

**CORPORATE RESPONSIBILITY**



# PERSONNEL ENGAGED IN CORPORATE RESPONSIBILITY, CLIMATE WORK CONTINUED

In 2016, DNA focused on the practical implementation of the corporate responsibility strategy that was launched towards the end of 2015. More than 940 DNA employees participated in training sessions related to corporate responsibility. In addition, DNA's greenhouse gas emissions continued to decrease.

The practical implementation of DNA's corporate responsibility strategy focused on every employee's role in responsible operations and positive brand image creation. The events and training organised during the year generated lively discussion and the feedback from employees was positive. Training will continue in 2017.

Climate work continued as DNA signed up to Society's Commitment to Sustainable Development, coordinated by the Prime Minister's Office, under which various actors pledge to promote sustainable development in their work and operations. DNA has undertaken to further reduce the climate impacts of its operations. Keeping to this commitment, the company reduced its greenhouse gas emissions by 4% in 2016. Indirect emissions from the generation of purchased energy reduced as much as 70%.

## Organisation of corporate responsibility at DNA

Towards the end of 2016, it was decided that as of 1 January 2017, the CEO is in charge of corporate responsibility in the Executive Team. This was previously the responsibility of the CFO. At the same time, DNA's Sustainability Manager moved to DNA's Corporate Communications department. These changes were implemented to emphasise that corporate responsibility permeates all operations and the daily work of everyone at DNA from the CEO to individual employees. It also strengthens DNA's internal and external corporate responsibility communications, the main objective of which is to ensure the internal implementation of the corporate responsibility strategy and to communicate on the progress to the public.

DNA's Sustainability Manager reports on the realisation of corporate responsibility objectives to DNA's Executive Team and Board of Directors every six months. The body which ultimately accounts for DNA's corporate responsibility is the Board of Directors. It is responsible, for example, for approving DNA's corporate responsibility report annually.

## ORGANISATION OF CORPORATE RESPONSIBILITY AT DNA

<p><b>BOARD OF DIRECTORS</b></p>	<p>The Audit Committee discusses corporate responsibility issues based on proposals by the Executive Team.</p>
<p><b>DNA'S EXECUTIVE TEAM</b></p>	<p>DNA's Executive Team monitors the productivity of operations and discusses factors with significant economic or other impact. The CEO is in charge of corporate responsibility in the Executive Team.</p>
<p><b>SUSTAINABILITY MANAGER, CEO, VICE PRESIDENT, CORPORATE COMMUNICATIONS</b></p>	<p>DNA's Sustainability Manager decides on the main principles of corporate responsibility together with the CEO and Vice President, Corporate Communications, and is responsible for meeting the targets and implementing the measures related to corporate responsibility.</p>
<ul style="list-style-type: none"> <li>■ Climate team</li> <li>■ Innovation team</li> <li>■ Responsible supply chain team</li> <li>■ DNA Experience team</li> <li>■ Customer experience steering group</li> </ul>	<p>Corporate responsibility teams discuss and plan matters related to responsibility and decide on the implementation and responsibilities thereof.</p>
<p><b>CORPORATE RESPONSIBILITY FORUM</b></p>	<p>Whenever necessary, the corporate responsibility forum that comprises members of the corporate CR responsibility teams is called to plan and prepare larger CR-related entities.</p>

## Realisation of DNA's corporate responsibility objectives in 2016

DNA's corporate responsibility strategy comprises three areas: the customer, the society and meaningful work. Each area in a nutshell:

Strategy area	Objectives	Examples of measures in 2016
<p><b>CUSTOMER</b></p> <p>We look after the customer. DNA must understand what the customer needs and provide suitable solutions. The customer understands what can be achieved with DNA's services and is aware of key issues in the digital world.</p>	<p>DNA acts as an enabler in the society, making customers' lives more inspiring, productive and entertaining while also preventing digital exclusion.</p>	<ul style="list-style-type: none"> <li>■ "Responsibility at the customer interface" was a key topic covered in responsibility training events</li> <li>■ New products and services were launched for consumers, such as DNA Fibre Optic Plus, DNA Prepaid App and the DNA Sportmix channel package for pay-TV</li> <li>■ DNA and Sonera's shared network was completed, bringing faster 4G network services to sparsely populated areas in Northern and Eastern Finland</li> <li>■ As a main partner of the "HundrED – 100 Koulu" initiative, DNA supported education innovation at Finnish schools</li> </ul>
<p><b>SOCIETY</b></p> <p>DNA plays a significant role in society by providing important communication connections and maintaining infrastructure that is critical to the operation of the society.</p> <p>Our continuously expanding networks consume a lot of energy. We want to be responsible and do our part to combat climate change.</p>	<ul style="list-style-type: none"> <li>■ While the expansion of DNA's networks continues, we aim to reduce our total emissions by 15% by 2020 from the levels reported in 2014</li> <li>■ We will improve the energy efficiency of our radio network and reduce emissions from the radio network in proportion to annual data transfer volumes by 80% from 2014 levels by 2020</li> </ul>	<ul style="list-style-type: none"> <li>■ DNA's greenhouse gas emissions were reduced by 4% in 2016. Indirect emissions from the generation of purchased energy reduced as much as 70%.</li> <li>■ All directly procured electricity was generated by renewable energy</li> <li>■ DNA expanded its 4G and 3G networks by adding some 2,300 base stations</li> <li>■ Modernisation of DNA's radio network continued as planned, improving energy efficiency</li> <li>■ Investments in the energy-efficient LTE technology help reduce emissions</li> <li>■ Constructing and sharing a network with Sonera is more energy-efficient because the technology is shared</li> </ul>
<p><b>MEANINGFUL WORK</b></p> <p>We will increase corporate responsibility know-how and understanding at DNA.</p>	<p>Each DNA employee is familiar with the key corporate responsibility objectives and understands how they personally can help the company achieve them.</p>	<ul style="list-style-type: none"> <li>■ 942 DNA employees participated in training sessions related to corporate responsibility at DNA</li> <li>■ DNA Group's updated Code of Conduct was launched</li> </ul>

DNA is also continuously enhancing areas such as responsible procurement, privacy and data security, Code of Conduct compliance and waste recycling.

