

# A more sustainable life in the kitchen

Nobia's sustainability initiatives are based on the Group's economic, environmental and social impact. These initiatives are integrated into all units, but a central sustainability function has been created and the focus areas are defined at Group level.

## Responsibility and governance

Nobia has a fundamental responsibility to all of its stakeholders to maintain and develop a sustainable business. The impact of its operations varies across the value chain.

In 2016, Nobia decided to establish a central function for sustainability to reinforce and structure the company's sustainability initiatives. Key figures and focus areas are defined at Group level, with work on social environmental and business ethical issues integrated into all units and functions. Activities depending on the type and scope of the impact are initiated to minimise negative consequences and increase the positive effects, thereby developing a sustainable business.

## Governing documents

Nobia's Code of Conduct forms the basis of how operations are to be managed and applies to all employees, partners and suppliers. A revised Code of Conduct and a separate Code of Conduct for suppliers with more detailed requirements regarding labour conditions, human rights, the environment and business ethics will be introduced during the course of 2017. The Board of Directors will also adopt a new policy concerning compli-

ance with the UK Modern Slavery Act.

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 to ensure a more efficient use of resources.

Nobia also has other governing documents for specific areas of sustainability, such as a forest management policy for wood suppliers.

## About the report

Nobia has prepared 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. Data relating to sustainability, measurements and key figures are collected from the production units and Group management receives reports on trends in these indicators.

The Sustainability Report for 2016 is based on a materiality analysis conducted during the year. The report includes environmental data and social indicators from Poggenpohl – divested on 31 January 2017 – since those operations were included in the Nobia Group in 2016. Environ-

mental data from the supplier chain is not included in the report. Nobia's assessment is that the information included in the Annual Report and on the company's website meets 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.

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

## 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. In 2015 and 2016, interview with representatives were also carried out for major customers, shareholders and suppliers along with relevant stakeholder organisations. The selection was made based on size and on which groups had not been interviewed before. All Nobia employees have been given the opportunity to provide their view about which sustainability aspects are significant in surveys on the Group's intranet.



### Based on this stakeholder dialogue, Nobia's material sustainability issues have been identified as:

<b>SUSTAINABLE CHOICE OF MATERIALS</b>	Materials from sources that have a limited impact on people and the environment.
<b>PRODUCT RESPONSIBILITY</b>	Product safety and product development that take people and the environment into consideration and transparent product specifications.
<b>RESPONSIBLE SOURCING</b>	Selection, monitoring and reviews of suppliers whose activities are based on respect for human rights, the environment and business ethics.
<b>LABOUR CONDITIONS</b>	Health and safety – safe workplaces with fair conditions where respect for human rights, individuals and diversity is promoted.
<b>REDUCED CLIMATE IMPACT AND SUSTAINABLE USE OF RESOURCES</b>	Reduced climate impact throughout the life cycle, efficient use of resources, recycling and waste management.
<b>BUSINESS ETHICS AND ANTI-CORRUPTION</b>	Working methods and approaches to ensure legislative compliance, promote transparency and safeguard strong business ethics along the value chain.

