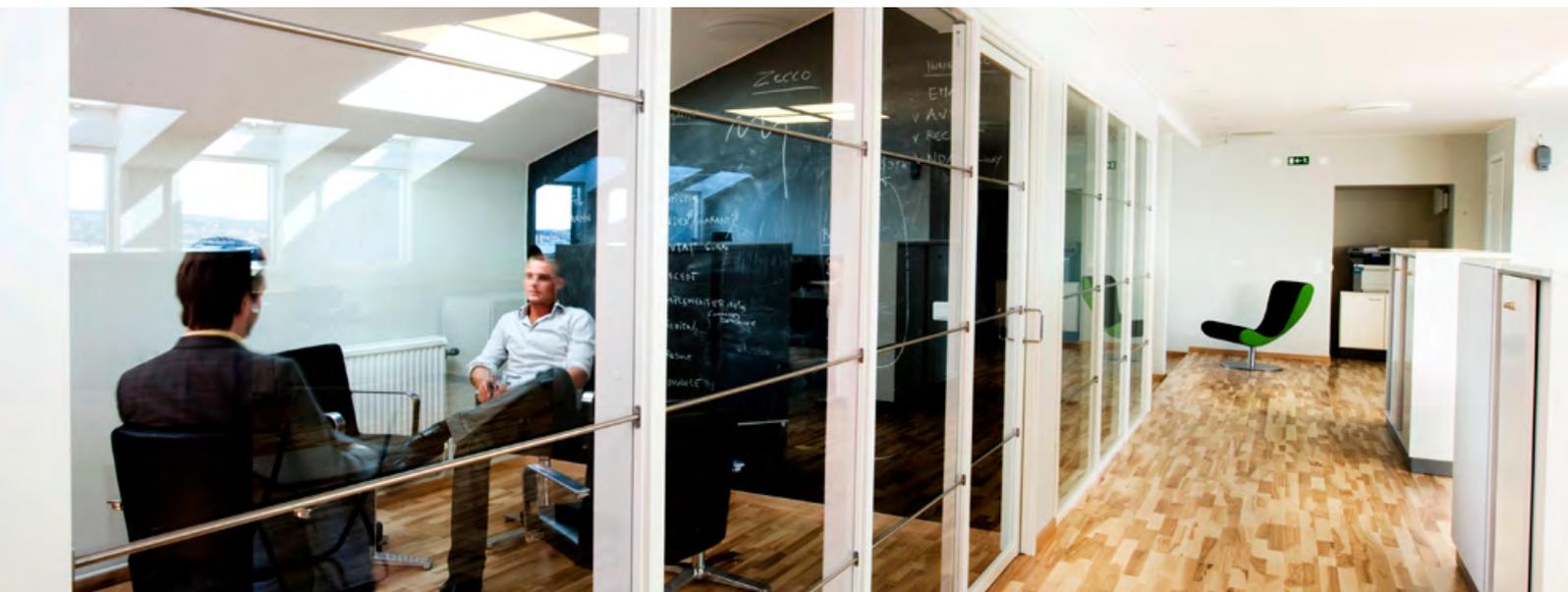
Training (€/employee)



Initiatives per 100 persons







Activity-based offices and indoor air quality

Better future by Inspiring spaces

The quality of indoor air is one of the most important factors affecting job satisfaction. Some indoor air factors are easier to control than others. The structure, technology and functioning of the air conditioning system have the greatest impact on indoor air quality. What is more, they also have a direct impact on energy consumption and costs. Air flows can be taken into account in interior design and the draft at work stations minimised. In activity-based offices, workspaces can be optimised for the task at hand and other individual preferences can be taken into account at the same time.

Martela took part in a project that was coordinated by the Building Information Foundation and started in November 2015. The purpose of the project was to create classification criteria for padded work and office furniture. With the criteria, the furniture with lowest emissions can be identified out of what is available on the market. Compounds evaporate from almost all materials. Organic compounds evaporate from natural materials and industrially used compounds evaporate from industrially manufactured materials. The most challenging compounds to identify and control are those that form when materials age or when different materials interact. With clear research methods and criteria and the research results derived from them, it is easier to evaluate the impact products have on indoor air.

Sensitisation to chemicals is increasingly common as chemicals are used more and more. In fact, compounds introduced into an office intentionally or unintentionally are the most challenging factors influencing indoor air quality. Those responsible for real estate maintenance can choose what materials are used in cleaning and odourisation. In addition, the people working in the facilities also influence the quality of indoor air with the materials they use on themselves or to wash their clothes. Air and traffic emissions entering from outdoors also impact indoor air quality.