# OUR CUSTOMERS ARE OUR MAIN RESPONSIBILITY

DNA's corporate responsibility strategy emphasises DNA's responsibility towards the customer. In 2016, this approach was strengthened in customer service and sales in particular.

Voice and data communications have become a necessity for people and the society at large: it is difficult to manage without good connections. However, customers may find the product, service and solution offering of the telecommunication operator sector very complex and even difficult to understand. As an operator, DNA shares the responsibility of understanding the customer's needs and providing solutions that meet these needs. This is why DNA strives to inform the

customer about these services and their possibilities as clearly as possible, and to help the customer identify key issues that they should be aware of in the digital world.

DNA's business objective is to make customers' lives more inspiring, productive and entertaining. DNA also considers it important that connections, services and devices are provided to consumers and companies in a clear, easy and cost-efficient manner.

## Responsibility at the customer interface key theme in training

In 2016, 942 DNA employees participated in training sessions related to corporate responsibility at DNA. Responsibility at the customer interface was a key theme. In particular, corporate responsibility in relation to DNA's Consumer and Corporate Business customer service and telemarketing was broadly discussed.

During the discussions, employees focused mainly on how responsibility is manifested in their personal roles. Another important topic was how a company gains reputation as a responsible company, and how each DNA employee can contribute to this. Corporate responsibility was a new topic to many participants, and they embarked on lively discussions. The events generated a lot of positive feedback.

Corporate responsibility training will continue in 2017. At the next stage, DNA Store employees get a chance to consider what corporate responsibility means in their work.

## Development of high-quality customer experience continues

Good customer experience is vital for DNA's business, and various methods were implemented in 2016 to improve it further. Most importantly, the quality and coverage of DNA's 4G network improved. This development was supported by, for example, the completion of the shared network. At the end of 2016, DNA's 4G network reached 99.6% of the population in mainland Finland.

The first stage of DNA's self-service reform was completed towards the end of 2016. DNA develops services further to provide even better online customer service.

## DNA IS RESPONSIBLE FOR PROVIDING SOLUTIONS THAT BEST MEET THE NEEDS OF EACH CUSTOMER.

### RESPONSIBLE CUSTOMER SERVICE

I have worked as a service advisor for consumer clients in Lahti for four years now. I had not given that much thought to responsibility from the company point of view, or how wide-spread its scope is, until I participated in the training last spring. While I may not be the most eco-conscious person out there, it was great to hear about DNA's commitment as a company to reduce greenhouse gas emissions and use renewable energy. It also made me feel that DNA cares about its personnel. It is important for DNA that we can feel that our work is meaningful.



Our main responsibility at DNA customer service is to provide customer care that ensures that we have the most satisfied customers. While we are required to adhere to laws and regulations, the most memorable things about customer

service for the customer is how they were treated, whether they felt they were listened to and got suggestions of services that were best suited for their individual needs and whether the person at the other end of the line was friendly and personable and kept to their word.

During my years of customer service here at DNA and elsewhere, I have noticed that how you speak is often more important than what you say. My approach has served me well in providing customer care, and this is backed up by feedback from customers.

**Sari Salmenniemi**, Service advisor, Lahti

At the first stage, the new type of self-service is made available to customers in the entertainment business in particular. New features and content were also added to DNA TV. The DNA Store concept was revamped in 2016.

DNA's customer service development is guided by customer satisfaction, which is measured by means such as the Net Promoter Score. NPS measures the likelihood of a customer to recommend a brand. Both Consumer and Corporate Business experienced very positive customer satisfaction development in 2016.

Customer service personnel of both Consumer and Corporate Business joined the Family Federation of Finland's Family-Friendly Workplace initiative in 2016. By participating in the pilot project, DNA wants to identify the best working methods for customer service employees with families to support personnel well-being and also customer satisfaction.

In Consumer Customer Service, remote working was gradually introduced for Service Advisors in 2016. Other areas of special emphasis in Consumer Customer Service include well-being at work as well as flexible work, allowing employees to find a better balance between work and leisure.

In Corporate Customer Service, the remote working model and the ability to vary routines further improved job satisfaction among service advisors. Satisfaction with remote work was reflected, for example, in the results of the Great Place to Work and the Family-friendly work survey.

## DNA's EPSI Rating survey success continued

DNA received good results on both consumer and corporate customers in the EPSI Rating surveys in 2016.

Customer satisfaction in DNA's fixed-network data services among corporate customers was also better than competing operators' for the second year in a row.

### IDEA JAMS GENERATE IDEAS FOR FURTHER OPERATIONAL DEVELOPMENT

DNA employees are active users of Yammer, their workplace social media application. A new Yammer group called "Ideajamit" ("Idea jams") was launched in March 2016. The group is intended for all employees to share development ideas related to DNA's products, services, internal operating methods or systems.

The group generated more than 100 development ideas that were implemented in 2016. Idea jams were well received, in particular because they enable quick and direct feedback from the person responsible. The group has been particularly popular among Consumer Customer Service Advisors. Feedback and development ideas from the customer interface are of special value to DNA.

Idea jams will continue in Yammer in 2017.

## CUSTOMER SATISFACTION

Results of the EPSI Rating survey, DNA and DNA Welho	2016	2015	2014	2013	2012
Mobile communication services for consumers (DNA)	75.4	74.9	74.0	75.6	72.9
Fixed broadband services for consumers (DNA Welho)	70.6	71.7	74.2	72.2	71.9
Mobile broadband services for consumers (DNA)	73.2	73.3	71.7	71.3	69.3
Mobile communication services for businesses (DNA)	71.8	74.3	74.0	68.5	65.7
Fixed broadband services for businesses (DNA)	72.6	69.2	71.1	67.0	65.8
Mobile broadband services for businesses (DNA)*	67.8	73.5	67.8	70.2	N/A
Pay-TV (DNA Welho)	70.3	67.8	69.1	72.8	71.3

\* Satisfaction in mobile broadband services among businesses was measured for the first time in 2013.

# DNA PROMOTES DIGITALISATION AND COMPETITIVENESS IN FINLAND

As a telecommunications operator, DNA plays an important role in society by providing important communication connections and maintaining infrastructure that is critical to the operation of society.

According to its strategy, DNA will meet the growing demand for faster high-quality connections. The company invests in a very competitive and cost-effective network and service platform infrastructure to meet the growing communications needs of consumers, businesses and the society in general. By doing so, DNA promotes digitalisation and Finnish competitiveness.