Nobia's value chain

	 <b>Product development</b>	 <b>Sourcing</b>	 <b>Production</b>	 <b>Transportation</b>	 <b>Sales</b>	 <b>Use</b>
<b>Nobia's value creation</b>	Nobia develops attractive kitchen solutions with a minimal environmental impact.	Sourcing is coordinated, which provides economies of scale and the opportunity to work in a structured way in terms of setting requirements, monitoring and developing suppliers with regard to social responsibility, the environment and business ethics.	Nobia manufactures attractive kitchen solutions in a safe work environment, creates value for its customers by way of efficient function and design and works to reduce its utilisation of resources and environmental impact.	The kitchen solutions are delivered to customers directly, primarily using lorries.	Nobia's employees and partners sell kitchen solutions. Information supplied to customers is clear and accurate.	Nobia's kitchen solutions have a long lifespan and low environmental impact.
<b>Significant sustainability aspects</b>	Sustainable choice of materials Product responsibility Reduced climate impact Sustainable use of resources Business ethics and anti-corruption	Reduced climate impact Responsible sourcing Business ethics and anti-corruption Labour conditions, health and safety	Labour conditions, health and safety Reduced climate impact Sustainable use of resources Business ethics and anti-corruption	Reduced climate impact Business ethics and anti-corruption Labour conditions, health and safety	Business ethics and anti-corruption Product responsibility	Reduced climate impact Sustainable use of resources Product responsibility
<b>Nobia's working methods</b>	Sustainability is a central theme in Nobia's product development and ecolabelled products are included in the range.	Systematic supplier audit activities are conducted to prevent social, ecological and business ethical risks as part of the sourcing process and to influence suppliers to improve their sustainability efforts.	Production adopts a goal-driven lean approach along with systematic health and safety activities to prevent accidents in the workplace and reduce energy consumption and the use of raw materials.	Nobia optimises its transport flows and loading with the aim of minimising the amount of transportation and collaborates with established shipping companies.	Business methods comply with generally accepted business practices. Employees and partners are obliged to follow the principles contained in the Code of Conduct. There is a channel for reporting regulatory violations.	Nobia conducts relevant tests, both independently and through external partners and in line with recognised standards. Sustainability is a focus area in product development.

Three questions to Amanda Jackson, Head of Sustainability

**What issues are you working on?**

I am in the process of producing a Group-wide sustainability strategy with clear metrics and I am working to develop a sustainability function. In addition to this, I am reviewing how we can work even more on our products to inspire and enable our customers to live in a more sustainable way.

**Why is sustainability important to Nobia as a business?**

By reinforcing, structuring and developing our sustainability initiatives, we are able to offer products that take sustainability into account during

production and that have been developed to enable customers to live a more sustainable life in the kitchen. I believe that is both profitable and in line with our customers' expectations.

**What is on the agenda for 2017?**

During the course of this year I will be focusing on sourcing and the selection of materials, monitoring of suppliers and product development. This means that I will be working closely with the sourcing organisation and on product development. I will also dedicate time to creating a common understanding of what our sustainability entails and how it affects our business.



# Care of employees

The commitment and efforts of employees are a vital part of Nobia's success. Safety at the workplace is our highest priority. We are able to recruit and retain our employees by ensuring that we are an attractive employer that offers opportunities for development.

Nobia supports and respects international conventions governing human rights as well as local legislation. At the end of the year Nobia had 6,445 employees, of which 481 were working at Poggenpohl, which was divested on 31 January 2017.

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. Following the divestment of Poggenpohl, Nobia principally has employees in six European countries, with all employees covered by collective agreements in each of these countries except the UK.

## 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 some 100 senior executives and senior managers, 21 per cent are women (20),

compared with 28 per cent (28) 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, employees are encouraged to report any conduct that breaches the Code. An anonymous communication channel has been set up for this purpose, but employees can report any cases outside this channel too. 25 cases were reported in 2016, of which five were reported via the anonymous communication channel. The reported cases and other issues relating to the principles in the Code of Conduct have been handled and reported to the Board's Audit Committee.

In 2016, workshops concerning the Code of Conduct were conducted in the company's Danish, Norwegian and Swedish operations for around 50-80 participants on each occasion. The Code has also been highlighted through local information

campaigns. An online training course was held for Norwegian employees in early 2017, and this will also be used at a later date in other countries.

## Safe and secure work environment

The safety of employees is our highest priority, and Nobia has a vision of zero accidents in the workplace and no 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.

Safety-related activities in production were stepped up during 2016. The production management teams at the facilities have daily follow-up meetings at which safety is the first item on the agenda. Near-accidents and accidents are reported to management on a daily basis. Managers and employees are trained in procedures and safe conduct, while preventive measures are taken in terms of technical shortcomings and behaviours.

102 (101) workplace-related accidents resulting in at least one day of sickness absence occurred during the year. This corresponded to 17.0 workplace accident per million hours worked (16.8). The most common accidents were trips, slips, strains

### Employees per country, 31 December 2016, number

UK	2,960
Denmark	1,300
Sweden	662
Finland	395
Austria	360
Germany	343
Norway	292
Other countries	88
<b>Employees of subsidiaries</b>	<b>6,400</b>
Employees of Parent Company (Sweden)	45
<b>Employees of the Group</b>	<b>6,445</b>

### Production facilities

PRODUCTION FACILITY	ISO 14001	PRODUCTION FACILITY	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	–	Wels, Austria	Yes
Nastola, Finland	Yes	Freistadt, Austria	Yes
Darlington, UK	Yes		

and cuts. All accidents are analysed and measures are taken to prevent the same accident from happening again.

