

# Sustainable development that starts with our impact

Nobia's sustainability initiatives are based on the Group's economic, environmental and social impact. Key figures and focus areas are defined at Group level, with work on social environmental and ethical issues integrated into all units and functions.

## Impact and responsibility

Nobia has a fundamental responsibility to all of its stakeholders to maintain and develop a sustainable business. The impact of the operations varies across the value chain. Activities depending on the type and scope of the impact are initiated to minimise negative consequences and maximise the positive, and this responsibly develops a sustainable business.

The company's environmental impact primarily arises from the manufacturing, surface treatment, installation and transportation of kitchens, in the form of emissions from energy consumption and transportation of wood, wood products, chemicals, packaging materials and waste.

In total, Nobia has approximately 6,500 employees, of which around 3,000 work with production or logistics and around 3,500 work with administration or sales. The products are manufactured at 14 production facilities in seven countries, and all of these meet the environmental requirements that apply in each country.

## Governing documents

In 2013, Nobia's Board of Directors adopted a Code of Conduct that forms the basis for how the company should be run. All employees and partners are expected to adhere to this central policy. The Code of Conduct is based on the UN Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD guidelines for multinational enterprises.

The Code contains principles governing fair competition, anti-corruption, impartiality and conflicts of interest, respect for the individual, fair labour conditions, safety at the

workplace and environmental protection. It thereby supports the UN Global Compact in terms of human rights, labour, environment, anti-corruption and the precautionary principle with regard to the environment.

All production facilities with the exception of two, one in Norway and one in the UK, have ISO 14001 environmental management system certification. This entails an annual review of environmental impact, new environmental targets and specific action plans.

Nobia also has other policies for specific areas of sustainability, such as an operating sourcing procedure and a forest policy for wood suppliers.

## About the report

Nobia has been preparing a Sustainability Report in accordance with the Global Reporting Initiative (GRI) since 2012. In 2015, work was carried out to adapt the report to the GRI's G4 framework. Nobia's as-

essment is that the information included in the Annual Report and on the company's website meets to the requirements set by GRI G4 level, Core. The Sustainability Report has not been subject to review or audit by an external party. A GRI index can be found on page 31.

Sustainability aspects reported here are based on the materiality analysis conducted during the year. Environmental data, measurements and key figures are collected from the production units at least once per year, and Group management receives reports on trends in these indicators twice a year. Environmental data from the supplier chain along with information from Hygena, which was divested during the first quarter of 2015, and from Commodore and CIE Kitchens, which were acquired during the fourth quarter of 2015, are not included in the report.

Nobia's activities that are subject to a permit in Sweden are described in the Financial overview on page 34.



Nobia 2015
Operations
Sustainability
Financial statements
Corporate governance and the Nobia share