## Domestic investments and employment

DNA's economic responsibility includes meeting the expectations of customers and shareholders in a sustainable manner, supporting the economic welfare of the company's employees and society through direct and indirect employment as well as investments and product innovation. Investments and development of new products and services are also part of DNA's economic responsibility.

DNA's investments in 2016 were EUR 143.6 million (EUR 154.7 million). Major items included investments in the 4G and 3G networks and in fibre and transfer systems.

In Finland, DNA has a strong local presence in some 80 locations, majority of which are DNA Stores. At the end of 2016, the company employed 1,668 people.

DNA is an important regional employer. For example, DNA employs some 50 customer service professionals in the

city of Pietarsaari and some 70 in the municipality of Taivalkoski. Furthermore, the company traditionally employs young people in DNA Stores in particular. At the end of 2016, those under 25 accounted for more than 40% of store personnel.

### DNA A MAIN PARTNER IN THE "HUNDRED – 100 KOULUA" INITIATIVE

The initiative brings the best education innovations together and develops 100 new operating models with the schools, providing a foundation for the best education in the world for the next 100 years.

The "HundrED – 100 Koulua" initiative is implemented by SCOOOL, a Finnish education development company. The initiative will also build a database for education innovations, which will be made available to schools and teachers globally. Other plans include a book, documentary and a series of international seminars.

In November 2016, DNA organised a workshop for the Kautiala village school, which is a participant in the initiative, and other village schools in the region of Kangasala, to discuss how digitalisation can benefit small schools. Participants strongly agreed that new learning environments and methods can significantly improve the vitality of village schools.

## ECONOMIC VALUE FOR STAKEHOLDERS, EUR MILLION

Generation of added value		2016	2015	2014
From the customers	Net sales	858.9	828.8	831.5
<b>Total generated added value</b>		<b>858.9</b>	<b>828.8</b>	<b>831.5</b>
Distribution of added value		2016	2015	2014
Goods and service suppliers	Materials and services as well as other operating expenses	513.5	498.5	530.1
Personnel	Wages and salaries as well as pension expenses	107.0	102.3	96.4
Public sector	Income tax, value added tax, personnel expenses as well as payments to the Finnish Communications Regulatory Authority	110.6	90.0	77.1
Financial sector	Interest expenses	10.5	12.5	11.3
Shareholders	Dividends for 2016*	72.8	40.1	30.0
<b>Total distributed added value</b>		<b>814.4</b>	<b>743.4</b>	<b>744.9</b>

\*DNA's Board of Directors has proposed to the Annual General Meeting that a dividend of EUR 0.55 (4.72) per share be paid for the financial year 2016, EUR 72,766,925 in total (EUR 40,062,746.40).

# DNA PROVIDES SOLUTIONS FOR CHANGING SERVICE NEEDS

DNA offers high-quality voice, data and TV services for communication, entertainment and work, and provides new solutions to meet the changing customer needs.

In a digital society, there is a constant need for receiving and sharing data. Remote and mobile working with smart devices is increasing, as is sharing content in social media and the use of entertainment services.

## Strong growth of mobile data volumes continues

Most of DNA's total mobile data traffic volume consists of 4G traffic. It grew by as much as 120% in 2016. During the year, 82% of all data was transferred in the 4G network.

DNA's total data traffic volumes were up by 76%. The growth of data traffic was driven by the expansion of DNA's 4G network, adoption of pure data devices, such as 4G modems and tablets, as well as the increase in the mobile use of video and other content services.

Data traffic volumes in DNA's mobile network exceeded the volume of fixed broadband network in the summer of 2016. Traffic in DNA's fixed network also continued to grow.

At the end of 2016, DNA's 4G network reached over 99% of the population.

## A shared network brings fast connections to sparsely populated areas

The construction of the shared network was completed in November 2016. During these 18 months of construction, more comprehensive, high-speed telecommunications connections were made available for more than 760,000 residents in sparsely populated areas in Northern and Eastern Finland. The shared network brings data transfer speeds that are dozens of times faster than those previously available to sparsely populated areas.

DNA and Sonera's shared network is a unique initiative in Finland, enabling a quick and cost-effective construction of a 4G network in sparsely populated areas in Northern and Eastern Finland. The jointly constructed network covers about half of the surface area of Finland, populated by some 15% of Finns.

## New way of working is effective and mobile

DNA has been a pioneer in the promotion of digital and mobile work. Corporations are seeking smart solutions to improve the efficiency of their processes by means of cloud applications and remote working. The Internet of Things places high demands on the capacity and security of networks.

DNA takes the changing service needs of working life into consideration, and develops smart solutions for data communication between devices.

## DNA guides young users on safe use of the internet

DNA has been guiding young users on the safe use of the internet and mobile phones for several years. DNA has signed a European framework agreement, European Framework for Safer Mobile Use by Younger Teenagers and Children, which aims to improve the safety of mobile phone use by teenagers and children.

DNA is also a long-term partner of SOS Children's Village Association, providing financial support and data communication connections to the organisation.

### SPRING EVENT AT SOS CHILDREN'S VILLAGE TAPIOLA

DNA organised a spring event at SOS Children's Village Tapiola. Activities included outdoor games, barbecue as well as the very popular VR Alpine Experience by DNA.

For more information on DNA and charity, please see the company website.

# DNA'S EMISSIONS CONTINUED TO DECREASE

As a Finnish telecommunications group, DNA wants to be responsible and work towards reducing emissions and improving energy efficiency.

DNA has calculated its greenhouse gas emissions for several years now to identify the direct effect of its operations on climate change. According to the results, most of the greenhouse gas emissions originate in production, i.e. the electricity consumption of DNA's radio network and transfer equipment as well as the maintenance of their equipment facilities.

DNA consumes a large amount of electricity, which means that the indirect greenhouse gas emissions from DNA's own energy consumption are significant. In the spring of 2016, DNA signed up to Society's Commitment to Sustainable Development and continued to work towards achieving the climate objectives set in 2015:

- While the expansion of DNA's networks continues, we aim to reduce our total emissions by 15% by 2020 from the level reported in 2014.
- We will improve the energy efficiency of our radio network and reduce emissions from the radio network in proportion to annual data transfer volumes by 80% from 2014.