Environmental responsibility

Martela's product selection relies on a strong chain of suppliers. Its own manufacturing concentrates on final assembly at logistic centre and recycling production in Finland. Assembly of upholstery components is done in Poland in Martela's own site. Table top and storage component manufacturing is done at the Martela production (Kidex Oy), in Kitee, Finland.

The Martela Group's head office, Martela house is located in Pitäjänmäki, Helsinki. Martela has several sales offices in Finland, Sweden and Norway. Sales of Martela products in other countries takes place through dealers.

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

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

in Piaseczno in Poland. Kidex Oy has a separate certified environmental and quality management system audited by another external party.

MATERIALS

Martela's products are mainly made of recyclable materials such as wood-based panels, metal components and recyclable plastic. Martela uses commercially grown wood-based material such as birch, ash, beech and oak for its products. All the material flow is managed through common ERP system since 2013 from where all material data can be retrieved. Intercompany material flows were omitted from the statistics.

Metrics show that usage of materials in Martela's sites during 2016 decreased a little from previous year, and was about 10.4 million kilograms of materials, components and sub-assemblies. Purchase item data reveals that 50% of the purchased items were wood-based materials and 25% metal-based.

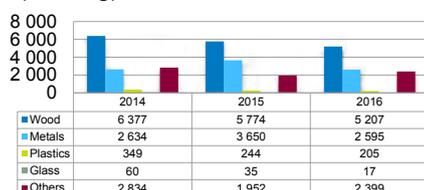
Of the materials used by Martela, metals included the highest amount of recycled raw material. Some use is made of recycled plastics for various purposes, and of recycled fibre for upholstery fabrics. The recycled material content of metals is estimated to be at about 33%, based on

the amount of recycled material used by the major suppliers. Using that as the only base of information to calculate the recycled material use, the recycled materials used by Martela can be calculated to be 7% of material usage.

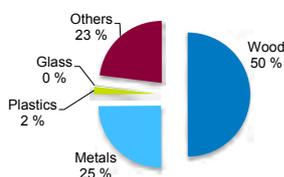
The statistics are indicative as the system allows one material to be selected for each component and subassembly, and only the total weight of the component is entered. There is limited weight information available for customer-specific product variations as well as for the traded products.

For individual products it is possible to determine the amount of recycled materials. The determination of recycled material is easiest for components that are designed and manufactured by Martela itself. A barrier to the use of recycled plastic material is often the lack of an 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.

Purchased items by materials (1000 kg)



Purchased materials 2016 (kg)



ENERGY

During the year 2016 none of the Martela units produced any energy. In the beginning of 2014 the Nummela logistics centre still used own oil burner for heating before changing to district heating.

Martela's indirect energy use consists mainly of electricity and district heating. Since spring 2014 the Nummela logistics center has used district heating. Kidex Oy turned to district heating since 2011 and the Bodafors logistics centre in Sweden since 2008 (closed at the end of 2016). The district heating for all of these units is produced mainly with renewable energy sources. This report takes into account the district heating used by the Martela house, production in Kitee, logistic centers in Nummela and Bodafors and heating produced from gas by the property owner for production in Piaseczno, Poland. Utilities in the Martela house have been part of the

rent since 2014. As the relative amount of energy and waste is still available, they have been included in the environmental metrics. The Nummela and Kitee sites purchased their electricity from a single supplier from which Martela has purchased only hydro-power since 2014. The sites in Sweden and Poland used local energy suppliers. As the site in Poland has moved to new premises the metrics of their energy usage have been included since April 2014.

The sources of purchased energy have been determined by the main energy supplier for the Finnish operations. For the calculations of the energy sources of the other locations the average country specific coefficients have been used. Based on these figures, the total amount of indirect energy used in 2016 was about 46,000 GJ, of which 10% was produced from fossil fuels, 91% from renewable energy sources and 1% from nuclear power. The use of

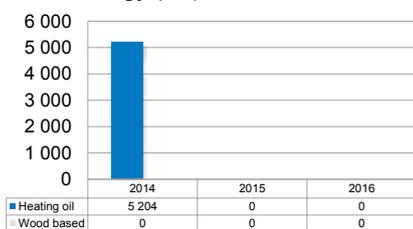
electricity decreased by 9% and use of district heating increased about 13%. Heating energy produced by gas decreased by 3%.