### Stakeholder dialogue

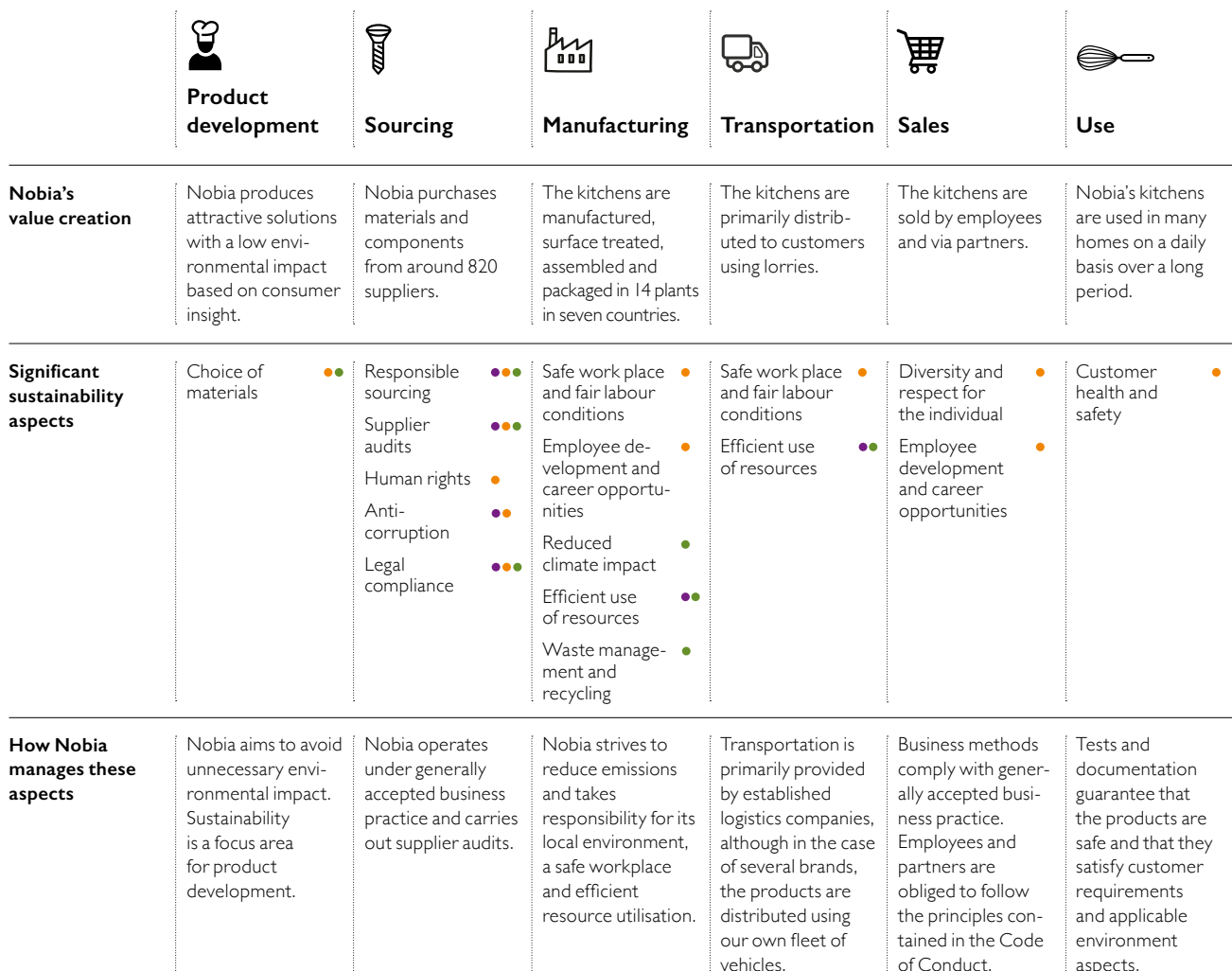
An important aspect of the sustainability work is the company's communication with its stakeholders. Nobia has an ongoing dialogue with its stakeholders in different forums concerning sustainability issues.

During the year, personal interviews were also carried out with representatives for a selection of key customers, major shareholders, union representatives, relevant stakeholder organisations and major suppliers to add input to Nobia's ongoing sustainability efforts. 16 external parties responded to questions and ranked aspects of sustainability. In addition, all Nobia employees were given the opportunity to provide their view about which sustainability aspects were significant in a survey on the Group's intranet.

### EXAMPLES OF AREAS CONSIDERED IMPORTANT BY STAKEHOLDERS

<b>Customers</b>	Taking environmental responsibility for the product over its entire life cycle Reducing climate impact by limiting CO <sub>2</sub> emissions
<b>Owners</b>	Streamlining the value chain and identifying environmental improvements Offering employees training, development and career opportunities
<b>Employees</b>	Offering employees fair labour conditions and ensuring that satisfactory safety equipment is used Safe and healthy products
<b>Stakeholder organisations</b>	Taking environmental responsibility for the product over its entire life cycle Diversity and respect for the individual
<b>Suppliers</b>	Reducing climate impact through efficient use of resources Fair business methods and good business ethics

## NOBIA'S VALUE CHAIN



● Financial responsibility ● Social responsibility ● Environmental responsibility

# Care of employees

The commitment and efforts of employees are a vital part of Nobia's success. The company is able to retain and recruit competent employees by offering a safe and secure workplace that offers opportunities for career development.

Nobia supports and respects international conventions governing human rights as well as local legislation. The company mainly operates in Europe, where people have generally made progress in the areas of business ethics, human rights and labour conditions. Employees are covered by collective agreements in every country except the UK.