In 2016, DNA reduced emissions by 8,239 tonnes, or 4% from 2015. Indirect emissions from the generation of purchased energy reduced by 20,699 tonnes, or as much as 70% from 2015. The decrease is due to procurement of electricity from renewable sources.

Emissions from the radio network in proportion to annual data transfer volumes decreased by 88% in comparison to 2015. This was due to procurement of renewable energy, increased energy efficiency of the radio network as well as strong expansion of data transfer volumes.

DNA's directly procured renewable energy is hydro power and comes

with a Guarantee of Origin. Hydro power is an emission-free energy source and as such, a good option in terms of reducing the climate impacts of DNA's business.

However, renewable hydro power has its challenges. For example, hydroelectric plants can prevent the movement of migratory fish in rivers. Fish passages and ladders are constructed in Finland according to Finland's National Fish Passage Strategy to enhance the viability of migratory fish stocks. Hydro power companies also compensate the environmental effects of their plants by environmental measures such as stocking fish.

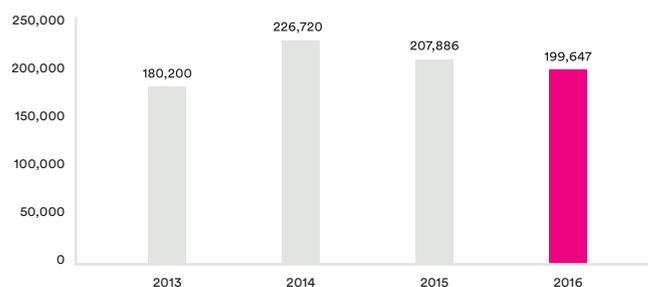
DNA is monitoring the situation and regularly assesses the origin of purchased electricity.

## Improved energy efficiency in production

Modernisation of base stations in the mobile network proceeded as planned in 2016. More than 90% of the old base stations have been replaced by more energy-efficient models. The project is expected to be completed in 2017. The new system requires fewer devices, thereby reducing relative energy consumption. During the network upgrades, hundreds of radio units have also been relocated from inside the equipment facilities to the masts, omitting the need for mechanical cooling. This saves significant amounts of energy.

Increased mobile data volumes challenge the energy efficiency of the radio network, because the continuously growing volumes require more equipment, which in turn increases energy consumption. On the other hand, the 4G network reduces the relative per-data energy consumption through improved technical performance of LTE.

## DEVELOPMENT OF DNA'S EMISSIONS, TOTAL TCO2\*



\* Indicator includes Scope 1, 2 and 3 emissions.



## New energy-efficient facilities and working methods

DNA's headquarters, the DNA House, was completed by YIT according to its Energy Genius concept. The energy efficiency of the building was carefully considered already in the design and construction phase. DNA's headquarters have earned an international LEED Gold certification as a recognition of the building's ecological energy and water consumption, materials used and emissions.

### EXAMPLES OF ENERGY EFFICIENCY IN THE RADIO NETWORK AND EQUIPMENT FACILITIES

- DNA will migrate to next-generation base station equipment, again significantly more energy-efficient than the previous generation.
- Energy efficiency in the radio networks will be improved further with a wider adoption of software-based energy-saving functions.
- More efficient use of ambient air to cool the equipment was tested in large equipment facilities in Oulu in 2016. Cool air was transferred by fans and the results seem promising as fans use less energy than active cooling.

DNA has placed special emphasis on the modernisation of its facilities in recent years and has improved energy efficiency notably by modernising old buildings and moving to new facilities.

DNA conducted a study on the effects of the Genuine method of working on CO<sub>2</sub> emissions from work-related travel. According to the results, emissions from work-related travel can be cut by some 40% annually when employees work remotely at home for example.

## Climate risks assessed

In its operations, DNA takes into account the options available for adjusting to currently prevailing effects of climate change. To this end, DNA assessed its climate risks already in the autumn of 2013, covering effects of phenomena such as rainstorms and floods on DNA's operations as well as the business impact and opportunities created by regulation and changes in consumer behaviour.

# RESPONSIBLE PROCUREMENT PRACTICES UPDATED

DNA applies responsibility throughout the value chain from infrastructure investments and purchases to the final product and service delivered to the customer.

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Over the past years, the company has enhanced responsibility in the supply and delivery chains and has also taken into account the needs of end users as regards the recycling of mobile devices, for example.

DNA specified the processes of responsible procurement in more detail in 2016. The entire procurement department was involved in the work. The detailed specifications were mostly related to the categorisa-

tion of suppliers and subcontractors, risk assessment, requirement setting and monitoring. Updated practices will be adopted gradually during 2017.

DNA also expects its partners to take economic, environmental and social responsibility into consideration in their operations. DNA enforces a Supplier Code of Conduct. The Code is added to all new supplier agreements and also applies to the supplier's subcontractors. The Supplier Code of Conduct was updated in 2016.

### Recycling of materials

Recyclable materials recovered from mobile devices find a new life in products such as musical instruments, garden furniture, traffic safety products and jewellery.

### Safe disposal

When your old mobile device is no longer of use to you, bring it to your nearest DNA Store, where our experts dispose of it safely and responsibly without burdening the environment.

### Responsibility in the supply chain

The mobile device starts its journey at a factory, from where it is transported overseas to a DNA Store. We emphasise responsibility and ethical operations in the supply chain and calculate logistics emissions.

### Expert advice

At the DNA Store, our customer service experts help you find the right product for you. In addition to voice and data subscriptions, we also provide entertainment services, such as DNA TV subscriptions and the Deezer music service.

### Energy-efficient networks

DNA's networks provide reliable, extensive and fast connections – both at home and on the move. DNA has systematically improved the energy efficiency of its network by upgrading the base stations and radio network, for example.

### Environmentally friendly data centres

The robust servers that live in DNA's data centres make sure that you can easily access the services you need over DNA's networks. Thanks to district cooling, DNA's new, environmentally friendly data centre will be practically emission-free.



## DNA ENGAGES IN ACTIVE STAKEHOLDER DIALOGUE

In addition to high standards of customer service, cooperative networking with other businesses, relationships with partners and support for non-profit causes form part of DNA's broad stakeholder interaction.