**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 salaried employees and employees in production and logistics. In production, there is a programme for operational and employee development referred to as Nobia Lean System. The programme is based on the employees and leadership and contains tools to enhance efficiency and reduce resource-related waste. The aim is to strengthen, engage and motivate employees to improve processes and reduce the risk of accidents in operations. Around 30 projects are under way as part of this operation, and around 250 people will be trained in the system by 2020.

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.

**Business development**

Nobia's employee survey is called My Voice and involves all employees in the Group. The results of the survey conducted in 2016 form the basis for around 1,500 improvement activities within areas such as information, conduct, roll distribution and training.

In 2016, work was carried out to define Nobia's leadership and the employee survey represented an important source of information in this regard. A leadership

model was introduced in 2017 and this will form the basis for the Group's recruitment, development, evaluation and training.

**Talent and talent management**

To ensure that Nobia's growth strategy and more customer-focused vision can be delivered, Nobia will invest more in its employees' skills and career development and focus on strengthening the attractiveness of the company as an employer.

Wherever possible, Nobia applies internal recruitment and internal promotion. The company has a centrally controlled talent-management process, where some 400 employees have been assessed with

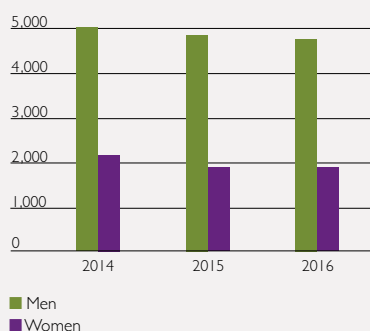
the objective of identifying leadership potential, development requirements and future succession solutions.

**Leadership development**

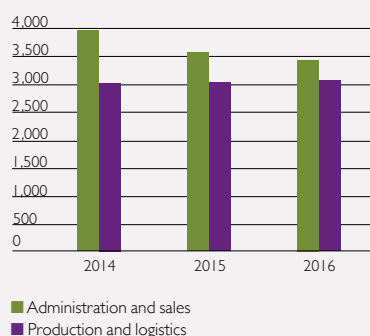
Managers at Nobia are offered training in such fields as project management and leadership. A Group-wide programme, the Nobia Leadership Acceleration Programme, is also offered to selected talents from different parts of the business. As in previous years, one important element of 2016's programme was project work surrounding a number of real challenges facing the company, as defined by Group management.



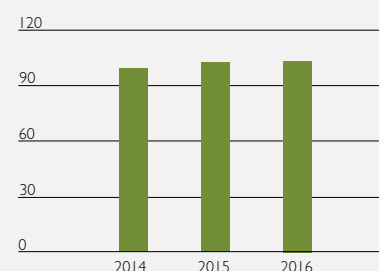
**Employees by gender, number**



**Employees by function, number**



**Workplace-related accidents, number**



# Reduced climate impact and sustainable use of resources

Nobia's overall environmental impact is relatively minor, both in terms of products and manufacturing processes. Wood, which represents the main material used for Nobia's products, has many positive environmental effects since it is a renewable raw material. Nevertheless, Nobia strives to reduce its environmental impact.

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

Goals and priorities are set at regional level using the Group-wide direction as a basis. Environmental activities are integrated into the operations of each region and production unit.

## CO2 emissions

Climate impact mainly occurs through emissions of CO<sub>2</sub>. 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 13 per cent (6) in 2016, mainly as a result of a new electricity contract for the Swedish production unit. New targets for energy consumption and fill rates for 2017 have been 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. Each year, companies that take part are ranked in terms of reporting quality, thoroughness and activities implement-

ed to counteract climate change. Nobia's reporting includes emissions from heating in the production facilities, electricity consumption, transportation of kitchen products to customers and, to a limited extent, employees' business trips. A new point system was used in CDP's 2016 report that awarded Nobia a rating of "C", which is equal to the preceding year's "89D".