Nobia mainly has permanent employees, with only 1 per cent of employees being temporarily employed. The workforce can be divided up according to whether the employees work in production and logistics or alternatively in administration and sales.

## Values and respect for the individual

Employees are expected to maintain a high ethical standard and observe the principles described in the company's Code of Conduct in their daily activities. Nobia promotes a healthy work-life balance and encourages its employees to achieve such a balance.

Nobia has respect for the individual, is committed to diversity and equal treatment and aims to increase the proportion of women in senior positions. Out of Nobia's 144 senior executives, the proportion of women amounts to 15 per cent, compared with 28 per cent of the Group's total employees. The Code of Conduct maintains that no employee should be discriminated against due to age, ethnicity, social or national origin, skin colour, gender, sexual orientation, religion, political views, disability or any other reason.

Nobia respects legislation governing fair trade, competition and anti-corruption and applicable business ethics codes. Sourcing and sales should be conducted in a professional manner and with integrity.

To ensure compliance with the Code of Conduct, an anonymous communication channel has been established for employees who want to report suspected breaches of the Code. Three matters were reported via this communication

channel in 2015. The reported matters and other issues relating to the principles in the Code of Conduct have been handled and reported to the Board.

## Safe and secure work environment

The safety of employees is the highest priority, and Nobia works according to a vision of zero accidents in the workplace and work-related injuries. Preventive measures are taken to minimise the risk of accidents, injuries and sickness absence. Workplaces are inspected on a regular basis to ensure a safe work environment and that the necessary equipment is in place. In 2015, one of the production facilities in the UK received the Sword of Honour health and safety prize awarded by the British Safety Council.

The total number of workplace-related accidents amounted during the year to 101 (98) and the number of workplace accidents per million hours worked amounted to 16.8. Each workplace accident is followed up and corrective measures are taken.

## Employees per country, number

UK	3,091
Denmark	1,308
Sweden	648
Finland	363
Austria	358
Germany	341
Norway	298
Other countries	93
Employees of subsidiaries	6,500
Employees of Parent Company	39
Employees of the Group	6,539

## Production facilities

PRODUCTION FACILITIES	ISO 14001	PRODUCTION FACILITIES	ISO 14001
Tidaholm, Sweden	Yes	Halifax, UK	Yes
Ølgod, Denmark	Yes	Morley, UK	Yes
Bjerringbo, Denmark	Yes	Dewsbury, UK	Yes
Farsø, Denmark	Yes	Grays, UK	–
Eggedal, Norway	–	Herford, Germany	Yes
Nastola, Finland	Yes	Wels, Austria	Yes
Darlington, UK	Yes	Freistadt, Austria	Yes



**Employee development**

Regular employee performance evaluations are carried out at Nobia, during which individual goals and development plans are drawn up. This process has involved all employees since 2014, both office employees and employees in production and logistics.

For employees in production and logistics, there is a programme for operational and employee development named Nobia Production and Logistic System. The programme is based on the employees and leadership and contains guidelines and Lean tools. The aim is to strengthen, engage and motivate employees to improve processes and reduce the risk of accidents in the operations.

Many of the Group's units also offer internal skills development so that employees can learn about products, sales, design and drawing systems. These courses are managed by the Training Academies of each brand. The aim is to transition over

to more e-learning based training, and so in 2015 Marbodol launched a new e-learning-based training course under the name Köksakademien (The Kitchen Academy).

**Business development**

Nobia's employee survey, MyVoice, was carried out in 2013 in the Scandinavian part of the Group and in central Group functions. The survey was introduced across the whole Group in 2014 and the results formed the basis for around 580 improvement activities in total within areas such as information, conduct, roll distribution and training.

The employee survey is being expanded in 2016 to include a battery of questions regarding leadership at Nobia. The results of this survey are intended to form the basis for ongoing improvement initiatives in the areas of work environment, leadership, career development and employees' commitment.