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

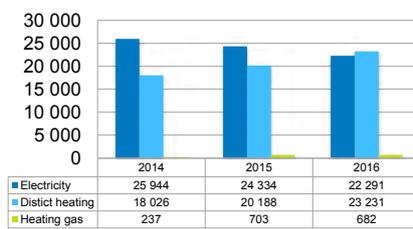
EMISSIONS

The CO₂ emissions from the use of materials were calculated using coefficients provided by the Footprinter software. The total greenhouse gas effect from material usage decreased 28% from the previous year, being about 11,800 tonnes during 2016. The main reason for this was a decrease in the total material usage as well as amount of metal used in production. The metal-based materials contributed to 90% of the climate effect. A considerable amount (23%) of the materials were other materials

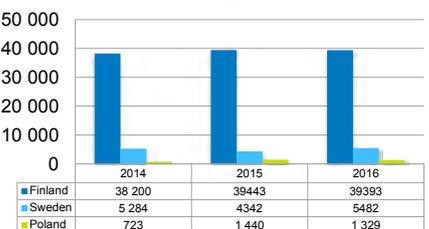
Direct energy (GJ)



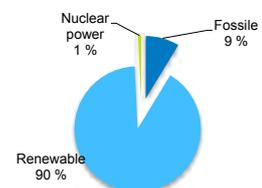
Indirect energy (GJ)



Use of indirect energy (GJ)



Indirect energy division 2016



RESPONSIBILITY RESULTS | ENVIRONMENTAL RESPONSIBILITY

and thus not included in the calculation. Material use causes approximately 80% of estimated CO₂ emissions, while indirect energy accounts for approximately 11% and deliveries with own fleet about 7%.

The greenhouse gas emissions from Martela's energy use have been calculated using coefficient values from the main energy supplier in Finland and for the others average statistical energy coefficients were used. Emissions from indirect energy increased 11% to about 1,700 tonnes as the use of district heating increased in Martela house as well as Martela sites in Nummela, Kitee and Bodafors.

The environmental impact of transportation by removal service in Finland was calculated with the help of Lipasto coefficients to be about 1,000 tonnes of CO₂ during 2016, that was 13% less than in the previous year as the amount of own vehicles has decreased and the fleet has been

partly renewed. Occasional peak demand is managed with leased vehicles. The amount of the emissions generated with the leased vehicles has not been calculated. More comprehensive information on the environmental impact of transport operations may become available in the future when the fuel consumption monitoring of the entire removal service is taken into use.

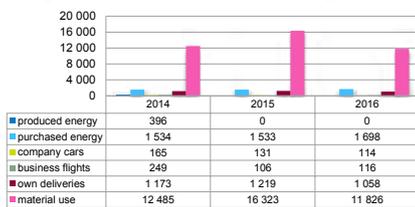
The average CO₂ emissions from the company cars in use at Martela in Finland decreased also 2016 and is now 124 gCO₂/km. From the beginning of 2013 the maximum emission level for the company cars was lowered from 180 to 150 gCO₂/km. Currently there are no company cars over the 150 g CO₂/km level. Based 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 2016 came to about 114 tonnes as the number of company cars in use is still decreasing.

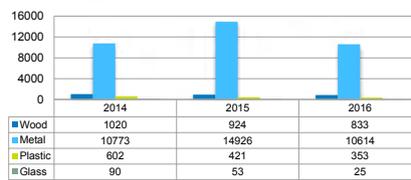
About 80% of the business trips made by Martela's personnel are ordered via the centralised reservation system. According to the reservation system data, the CO₂ emissions of Martela's work-related flights in 2016 increased by 7% to 116 tonnes.

Special emissions from production consist of organic solvents in surface treatment processes. In the Martela Group, surface treatment is only applied at Kitee production. Water-soluble and UV hardening varnishes have been used in treating level surfaces since the 1990s. Kitee production has never needed an environmental permit for its operations, as the emissions have always been below the permit limit. The 2016 volatile organic compound (VOC) emissions were less than 0.2 tonnes at

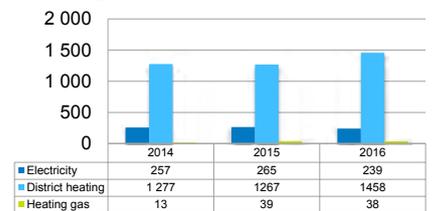
CO₂ emission division (1000 kg)