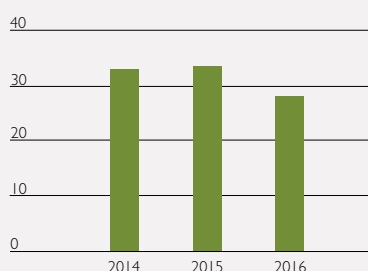
## Efficient use of resources

Continuous efforts are made in production to optimise the flows using a Lean-based programme referred to as Nobia Lean System. More efficient resource utilisation is achieved through such optimised processes, meaning energy, emissions and costs can all 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 98 per cent (97) in 2016.

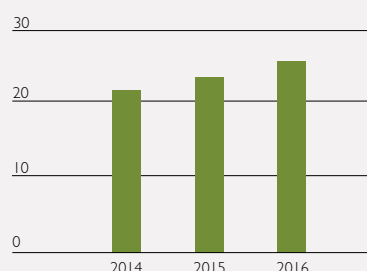
## Energy consumption

Energy consumption is a prioritised area within Nobia's environmental initiatives.

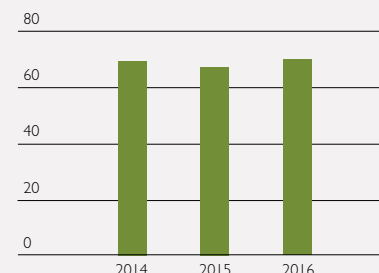
Greenhouse gas emissions, heating and manufacturing, thousands of tonnes CO<sub>2</sub>



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



Energy consumption, electricity, GWh



Energy is mainly used to operate production equipment, ventilation, fans, lighting, and to heat and cool buildings. Energy costs account for less than 1 per cent (1) of Nobia's total expenses. One method to reduce energy consumption includes training employees in conserving resources. Other measures include replacing old equipment with energy-efficient alternatives and equipping fans with frequency converters and heat recovery units. Energy-saving measures are also being implemented, such as replacing classic bulbs with sensor-driven LED lighting, which was introduced to the UK region in 2016.

### Materials

Wood and wood products in the form of chipboard and MDF are main components in Nobia's products. Wood is a renewable raw material. During the year, the amount of wood, chipboard and MDF amounted to some 241 thousands of tonnes (245).

Nobia's suppliers of wood and wood products are mainly based in Europe. All wood suppliers are informed about the Nobia's sustainable forest management policy and must sign a timber declaration. 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 that are certified.

Nobia endeavours to increase the proportion of wood materials certified by FSC® (the Forest Stewardship Council), which amounted to 36 per cent (40) in 2016. The Forest Stewardship Council is

an international member organisation that works to ensure the world's forests are managed in an environmentally adapted, socially responsible and financially robust manner.

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 themselves 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.

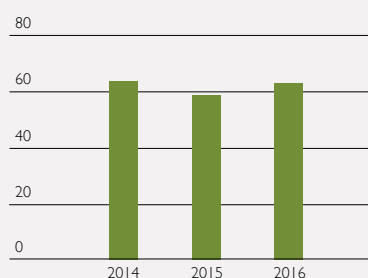
In 2016, the percentage of water-based and UV-tempered surface coatings totalled about 58 per cent (53). Cleaning equipment was installed in the facility at Tidaholm during the year, while the cleaning agent at the production facility in Ølgod was replaced with a solvent-free detergent.

### Waste

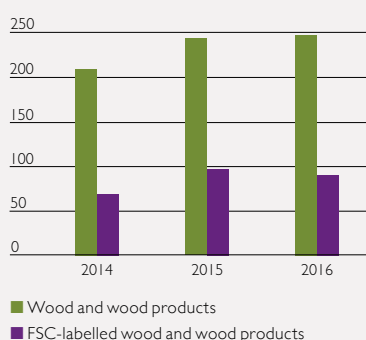
Timber pallets, corrugated board, shrink-wrap and plastic tape are the main components of the packaging materials used by Nobia. About 85 per cent (79) of this packaging materials is recyclable. A certain amount of waste is produced from the manufacture of products, primarily in the form of timber pallets, 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 (29). The amount of waste – excluding wood waste – was about 8 thousands of tonnes (8), of which some 29 per cent (29) went to external recycling, about 63 per cent (63) to landfill or incineration and about 8 per cent (8) comprised hazardous waste.