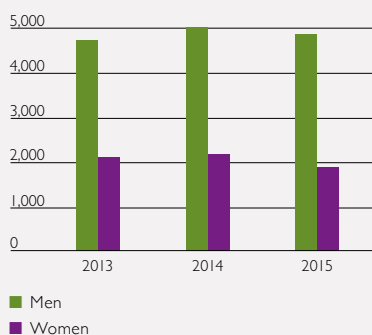
**Talent management**

Wherever possible, Nobia tries to apply internal recruitment and internal promotion. The identification and development of internal talent is key to the company's continued success. The company has a centrally controlled talent-management process, where some 400 employees have been assessed with the objective of identifying leadership potential, development requirements and future succession solutions.

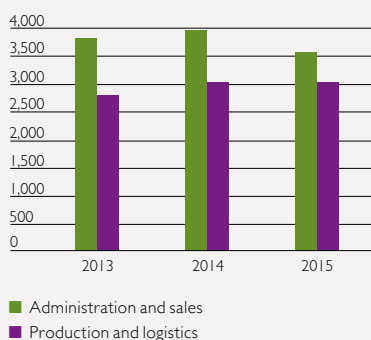
**Leadership development**

Managers at Nobia are offered training in such fields as project management and leadership. A Group-wide programme, the Nobia Leadership Acceleration Programme, is also offered to selected talents from different parts of the business. As in previous years, one element of 2015's programme was project work surrounding a number of real challenges facing the company, as defined by Group management.

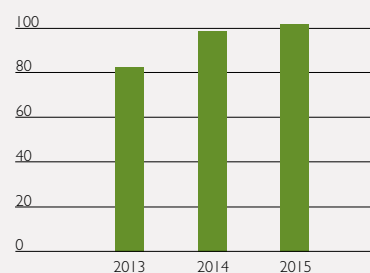
**Employees by gender, number**



**Employees by function, number**



**Workplace-related accidents, number**



# Efficient use of resources

Nobia’s overall environmental impact is relatively minor, both in terms of products and manufacturing processes. Nevertheless, the company strives to reduce its environmental impact.

## FOCUS AREAS FOR ENVIRONMENTAL ACTIVITIES

- 1 CO<sub>2</sub> emissions – transportation, heating and electricity for manufacturing.
- 2 Energy consumption – electricity and heat consumption.
- 3 Choice of materials – wood and chemicals.
- 4 Surface treatment – use of water-based paints and emissions from solvents.
- 5 Waste – recycling and reduction.
- 6 Packaging – volumes and types of materials.

Nobia strives to reduce its environmental impact by restricting the use of hazardous chemicals, conserving resources, introducing more efficient heating systems and optimising transportation.

Environmental activities at Nobia are delegated and integrated into the operations of each region and production unit. Focus areas for environmental activities, to which selected indicators are linked, have been defined at Group-level. The regions set goals and priorities using the Group-wide direction as a basis.

Continuous efforts are made in production to optimise the flows using a Lean-based programme called Nobia Production and Logistics System.

More efficient resource utilisation is achieved through such optimised processes, meaning energy, emissions and costs can be reduced. Error-free deliveries are positive both for environmental reasons and for Nobia’s customers.

The Group’s delivery reliability, defined as the proportion of error-free and complete deliveries, amounted to 97 per cent (98) in 2015, and was negatively affected by the transition to the Group’s common standard dimension in Finland.

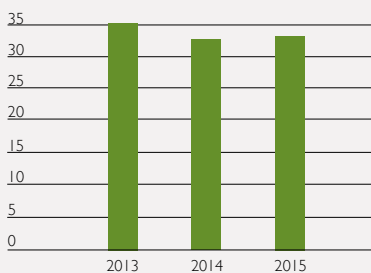
### CO<sub>2</sub> emissions

Climate impact mainly occurs through emissions of greenhouse gases. Nobia strives to reduce CO<sub>2</sub> emissions, which are mainly caused by heating and cooling buildings, and electricity use in manufacturing. To reduce both costs and our environmental impact, Nobia is continuously introducing modern systems for cooling, heat recovery and ventilation.