DNA Customer Panel gives customers a voice. The internet-based panel is an important interaction channel for consumer customers. It provides DNA with quick feedback and information on their opinions, expectations and values.

### **Transparent advocacy**

The principles according to which DNA uses social influence stem from the company's values and Code of Conduct. The aim is to establish open two-way communication between decision-makers and DNA. The objectives of social influence are based on DNA's business strategy and business objectives.

The communication is also a means of disseminating information to provide a balanced view of benefits as well as possible challenges or problematic areas. The dialogue is respectful of the view of the other party, such as a decision-maker, as well as the views of other stakeholders.

DNA has joined the EU Transparency Register. The Transparency Register, or lobbyist register, has been introduced to answer basic questions such as these: what interests are being represented at EU level, who represents those interests and with what budgets. The register is jointly maintained by the European Parliament and the European Commission.

## GREAT EMPLOYEE SATISFACTION

DNA aims to be one of the most desired employers in Finland. DNA's competitiveness is based on a team of top experts that has a dedicated and qualified person for every task.

High employee satisfaction is one of the key indicators that DNA is committed to. DNA participated in the Great Place to Work (GPTW) survey for the third time in 2016. The survey measures employee satisfaction and the company's employer image.

The Trust Index that measures employee satisfaction at DNA improved again. In total, 81% of DNA's employees considered DNA as a good workplace (78% in 2015). Results improved across the board for the organisation as a whole and only two statements in the survey got the same score as in 2015.

According to the survey, DNA's strengths as an employer again included flexibility, autonomy, equal treatment of employees and friendly atmosphere at work. The employees also felt that their contribution is important and that they can freely be themselves.

Suggestions for improvements included, for example, that the company management could keep employees better up to date on current topics and provide better opportunities for career advancement for those who deserve it. Some of the areas with the lowest results in 2015 improved almost 10% in 2016. Improvements were achieved in areas including the way the management

involves employees in decision-making and seeks suggestions and ideas from them.

In 2016, 1,380 (1,373) DNA employees participated in the Great Place to Work survey, achieving a very good response rate of 83% (79%).

DNA specified further action to improve employee satisfaction and employer image based on the results.

### **Genuine method of working improves work-life balance**

DNA's Genuine method of working is based on trust and flexibility, and has proved very successful. Using mobile workstations, the employees decide independently where they work without discussing this with their supervisor. The method changes not only the working environment but also the working culture, and DNA's employees have welcomed this change enthusiastically.

They especially value the increased flexibility in the management of their work and personal lives. They also reported being more effective and less stressed. Most DNA employees take advantage of the flexibility by working at home.

DNA aims to implement the Genuine method of working at all facilities (except customer service) during 2017.

The opportunity to work remotely was gradually introduced in Consumer Customer Service in 2016. Corporate Customer Service personnel has worked remotely with good results since 2015. For example employee satisfaction has developed favourably in these functions.

#### **DNA PARTICIPATES IN A FAMILY-FRIENDLY WORKPLACE PILOT**

In January 2016, DNA announced that it will participate in the Family-Friendly Workplace programme of the Family Federation of Finland, which aims to support well-being at work by providing companies and communities with tools for promoting the development of family-friendly practices. These practices improve job satisfaction and productivity at the workplace.

DNA's Consumer and Corporate Customer Service personnel are participating in the pilot project, because due to its nature, their work still involves a lot of work that has to be done at the office at a certain time. By participating in the pilot project, DNA wants to identify the best family-friendly working methods for customer service employees to support personnel well-being and customer satisfaction.

The most important development areas implemented include expanding remote working to Consumer Customer Service personnel and piloting a flexitime system in Corporate Customer Service.

### **Support for supervisors' individual development**

In 2016, DNA focused on supporting, developing and harmonising supervisors' leadership practices. Two development programmes were implemented, one on people management and another on labour law and collective agreements and related company practices at DNA. All DNA supervisors participate in the programmes.

DNA's supervisor coaching programme provides ongoing support for supervisors' professional and personal development. In 2016 DNA had 16 supervisor coaches, 11 of whom started working towards the Associate Certified Coach (ACC) certification granted by ICF.

For several years now, both DNA Plc and DNA Store employees have had the opportunity to enrol in the JET qualification programme in leadership training. By the end of 2016, 130 persons in total had participated in the programme, 64 of which have acquired the qualification and seven having completed a partial qualification. DNA Store employees also have the opportunity to work towards a specialist qualification in commerce through apprenticeship training. The first group of students consisted of 14 students and four of them have completed a partial qualification.

### **DNA employees develop their working community**

Development of the working community continued with the "Paras duuni" ("best job") initiative in 2016. During the spring, practically all DNA employees participated in the working groups to discuss the theme of "One, unified DNA".

Peers selected among DNA employees led the work of the groups, putting on a small competition for example. The groups discussed how their working community could be developed, as well as the role and responsibility of each individual in achieving common goals. Finally, each employee wrote their own development plan, which they will review annually with their supervisor.

Previous "Paras duuni" themes include a stronger winning team and emphasis on the customer.

# DNA PROMOTES WELL-BEING AT WORK



## REWARDING TRAINEESHIP REQUIRES CLEAR TARGETS AND SUPPORT

I got a summer job as a Service Advisor in the Corporate Customer Service in Lahti in 2015. I enjoyed the work and, over the academic year, continued as a part-time employee to help out during peak periods. I study environmental technology at the Lahti University of Applied Sciences, majoring in energy efficiency and emissions. In the spring of 2016, it was time to make decisions on the traineeship included in my degree. My supervisor suggested a trainee opportunity in corporate responsibility.

I secured a paid one-month traineeship in the unit responsible for DNA's corporate responsibility in Helsinki. The main objective of our project was to develop CO<sub>2</sub> emission calculation at DNA.

My traineeship was very successful thanks to good initial target setting and careful planning. Mobile work, tight schedules and many interesting tasks made time fly. With DNA's Genuine method of working, I could make good use of time and work while commuting by rail.

In my opinion, the upsides of working at DNA include dynamic organisation and team spirit. I was able to follow my interests, learn new skills, meet new people and make new friends while contributing to the development of DNA.

**Juho Hilden**, Lahti

DNA promotes the well-being of its personnel with, for example, the Edenred Duo card, which provides exercise opportunities for the personnel, and by organising different activity clubs. The quit smoking campaign, which was organised with occupational health and safety continues.