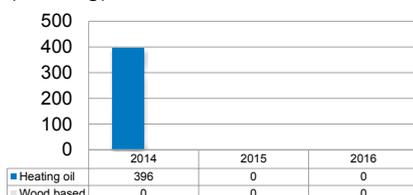
CO₂ emissions of materials (1000 kg)



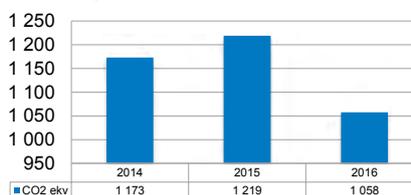
Indirect energy CO₂ (1000 kg)



Direct energy CO₂ (1000 kg)



Emissions of own fleet (1000 kg)



Kitee production. Emission has decreased due to the surface treatment outsourcing project.

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

WASTE

The waste volume generated by the Martela Group decreased to 1,300 tonnes in 2016. The main change have been in the decreasing amount of wood waste generated by the Kitee production. 95,5% of waste was sent for recovery. In all, 63% of

the recovered waste in Finland and 58% of the recovered waste in Sweden consisted of wood-based materials in 2016. 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, Bodafors and Piaseczno sites and the Martela house in Pitäjänmäki have been included in the calculation of these waste volumes.

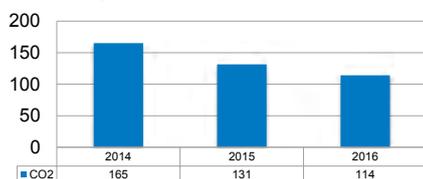
Delivery of the products to the customer site and subsequent installation is an integral part of Martela's operation. Products are unpacked at the customer site and useful packaging material is returned to the manufacturing units or sorted by material according to the local waste disposal limitations. 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 of the new products. Since 1998, Martela has met its statutory packaging waste producer responsibility obligations via Suomen Pakkauskierrätys RINKI Oy (previously

the Environmental Register of Packaging PYR Ltd) in Finland. Same responsibilities are handled through FTI Förpacknings & Tidnings Insamlingen in Sweden and Gønt Punkt Norge AS in Norway.

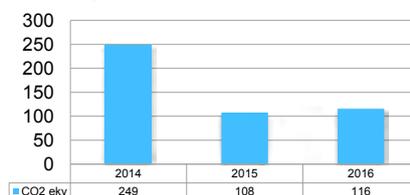
The Material efficiency is an important part of product design. The amount of waste generated during production is monitored locally by environmental working groups and they launch and monitor measures needed to reduce waste volumes. Employees also participate by pointing out development needs as part of the staff suggestions process.

Only a very small amount of hazardous waste is generated, mainly in surface treatment and gluing processes and in property management and maintenance. Operations in Finland and Poland produced 9 tonnes of hazardous waste in 2016. This waste is processed by local service providers that transport the waste away from the property to hazardous waste treatment facilities. The keeping of hazardous 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.

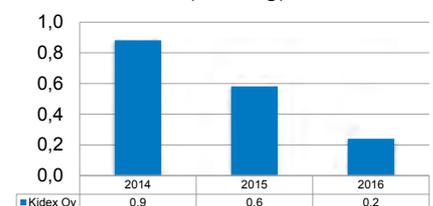
Company car emissions (1000 kg)



Business flight emissions (1000 kg)

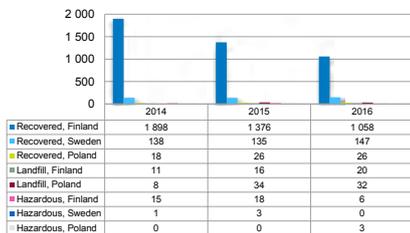


VOC emissions (1000 kg)

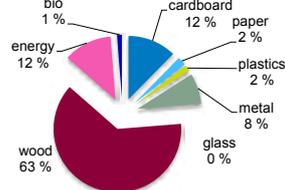




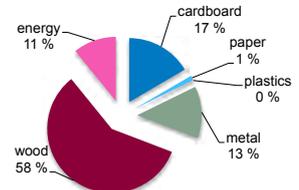
Waste (1000kg)