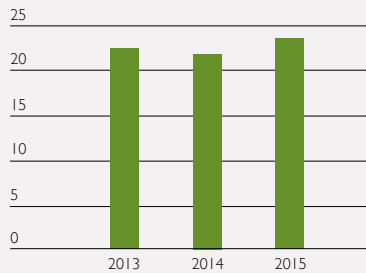
CO<sub>2</sub> emissions also arise through the transportation of materials, components and kitchen products, as well as through employee business travel. About 5 per cent (5) of Nobia’s total expenses are attributable to transportation, making this a key focus for resource optimisation. Surveys and analyses of transport flows are implemented in close collaboration with logistics companies but also with the assistance of external experts, to identify economic and environmental benefits. Freight load optimisation can help reduce both costs and CO<sub>2</sub> emissions.

Nobia’s CO<sub>2</sub> emissions per produced cabinet declined 6 per cent (6) in 2015, mainly as a result of increased production volumes. New targets for energy consumption and transportation for 2016

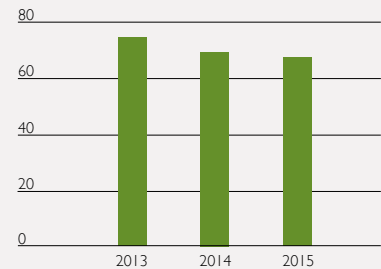
Greenhouse gas emissions, heating and manufacturing, thousands of tonnes CO<sub>2</sub>



Greenhouse gas emissions, transportation, thousands of tonnes CO<sub>2</sub>



Energy consumption, electricity, GWh



were adopted to reduce costs and CO<sub>2</sub> emissions.

Nobia has been reporting to CDP since 2007 – an independent organisation promoting transparency in terms of companies' CO<sub>2</sub> emissions and climate strategies in order to convey this knowledge to investors. Each year, companies that take part are ranked in terms of reporting quality, thoroughness and activities implemented to counteract climate change. Nobia's reporting includes emissions from heating production facilities, electricity consumption, transportation of kitchen products to customers and, to some extent, employees' business trips. In 2015, Nobia's ranking improved to 89D up from 75D the previous year. The average for Nordic companies was 84C. Nobia's ranking shows that its emissions performance is somewhat below the average of participating Nordic companies, but that reporting and governance have improved.

### Energy consumption

Energy consumption is another prioritised area in Nobia's environmental initiatives. Energy is mainly used to operate production equipment, ventilation, fans, lighting, and to heat and cool buildings. Costs for energy account for less than 1 per cent (1) of Nobia's total expenses. Efforts to reduce energy consumption include training and involving employees in conserving resources. Other measures include replacing old equipment with energy-efficient alternatives and equipping fans with frequency converters and heat recovery units.

### Materials

Wood and wood products in the form of chipboard and MDF are main components in Nobia's products. During the year, the amount of wood, chipboard and MDF amounted to some 216 thousands of tonnes (184). Nobia endeavours to increase the proportion of wood materials certified by the Forest Stewardship Council (FSC), which amounted to 45 per cent (37) in 2015.

Nobia's suppliers of wood and wood products are mainly based in Europe, but also in Asia. All wood suppliers are informed about the Nobia's sustainable forest management policy and must sign a timber declaration containing requirements relating to. This declaration contains requirements relating to: compliance with forest legislation, known origin and details of source, and not illegally harvested timber, not wood from intact natural forests or high conservation value forest, not timber from protected areas or from plantations in tropical and sub-tropical regions and not wood from tropical trees except those certified by the Forest Stewardship Council (FSC).

Nobia is a member of the Global Forest & Trade Network in the UK. GFTN is a part of the World Wide Fund for Nature, WWF, and a union of companies and organisations that have committed to pursue or support responsible forest management. GFTN works to coordinate national and regional initiatives in order to increase responsible forest management, and its members undertake to increase sourcing of wood and wood products from sustainable sources and to disassociate them-

selves from forest products that are illegal or originate from controversial sources.