DNA provides employees with a wide selection of healthcare and medical services in excess of the level required by law. DNA personnel can avail themselves of health services provided by, for example, specialists, gynaecologists, occupational physiotherapists and psychologists. DNA also offers its employees an extensive accident insurance for recreational activities.

Focus areas in the further development of well-being at DNA in 2016 included the development of team skills, improving well-being at work in Consumer Customer Service through "Hyvinvointia rakennetaan yhdessä", or "HYRY" ("Building well-being together") initiatives and different company-wide campaigns. DNA's HR experts were also actively available at different premises in Finland throughout the year.

DNA Peers also continued to be active in 2016. They participated in the organisation of various events, such as children's summer parties, Christmas parties for personnel, a theme month focusing on cleaning and recycling as well as a theme week on positive attitude to support positive working culture at DNA.

## Leadership practices embrace diversity

DNA is a member of FIBS's Diversity Charter Finland. DNA was among the first members to sign the Diversity Charter, and has been an active participant in the diversity charter network.

Diversity is a tangible part of everyday leadership at DNA. It is included in the company's view of what constitutes good leadership, alongside the principles of

## OCTOBER WAS A MONTH OF KONMARI AT DNA

October 2016 was a KonMari theme month at DNA, focusing on cleaning, sorting and recycling. The “Puts plank” initiative was inspired by the popular KonMari approach to tidying up, according to which organising and de-cluttering release energy and improve one’s quality of life – and naturally also job satisfaction.

During the theme month, DNA facilities organised days for tidying up and recycling. In addition, there was a photo competition to reward good daily deeds.

The initiative reminded employees about the importance of tidiness and recycling to well-being at work and environmentally friendly operations.

equality, non-discrimination and respect for and utilisation of different skill sets.

By signing the Diversity Charter, DNA is committed to providing equal opportunities for its employees and customers, identifying and recognising their individual skill sets and needs, managing employees and customers in a fair, encouraging and productive way, and communicating about its objectives and achievements to them.

Deeper customer understanding is also an important area in DNA’s diversity vision. A diverse and pluralistic working community helps DNA understand customer needs in different segments.

DNA’s objectives in diversity management include:

- Enhanced employee recognition and commitment to improving reputation as a good employer
- Increasing the value of the company in the long term

DNA hosted the annual Diversity Charter Finland seminar in the spring of 2016. Themes included working life taboos from immigration to sexual minorities and religion.

## We adhere to our Code of Conduct and legislation

As an employer, DNA adheres to national legislation and the principles of the ILO Declaration on Fundamental Principles and Rights at Work, the UN Convention of the Rights of the Child, legislation on minimum wage and working hours as well as general environmental, health and safety requirements. These are taken into consideration in DNA Group’s Code of Conduct, which applies to all employees. The company expects its suppliers and subcontractors to operate according to these principles and has appended a Supplier Code of Conduct to its procurement and logistics agreements.

DNA launched an anonymous notification channel in 2016 for reporting concerns about unethical or unlawful behaviour. The notifications are processed by DNA’s Whistle Blowing group, which consists of DNA’s Senior Vice President, Legal Affairs, Senior Vice President, Human Resources, Fraud Manager and Legal Counsel, Employment and Legal Counsel, Employment Law.

## DNA’S DIVERSITY VISION

### INCREASED CUSTOMER SATISFACTION

The customer is at the core of our strategy: we aim to have the most satisfied customers. For DNA’s business, it is important to deepen customer understanding continuously, whereas a diverse working community helps create these types of skills and, in the long term, leads to increased customer satisfaction.

### MORE VERSATILE EXPERTISE

We aim to be one of the most desired employers in Finland. Versatile top expertise is a critical success factor for DNA: we must be able to understand the needs of the changing society from the point of view of different target groups and to provide an offering that meets these needs.

### NEW WAYS OF WORKING AND THINKING EXPAND

We develop new, more effective ways of working digitally – for ourselves and our customers. We want to lead the way to better working life in Finland. We aim to attract versatile expertise to stay ahead of the curve in a rapidly changing industry. As an organisation and as individuals, we must learn continuously to remain competitive in a tough environment.

# REPORTING ACCORDING TO GRI GUIDELINES

As in previous years, DNA continued to report on corporate responsibility according to the Global Reporting Initiative reporting model in 2016. This is DNA's seventh GRI report. With a reporting period of one calendar year, DNA publishes this GRI-compliant corporate responsibility report annually with the annual report. The previous report was published on 6 March 2016. DNA adopted the GRI G4 guidelines in 2014, and this is DNA's third G4-compliant corporate responsibility report.

DNA's corporate responsibility reporting is based on the guidelines, principles and calculation methods

specified by GRI. It includes the data for DNA Plc, including DNA Store Ltd. Any deviations from or changes to the calculation limits are mentioned with each indicator. Similarly, any changes in measurement methods are mentioned with each indicator.

The reporting is steered by the materiality analysis, which gives consideration to business objectives and stakeholder expectations. The materiality analysis was performed in 2014. The analysis of material aspects was based on how they affect DNA's ability to create added value with its business. As a result of the analysis, material aspects were specified as follows:

Requirement	More effective and competitive DNA	Added value to stakeholders
<ul style="list-style-type: none"> <li>■ Privacy and data security</li> <li>■ Adhering to ethical business principles</li> <li>■ Electronic waste</li> <li>■ Responsible purchasing</li> </ul>	<ul style="list-style-type: none"> <li>■ Using and developing environmentally friendly solutions</li> <li>■ Online safety of young users</li> <li>■ Economic benefits to stakeholders and the society</li> <li>■ Service availability</li> </ul>	<ul style="list-style-type: none"> <li>■ Investments in networks and the society</li> <li>■ Customer satisfaction and customer service</li> <li>■ Good employer</li> </ul>

DNA utilises the materiality analysis in its corporate responsibility work, including target setting, activities and reporting.

The GRI indicators in this report have been reviewed by the Board of Directors' Audit Committee. DNA's Sustainability Manager is responsible for the future development of reporting.