Recovered waste, Finland 2016



Recovered waste, Sweden 2016



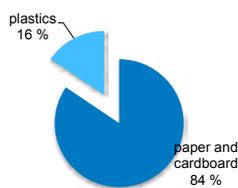
RECYCLING SERVICE

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

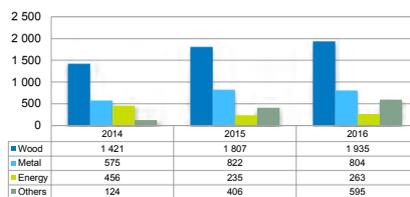
Martela Outlet chain includes two locations in Finland, selling used and refurbished furniture to small businesses and home offices. About 70% of all furniture sold by the Martela Outlet chain in 2016 was totally or partly recycled furniture, while the rest comprised unused furniture such as various 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 received by recycling services is unrepairable and is forwarded to material recycling through various partners. Material recycling was increased from the previous year and was about 3.6 million kilograms during 2016. 22% of the material was recovered as metal, 54% as wood fractions, 7% as energy waste and 17% of other materials included materials such as waste for landfill as well as WEEE and other waste needing special processing. The statistical survey does not include minor regional recycling.

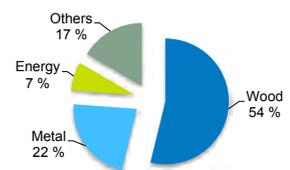
Recovered waste, Poland 2016



Recycling service by materials (1000kg)



Recycling distribution 2016





Workshops in stakeholder relationships

Better future by Inspiring spaces

Responsible operations are founded on a company's ability to operate profitably with its various stakeholders in an environmentally sustainable manner. A company must identify the stakeholder groups that have the greatest bearing on its operations and that are most interested in it. By engaging in co-operation with them, the company can best improve its operations and offering. A company must also identify the procedures that are needed to analyse and process the needs and expectations of its various stakeholders.

Martela uses the workshop method to systematically organise and analyse its co-operation with its main stakeholders. It is used in specifying and designing workspaces with their users, for example. The users of a space being improved take an active part in the improvement of their workspaces. Workshops are also an effective method for developing new solutions.

In the specification stage, users learn about the many opportunities offered by different workspaces. In the workshop method, the customer's representative can influence the content of the space plan. Thanks to this opportunity to contribute to the design, they will also be familiar with the decisions on which the space is based and will be better able to make use of the new space.

An in-depth understanding of a customer's needs and the company's ability to provide the desired services is needed to develop new services. When a company can identify a sufficiently large and inclusive customer group, workshops can be used to quickly and efficiently identify the detailed needs of a wide range of customers. The data collected at workshops is analysed and the solutions chosen by the company are put into practice in collaboration with specialists and the supplier network.

Our customers
value responsibility
throughout the
supply chain.



Product liability

Martela products are mainly furniture items intended for use in normal office and learning environments, and they do not have specific product liability risks. In Finland Finnish Safety and Chemicals Agency (TUKES) is a public authority overseeing all the professional products in general. There is no mandatory certification requirements for general furniture. The electrically adjustable sit and stand tables need to be CE-marked as they are considered to be machines and equipment. Furniture shall not pose any general harm or health risks. All chemicals used in the manufacturing processes are identified and controlled on the basis of employee health and safety requirements in the production.

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

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

Martela services and chosen products have been awarded the right to use the Finnish key symbol since the end of 2015 as a label to emphasize the amount of Finnish work they contain. Martela have promoted products and services including Finnish design with the Design From Finland label since the beginning of 2016. Both labels are rewarded by the Association for Finnish Work.

The responsibility of the entire supply chain has become increasingly more important to our major customers in particular. At a customer's request, Martela participated in a third-party responsibility evaluation in summer 2015. Martela was awarded a gold recognition level, which put the company among the top 5% of performers evaluated by EcoVadis. As there were not a wider customer interest on this type of external evaluation, Martela did not continue the agreement during 2016.

In 2016, Martela continued to evaluate major suppliers on their compliance with Martela's responsibility policies through supplier audits. The main environmental impact caused by our suppliers is associated with waste sorting and energy consumption. In the area of social responsibility, the most important issues concern occupational safety, employees' employment matters and equal treatment.

The technical characteristics of products can be analysed on the basis of specific standards for particular product groups or for intended uses. At the Nummela site, Martela has its own accredited furniture testing laboratory to provide a quality guarantee that Martela's products meet the requirements for durability, stability and measurements. Martela's testing laboratory was accredited according to the SFS-EN ISO/IEC 17025:2005 standard in 2014. More information on the accreditation status

can be found on Finland's accreditation body's website: www.finas.fi. The scope of the accreditation includes the most common European EN testing standards for office and non-domestic furniture. The accreditation is valid for four years at a time and FINAS will carry out annual audits at the laboratory. In Finland, Martela's furniture testing laboratory is the second one of its kind. The laboratory's accreditation ID is Finas T280.