### Emissions of solvents

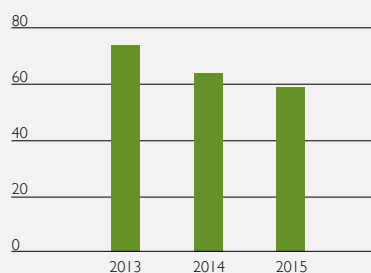
The reduction of solvents is a key issue in Nobia's environmental work. Solvents are mainly used in surface treatment and when cleaning painting facilities. Initiatives to reduce the use of solvents include replacing them with water-based and UV-tempered surface coatings and reducing the number of changeovers in production equipment, which reduces the amount of cleaning required and raises productivity. In 2014, the percentage of water-based and UV-tempered surface coatings totalled about 53 per cent (51).

### Waste

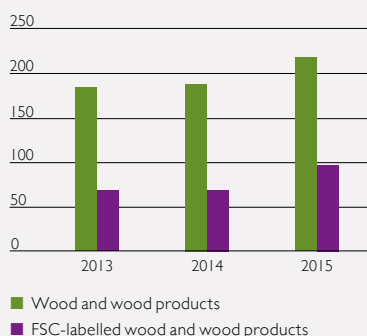
Timber pallets, corrugated board, shrink-wrap and plastic tape are the main components of the packaging materials used by Nobia. About 79 per cent (84) of this packaging materials is recyclable. A certain amount of waste is produced from the manufacture of products, primarily in the form of timber pallets, and plastic packaging and corrugated board from materials received. This waste is sent for recycling or incineration. Other types of waste include paint, oil and residue from cleaning, which are sorted for combustion or for landfill.

During the year, wood waste amounted to about 29 thousands of tonnes (21). The amount of waste excluding wood waste was about 8 thousands of tonnes (9), of which some 29 per cent (22) went to external recycling, about 63 per cent (71) to landfill or incineration and about 8 per cent (7) comprised hazardous waste.

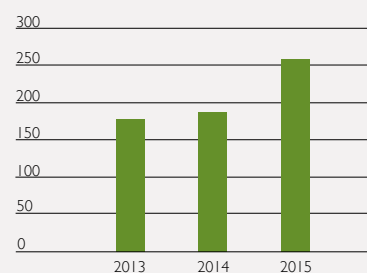
Energy consumption, heating, GWh



Use of materials, wood and FSC-labelled wood, thousands of tonnes



Emissions of solvents, tonnes





# Product responsibility and responsible sourcing

Nobia offers kitchens that satisfy both customers' needs and applicable safety and environmental aspects. Purchased materials and components are carefully specified and the suppliers are audited in terms of work environment, human rights and environmental issues.

## Safe and environmentally friendly products

Nobia's products should be safe to use throughout their entire useful life. Kitchen products are generally classified as "home environment" during tests and when setting requirements. Before a new product enters the production phase, relevant tests are carried out both in-house and by accredited testing institutions in line with EU standards. Common tests include stress and durability tests to minimise the risk of accidents and guarantee a high level of safety and quality.

Sustainability aspects are becoming increasingly important for Nobia's customers. The construction of eco-friendly

buildings has increased over the past few years, which has led to an increase in demand for eco-labelled kitchens and products that live up to eco-building standards. Today, Nobia has 18 Nordic Ecolabelled kitchen platforms in different colours that are sold by Marbodol, Norema and Sigdal, and the range includes products that live up to eco-building standards such as BREEAM (BRE Environmental Assessment Method) and Nordic Ecolabelled single-family houses, apartment blocks and preschool buildings. Nordic Ecolabelled products will also be introduced at HTH in 2016, and sustainability is a new focus area for central product development.

Nobia is represented in the technical committees of Trä and Möbelföretagen, TMF (a trade association for the Swedish wood processing and furniture industry). TMF is a member organisation of the Confederation of Swedish Enterprise, and the work of the technical committees includes participation in the development of standards governing product safety, resistance and environmental performance as well as participation in the EU's standardisation committees. Nobia's involvement in TMF is based on a desire to be at the forefront of product design and products that meet rigorous requirements in terms of safety, lifespan and low environmental impact.

## Supplier chain

Nobia has around 820 suppliers, of which most are based in Europe and only around 5 per cent (5) are in Asia. The core components of the products, such as chipboard, MDF, paint, hinges, drawer units, edging and worktops, are supplied by European companies. Nobia has several suppliers

of appliances depending on the customer segment and in line with the aim to always be in a position to supply products from the leading appliance companies. Product categories manufactured in Asia include screws, some interior fittings and LED lighting, and these products are purchased principally via European wholesalers based on detailed product specifications that include EU requirements and local regulations.