# ENVIRONMENTAL INDICATORS

## DEVELOPMENT OF DNA'S EMISSIONS, TOTAL TCO<sub>2</sub>\*

	2016**	2015	2014	2013
Emissions, total	199,647	207,886	226,720	180,200

\* Indicator includes Scope 1, 2 and 3 emissions.

\*\* In 2016, the emission factors used for the calculation of Scope 2 emissions changed slightly from 2012–2015 as a result of the implementation of a new emission calculation system. The effect of the change on total emissions is approximately 2 per cent.

## EN15 – DIRECT GREENHOUSE GAS EMISSIONS (SCOPE 1) (TCO<sub>2</sub>)

	2016	2015	2014	2013	2012
Direct greenhouse gas emissions	593	662	835	1,104	569

## EN16 – INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 2) (TCO<sub>2</sub>)

	2016*	2015*	2014	2013	2012
Indirect greenhouse gas emissions	9,008**	29,707	30,101	28,846	25,863

\* Energy consumption for 2015 and 2016 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA owns 49 per cent of Suomen Yhteisverkko Oy shares.

\*\* DNA monitors emissions from energy consumption with the market-based approach, which takes into account e.g. the Guarantees of Origin obtained by DNA. DNA's location-based emissions totalled 29,037 tCO<sub>2</sub>, based on the specific carbon dioxide emissions from electricity production in Finland.

## REPORTING (GRI)

### EN17 – OTHER INDIRECT GREENHOUSE GAS EMISSIONS (SCOPE 3) (TCO<sub>2</sub>)

	2016	2015	2014	2013	2012
Scope 3, business travel*	993	853	743	616	721
Scope 3, total**	190,046	177,516	195,784	150,250	N/A

\* Business travel emissions are included in the total emissions figure for 2013, 2014, 2015 and 2016.

\*\* Scope 3 emission calculation was expanded and made more detailed in 2013. The calculation method is based on the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard published in the spring of 2013.

### EN18 – RADIO NETWORK EMISSIONS IN PROPORTION TO ANNUAL RADIO NETWORK DATA TRANSFER VOLUMES (TCO<sub>2</sub>/TB)\*

	2016	2015	2014	2013
Radio network emissions in proportion to annual radio network data transfer volumes	0.02	0.14	0.26	0.39

\* Indicator includes Scope 1, 2 and 3 emissions

### EN18 – DNA'S EMISSIONS IN PROPORTION TO NET SALES (TCO<sub>2</sub>/MEUR)\*

	2016	2015	2014	2013
Emissions in proportion to net sales	232	251	272	235

\* Indicator includes Scope 1, 2 and 3 emissions

### EN4 – ENERGY CONSUMPTION OUTSIDE OF THE ORGANISATION (TJ)

	2016	2015	2014
Total energy consumption outside of the organisation in terajoules*	1.3	1.4	1.3

\* Information on energy consumption outside of the organisation is collected on a limited scope for EN17/Scope 3 calculation. This indicator includes the energy consumption during usage of products and services sold by DNA, which is the same as in indicator EN17, i.e. Google office communications service. Energy consumption has been calculated based on the average consumption information provided by Google.

## EN3 – ENERGY CONSUMPTION WITHIN THE ORGANISATION (TJ)

	2016*	2015	2014	2013	2012
<b>Total consumption of non-renewable fuels**:</b>					
- Diesel and gasoline	6.2	7.2	6.6	6.3	6.3
- Fuel oil	1.0	1.2	1.4	1.5	1.6
<b>Consumption of renewable fuels</b>					
Electricity consumption	521.9	422.9	367.5	355.0	346.0
Heat consumption	16.1	21.6	15.9	21.0	19.0
Cooling consumption	4.0	3.5	N/A	N/A	N/A
Steam consumption	0.0	0.0	0.0	0.0	0.0
Energy sales	0.0	0.0	0.0	0.0	0.0
<b>Total energy consumption</b>	<b>549.2</b>	<b>456.3</b>	<b>391.5</b>	<b>383.8</b>	<b>373.0</b>

\* Energy consumption for 2015 and 2016 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA owns 49 per cent of Suomen Yhteisverkko Oy shares.  
 \*\* The calculation presumes that fuel used by DNA's vehicles is from non-renewable sources.

## EN23 – TOTAL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD (TONNES)\*

	2016***	2015	2014	2013	2012
Hazardous waste, total**	18	8	26	6	14
Other waste, total	867	540	698	510	703
Recyclable waste	799	478	531	398	N/A
Combustible waste	44	37	121	80	N/A
Disposable waste	25	25	46	32	N/A
<b>Total, all waste</b>	<b>885</b>	<b>548</b>	<b>724</b>	<b>516</b>	<b>717</b>

\* Waste reporting is based on data received from the waste operators.

\*\* Accurate information in terms of processing hazardous waste was not available. Hazardous waste consists mostly of lead-acid batteries, the materials of which are recycled (lead, chemicals) or combusted in energy production facilities (plastic).

\*\*\* In 2016, the emission factors used for the calculation of waste reporting changed slightly from 2012–2015 as a result of the implementation of a new emission calculation system. The effect of the change on total emissions is approximately 0.05 per cent. In 2016, the amount of recyclable waste increased due to technology made redundant in the construction of mobile network.

# SOCIAL RESPONSIBILITY INDICATORS

## TYPES OF EMPLOYMENT CONTRACT

Type of employment contract	2016	2015	2014	2013	2012
Open-ended	1,644	1,626	1,710	1,537	1,403
Fixed-term	24	48	29	26	24
Total	1,668	1,674	1,739	1,563	1,427

## TYPE OF EMPLOYMENT

Type of employment	2016	2015	2014	2013	2012
Full-time	1,590	1,636	1,651	1,468	1,336
Part-time	78	38	88	95	91
Total	1,668	1,674	1,739	1,563	1,427

## GENDER STRUCTURE

By gender	2016	2015	2014	2013	2012
Women	683	676	1,022	668	611
Men	985	998	717	895	816
Total	1,668	1,674	1,739	1,563	1,427

## AGE STRUCTURE

By age group	2016*	2015	2014	2013	2012
< 25	2%	3%	5%	5%	6%
25-35	30%	31%	31%	32%	31%
36-45	36%	35%	32%	32%	31%
46-55	22%	22%	22%	22%	23%
56-63	9%	9%	9%	8%	9%
> 63	1%				
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\* DNA Group redefined the age groups in 2016, and they differ slightly from previous years.