Martela does not have the instruments necessary for studying volatile substances of products, but instead usually relies on manufacturers' material-specific emission tests. During 2016 Martela participated in an emission project organised by the Building Information Foundation RTS and funded by the Finnish Work Environment Fund. The aim for the project was to create M1 classification criteria for the upholstered office task chairs office. Martela provided three different kind of task chairs for the emission testing and was a member for the project steering group. The final report of the project and the M1 emission criteria was published in spring 2017.

CUSTOMER SATISFACTION

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

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

During 2014–2016 Martela also used a more extensive customer survey in Finland that was based on annual interviews. According to the survey, the customers that recommend Martela (ratings from 9 to 10, 59% of respondents 2016) particularly appreciate:

1. Professionalism
2. Service provided and the contact person
3. Reliability
4. Wide range of services
5. High quality of products

In-depth information was obtained from a selected group of customers by personal telephone interviews. Also practical development areas were found through the survey to improve the processes. A new customer survey method will be developed during the year 2017 to be utilized throughout the group operation areas.

CUSTOMER FEEDBACK

A major development data management project was launched in 2016 in Martela. One of the targets for the project was to centralize customer feedback in an updated systems and in a unified reporting tool. The

new system provides real-time information on customer-specific feedback and costs. As part of the projects a new channel facilitates and unifies documentation and handling of the customer feedback. The unified customer feedback system enables the effective communication, usage of the corrective and preventive measures, unified reporting method of the quality status of the different units and accurate cost follow-up. The development of customer feedback system will continue in 2017

In 2015, a new Customer Feedback organisation was established in Finland that processes all the feedback and resulting actions. In fall 2016 Customer Feedback organisation was incorporated to the Martela's Quality organisation. With this change a faster flow of information is achieved from the root causes and corrective measures of the customer feedback. Also the Quality reporting of all the products and services was centralized in the Group level. At Martela a case where customer is not invoiced is considered a complaint. These include errors in orders or deliveries, quality problems in products, mounting faults and service defects. This means that new customer feedback may be initiated by removal service or sales in the case of a deviation observed during order, delivery, installation or final inspection, or even by the logistics centre in the case of deviations observed before the product is delivered from the site. In 2016, the ratio of complaints to the number of deliveries was 2.99 percent.

DELIVERY RELIABILITY

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

day from the logistics centre is monitored, and in the Helsinki metropolitan area the products are delivered to the customer in the same day. Delivery times vary depending on the logistics chain, product amounts and delivery addresses. Fastest deliveries can be five workstations delivered in a few days' time. Delivery reliability has been measured at Martela for decades, and it has always been one of Martela's main indicators. The metrics is showing three months rolling and weighted delivery accuracy (DA) and the amount of delivered lines in monthly level. Delivery accuracy have been in constant positive trend and is in average 95% level.

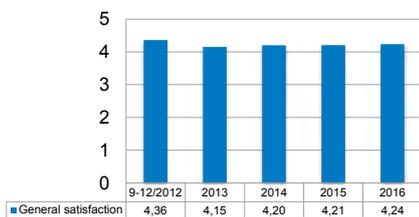
MARKETING COMMUNICATIONS AND PRODUCT MARKINGS

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



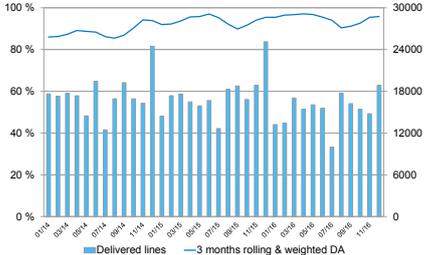
General satisfaction



Reasons for customer feedback



Delivery Accuracy 2014-2016



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	CEO's review		
G4-2	Key impacts, risks and opportunities	CEO's 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		
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		
G4-28	Reporting period	Responsibility results		
G4-29	Date of the most recent report	Introduction		

Report Profile			
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

Code	GRI content	Location	Omissions and further information	Global Compact
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	Missing information on the emissions from district heating used in Nummela added starting from 2014	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	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	Reported as a process only	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		