## Responsible sourcing

Nobia's suppliers are inspected and assessed in accordance with the company's guidelines for the environment, work environment, and other social and ethical issues. All suppliers must comply with laws and requirements, the UN Declaration of Human Rights and Nobia's Code of Conduct.

The assessment process aims to develop Nobia's suppliers and answer questions about quality and environmental management systems, products, social and ethical issues, and health and safety conditions. An assessment template with an internal rating system is used. A low rating leads to corrective measures or not entering into a business relationship. The results of the audits are reviewed together with each supplier.

There is a quality control department responsible for supplier assessments within Nobia's central sourcing organisation. Audits of new suppliers and those considered high-risk are prioritised in this process.

Over the past three years, 148 suppliers in total have been assessed in terms of work environment, human rights and the environment. All new suppliers were audited in 2015. In total, 45 supplier audits (42) were carried out in different countries and across several product categories.

# 45

45 supplier audits were carried out during the year. New suppliers and those considered high-risk are prioritised in this process.



Marbodol Åkerö

## NORDIC ECOLABELLED PRODUCTS

In 1996, Marbodol was the first kitchen company to begin offering Nordic Ecolabelled kitchens. This decision required changes in production and major investment in surface treatment machines as well as development resources. Today, several Nobia brands offer Nordic Ecolabelled kitchen series, and demand for eco labelled kitchens is increasing.

The government-owned company Miljömärkning Sverige is responsible for the Nordic Ecolabel, and it was the Nordic Council of Ministers that launched the Nordic Ecolabel in 1989 to help consumers make good product choices while also reducing their environmental impact. The Nordic Ecolabel is the Nordic region's best known ecolabel and can be found on over 10,000 products and services today.

The Nordic Ecolabel is an integrated part of Nobia's product development, with decisions on eco labelling taken at an early stage. Materials for products destined for eco labelling are selected carefully based on an analysis of their environmental impact. Documenta-

tion, certification and tests are sent to Miljömärkning Sverige for auditing and approval. Depending on the materials the product is made of, the components are audited against established requirements.

- Chemicals added should contain minimal dangerous substances.
- Wood products should have a traceable origin and contain wood from certified forest management.
- Wood products should have low emissions of hazardous substances.
- Surface treatment should be carried out in controlled systems using water-based paints and UV-cured paint.

The risk of health problems when using the products as well as damaging environmental effects are both reduced due to the minimal dangerous substances in and low emissions of Nordic Ecolabelled products. Products with traceable origins and wood content from certified forest management reduce the risk of deforestation and illegal logging.

Water-based and UV-cured paints reduce emissions of solvents and improve the work environment.

A lifecycle analysis is also included in the audit, with requirements being placed on how the products are handled once they have been used, entailing accompanying source sorting instructions for waste management and environmentally friendly packaging materials for collection and recycling.

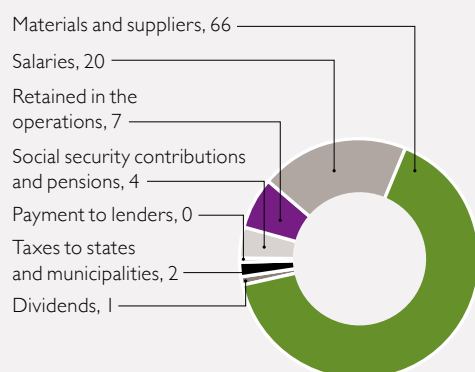
Leif Lång, Furniture Product Manager for Miljömärkning Sverige:



It will be even more important for the consumers of tomorrow to take responsibility for their purchases, and choosing the best products from an environmental perspective is made easy with the help of Nordic Ecolabel. Companies who work strategically to reduce their environmental impact will be the winners of the future.



### Specification of the Group's costs as a percentage of net sales



### Value generated

Nobia generates value for its stakeholders. Employees share this value through their salaries and other benefits, suppliers are paid for the purchases they make, customers receive high-quality kitchen products, countries and municipalities receive tax revenue, and shareholders receive dividends and returns on their shares. Some of the generated value remains within the company and is used for investment and the development of new products.