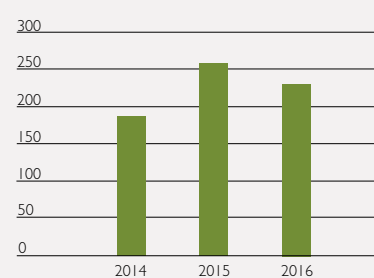
Energy consumption, heating, GWh



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 customers' needs and satisfy applicable safety and environmental regulations. Purchased materials and components are carefully specified and suppliers are audited in terms of work environment, human rights and environmental issues.

## Product safety

Nobia never compromises the safety of its customers. Relevant product tests are carried out both in-house and by accredited testing institutions in line with EU standards.

In 2016, Nobia discovered that extremely heavily laden wall-hung kitchen cabinets from HTH and uno form with a specific suspension device had detached from the wall in a number of isolated cases since 2002. Once this had been discovered, the sale of these products was immediately halted and customers who had purchased this type of cabinets were informed and offered free installation of a fitting that remedies the problem.

## Environmentally friendly products

Sustainability aspects are becoming increasingly important for Nobia's customers. The construction of eco-friendly buildings is increasing, which in turn is increasing demand for ecolabelled kitchens and products that live up to eco-building standards.

Sustainability is a focus area within Nobia's product development, and Nobia currently has 16 (18) Nordic Ecolabelled kitchen platforms in different colours that are sold by Marbodal, Norema and Sigdal. The range also 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.

Nobia is represented in the technical committees of the Swedish Federation of Wood and Furniture Industry (TMF). 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 715 (725) suppliers in its supply chain, of which most are based in Europe. 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 for different customer segments and its ambition is 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 risk assessed, inspected and evaluated 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.

There is a department responsible for supplier evaluations within Nobia's sourcing organisation. The suppliers selected for evaluation and the scope of the audits is determined based on a risk assessment.

Suppliers considered high-risk are prioritised in this process.

The evaluation 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 evaluation template with an internal rating system is used, which provides a risk assessment and a rating. 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.

In 2016, Nobia expanded its supplier audits to also include subcontractors. 79 supplier audits were carried out in total, of which 32 (45) were in-depth audits that included visits.

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# 79

Nobia audited 79 suppliers during the year. Suppliers considered high-risk are prioritised in this process.



Marbodal Arkitekt Plus Plus

## Nordic Ecolabelled kitchens

20 years ago, Marbodal became the first kitchen company to begin offering Nordic Ecolabelled kitchen products. This decision required changes in production and major investments in surface treatment machines as well as development resources. Today, several Nobia brands offer Nordic Ecolabelled kitchen series, and demand for ecolabelled kitchens is increasing.

The Nordic Ecolabel is an integrated part of Nobia's product development, with decisions on ecolabelling taken at an early stage. Materials for products destined for ecolabelling are selected carefully based on an analysis of their environmental impact. Documentation, certification and tests are sent to Ecolabelling Sweden for auditing and approval.

Depending on the materials that comprise the product, the components are audited in relation to established requirements.

- Chemicals added should contain minimal hazardous 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 hazardous

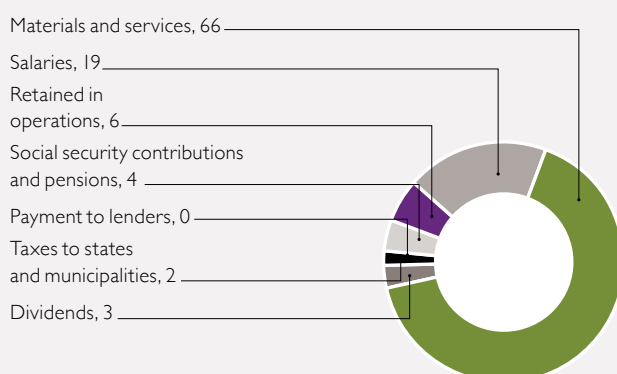
substances in, and low emissions of, Nordic Ecolabelled products. Products with traceable origins and wood content from certified forest management reduce the risk of deforestation and illegal logging. Water-based and UV-cured paints reduce emissions of solvents and improve the work environment.