In 2015, Nobia's total value added, or net sales less costs for materials and services, amounted to SEK 4,601 million (3,963).

## SUMMARY - SUSTAINABILITY INDICATORS

GRI indicators	Economic Performance Indicators, SEK m <sup>1)</sup>	2013	2014	2015
G4-EC1	Net sales	11,773	11,411	13,332
G4-EC1	Operating expenses	8,060	7,448	8,731
G4-EC1	Payroll expenses	2,240	2,385	2,653
G4-EC1	Social security contributions and pensions	582	616	589
G4-EC1	States and municipal taxes	159	194	216
G4-EC1	Payment to lenders	53	37	15
G4-EC1	Dividends to shareholders	84	167	194
G4-EC1	Retained in operations	595	564	934
<b>Environmental Performance Indicators</b>				
G4-EN1	Materials used: Wood, thousands of tonnes	182	184	216
G4-EN1	Materials used: Packaging materials, kg/cabinet	1.2	1.4	1.3
G4-EN1	Materials used: Recyclable packaging materials, %	82	84	79
G4-EN5	Energy intensity: Electricity consumption, kWh/cabinet	10.7	9.9	8.6
G4-EN5	Energy intensity: Heating, kWh/cabinet	10.6	9.1	7.5
G4-EN18 <sup>2)</sup>	Greenhouse gas emissions: Transportation, kg/cabinet	3.2	3.1	3.0
G4-EN18 <sup>2)</sup>	Greenhouse gas emissions: Heating and manufacturing, kg/cabinet	5.0	4.6	4.3
G4-EN21 <sup>3)</sup>	Air emissions: Volatile organic compounds, kg VOC/100 laquered details	3.8	3.6	4.4
G4-EN23	Waste (excluding wood waste), kg/cabinet	1.2	1.3	1.0
G4-EN23	Wood waste, thousands of tonnes	20	21	29
<b>Social Performance Indicators including Society indicators</b>				
G4-LA6 <sup>4)</sup>	Work-related accidents in production facilities, number	82	98	101
G4-EN32, LA14, HR10	Audited suppliers and subcontractors, number	61	42	45

1) Economic performance indicators for 2014 have been re-measured as a result of the reclassification of Hygena as discontinued operations.

2) Includes Scope 1, 2 and 3 emissions.

3) Only VOC is reported.

4) Only accident intensity is reported.

## GRI INDEX

## STANDARD DISCLOSURES

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G4-3	The name of the organisation	Front inside cover
G4-4	The primary brands, products and services	pp. 1, 3, 15, 17, 19, 21
G4-5	The location of the organisation's headquarters	Back inside cover
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G4-9	Scale of the organization	pp. 3, 14-15
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G4-11	Percentage of employees covered by collective bargaining agreements	pp. 24
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G4-28	Reporting period	Fiscal year 2015
G4-29	Date of most recent previous report	24 March 2015
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G4-56	The organisation's values, principles, standards and norms of behaviour	pp. 22, 24 Code of Conduct on Nobia's website

## SPECIFIC STANDARD DISCLOSURES

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G4-DMA	Economic performance	pp. 6-9
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G4-DMA	Materials	pp. 26-27
G4-EN1	Materials used	pp. 26-27
G4-DMA	Energy	pp. 26-27
G4-EN3	Energy consumption	pp. 26-27
G4-EN5	Energy intensity	pp. 30
G4-DMA	Emissions	pp. 26-27
G4-EN15	Direct greenhouse gas emissions (Scope 1)	Nobia's website
G4-EN16	Indirect greenhouse gas emissions (Scope 2)	Nobia's website
G4-EN18	Greenhouse-gas emissions intensity	pp. 30
G4-EN21	Significant air emissions	pp. 27, 30
G4-EN23	Waste	pp. 27, 30
G4-DMA	Supplier environmental assessment	pp. 28, 30
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G4-DMA	Supplier human rights assessment	pp. 28, 30
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G4-SO5	Total number of confirmed incidents of corruption and actions taken	pp. 24