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.





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



### Value generated

Nobia generates value for its stakeholders. Employees share in this value through their salaries and other benefits, suppliers are paid for the purchases they make, customers receive sustainable kitchen products, countries and municipalities receive tax revenue, while 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 2016, Nobia's total value added, or net sales less costs for materials and services, amounted to SEK 4,333 million (4,343).

## Summary – sustainability indicators

GRI indicators	<b>Economic Performance Indicators<sup>1)</sup></b>	2014	2015	2016
G4-ECI	Net sales	11,411	12,266	12,648
G4-ECI	Operating expenses	7,448	7,923	8,315
G4-ECI	Payroll expenses	2,385	2,394	2,381
G4-ECI	Social security contributions and pensions	616	538	528
G4-ECI	State and municipal taxes	194	216	230
G4-ECI	Payment to lenders	37	15	17
G4-ECI	Dividends to shareholders	167	294	421
G4-ECI	Retained in operations	564	886	756

### Environmental Performance Indicators

G4-ENI	Materials used: Wood, thousands of tonnes	207	241	245
G4-ENI	Materials used: Packaging materials, kg/cabinets	1.4	1.3	1.3
G4-ENI	Materials used: Recyclable packaging materials, %	84	79	85
G4-EN5	Energy intensity: Electricity consumption, kWh/cabinet	9.9	8.6	8.3
G4-EN5	Energy intensity: Heating, kWh/cabinet	9.1	7.5	7.5
G4-EN15	Direct greenhouse gas emissions (Scope 1), thousands of tonnes CO <sup>2</sup>	21.0	22.1	22.5
G4-EN16	Indirect greenhouse gas emissions (Scope 2), thousands of tonnes CO <sup>2</sup>	18.1	19.3	14.3
G4-EN18 <sup>2)</sup>	Greenhouse-gas emissions: Transportation, kg/cabinet	3.1	3.0	3.0
G4-EN18 <sup>2)</sup>	Greenhouse-gas emissions: Heating and manufacturing, kg/cabinet	4.6	4.3	3.3
G4-EN21 <sup>3)</sup>	Air emissions: Volatile organic compounds, kg VOC/100 lacquered details	3.6	4.4	3.9
G4-EN23	Waste (excluding wood waste), kg/cabinet	1.3	1.0	0.9
G4-EN23	Wood waste: thousands of tonnes	21	29	29

### Social Performance Indicators including Society Indicators

G4-LA6 <sup>4)</sup>	Work-related accidents in production facilities, number	98	101	102
G4-EN32, LA14, HR10	Audited suppliers and subcontractors, number	42	45	79

1) Economic performance indicators exclude Poggenpohl both for 2016 and 2015.

2) Includes Scope 1, 2 and 3 emissions.

3) Only VOC is reported.

4) Only accident intensity is reported.

## GRI index

## Standard disclosures

	Description	Reference
G4-1	CEO's comments	pp. 4–5
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
G4-6	Number of countries in which the organisation operates	pp. 24, 61
G4-7	Nature of ownership and legal form	pp. 34, 96
G4-8	Markets served	pp. 12–21
G4-9	Scale of the organisation	pp. 3, 14–15
G4-10	Number of employees	pp. 24, 64
G4-11	Percentage of employees covered by collective bargaining agreements	pp. 24
G4-12	The organisation's supply chain	pp. 23, 28
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## Specific standard disclosures

	Description	Reference
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G4-ENI	Materials used	pp. 26–27
G4-DMA	Energy	pp. 26–27
G4-EN3	Energy consumption	pp. 26–27
G4-EN5	Energy intensity	pp. 30
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G4-EN23	Waste	pp. 27, 30
G4-DMA	Supplier environmental assessment	pp. 28, 30
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G4-DMA	Health and safety	pp. 24–25, 30
G4-LA6 <sup>2)</sup>	Type of injury and rates of injury	pp. 24–25, 30
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1) Only VOC is reported.

2) Only accident intensity is reported.