## SHARE OF WOMEN (%) PER PERSONNEL GROUP

Personnel groups include women as follows:	2016	2015	2014	2013	2012
Of management	26%	24%	30%	21%	25%
Of managerial employees	27%	26%	25%	26%	25%
Of administrative employees	47%	47%	48%	49%	36%
Of service and production employees	0%	0%	3%	6%	15%

# GRI CONTENT INDEX

GRI	Indicator	Reference	External assurance
<b>General standard disclosures</b>			
<b>Strategy and analysis</b>			
G4-1	CEO's review	CEO's review	-
G4-2	Description of key impacts, risks and opportunities	CEO's review, Operating environment, Strategy, Board of Director's report	Financial Statements and Board of Directors' Report have been audited
<b>Organisational profile</b>			
G4-3	Name of the reporting organisation	DNA Plc	-
G4-4	Primary brands, products and services	Primary brand is DNA. For products and services, see Year 2016 and Business.	-
G4-5	Location of organisation's headquarters	Consolidated financial statements: Note 1 The Group in brief	Financial Statements and Board of Directors' Report have been audited
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Almost 100 per cent of DNA's operations occur in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in notes to the consolidated financial statements, 31 Related party transactions.	Financial Statements and Board of Directors' Report have been audited
G4-7	Nature of ownership and legal form	DNA in figures. See Shares and shareholders in the financial statements.	Financial Statements and Board of Directors' Report have been audited
G4-8	Markets served	Almost 100 per cent of DNA's operations occur in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in notes to the consolidated financial statements, 31 Related party transactions.	Financial Statements and Board of Directors' Report have been audited
G4-9	Scale of the organisation	Number of personnel 31 Dec 2016: 1,668	Financial Statements and Board of Directors' Report have been audited
G4-10	Total number of employees by employment contract, region and gender	On 31 December 2016, DNA Group employed 1,668 people, 1,644 of which had open-ended contracts and 24 had fixed-term contracts. 1,590 worked full time and 78 part time. Social responsibility indicators	-
G4-11	Percentage of employees covered by collective bargaining agreements	All DNA Group staff are covered by the applicable collective bargaining agreements specific to each employee category. Service and production employees are covered by the collective agreement in the energy-ICT-networks sector, and administrative and managerial employees by the collective agreement for salaried and senior salaried employees in the ICT sector.	-
G4-12	Description of the organisation's supply chain	Supply chain	-
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Board of Directors' Report	Financial Statements and Board of Directors' Report have been audited
G4-14	Explanation of whether and how the precautionary principle is applied	Risk management	-

G4-15	Endorsement of externally developed economic, environmental and social charters, principles or other initiatives	In autumn 2010, DNA signed the Finnish Code of Conduct for Safer Mobile Use by Younger Teenagers and Children as well as the European Framework for Safer Mobile Use (SMF) by younger teenagers and children. In 2012, DNA signed the Finnish Diversity Charter and joined the Diversity Charter Finland. In 2015, DNA joined the EU Transparency Register.	-
G4-16	Memberships in associations and advocacy organisations	DNA is a member of Groupe Speciale Mobile Association (GSMA), the Finnish Federation for Communications and Teleinformatics (FiCom), the Service Sector Employers PALTA, Amcham Finland, Association of Finnish Advertisers, IAB Finland, Data & Marketing Association of Finland (DMA Finland/ASML) and the Helsinki Region Chamber of Commerce. DNA is also a member of Corporate Responsibility Network FIBS and Diversity Charter Finland. DNA engages in active communication with various authorities and political decision-makers. Stakeholder relations	-

#### Identified material aspects and boundaries

G4-17	Entities included in the organisation's consolidated financial statements	Business. See also Development per business segment and notes to the consolidated financial statements: 16 Investments in associates and 31 Related party transactions.	Financial Statements and Board of Directors' Report have been audited
G4-18	Process for defining report content	DNA has determined the contents of its 2016 CR report according to the GRI G4 materiality process. The materiality analysis was performed in 2014. Reporting (GRI)	-
G4-19	Material aspects	DNA has determined the contents of its 2016 CR report according to the GRI G4 materiality process. The materiality analysis was performed in 2014. Reporting (GRI)	-
G4-20	Aspect boundary within the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. The boundary is specified by DNA Group's financial reporting. This is why DNA's corporate responsibility reporting for 2016 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA Ltd owns 49 per cent of Suomen Yhteisverkko Oy shares. DNA's financial reporting for 2016 includes 44 per cent of Suomen Yhteisverkko Oy's figures. Correspondingly, the corporate responsibility reporting includes 44 per cent of the electricity consumption of the radio network of Suomen Yhteisverkko Oy.	-
G4-21	Aspect boundary outside the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. The boundary is specified by DNA Group's financial reporting. This is why DNA's corporate responsibility reporting for 2016 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA Ltd owns 49 per cent of Suomen Yhteisverkko Oy shares. DNA's financial reporting for 2016 includes 44 per cent of Suomen Yhteisverkko Oy's figures. Correspondingly, the corporate responsibility reporting includes 44 per cent of the electricity consumption of the radio network of Suomen Yhteisverkko Oy.	-

## REPORTING (GRI)

G4-22	Explanation of the effect of any re-statements of information provided in earlier reports	Any deviations from or changes to the calculation limits are mentioned with each indicator. See Reporting (GRI).	-
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries.	Any deviations from or changes to the calculation limits are mentioned with each indicator. See Reporting (GRI).	-

### Stakeholder engagement

G4-24	List of stakeholder groups engaged by the organisation	DNA's important stakeholders include customers, shareholders, investors and analysts, personnel, subcontractors and partners, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors. Stakeholder relations	-
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholders have been specified as part of updating the materiality analysis. DNA's important stakeholders include customers, personnel, shareholders, investors, analysts, subcontractors, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors. Stakeholder relations	-
G4-26	Approaches to stakeholder engagement	Customer, Stakeholder relations	-
G4-27	Key topics and concerns that have been raised through stakeholder engagement	Reporting (GRI)	-

### Report profile

G4-28	Reporting period	The GRI report is published annually with the Annual Report.	-
G4-29	Date of the most recent previous report	6 March 2016	-
G4-30	Reporting cycle	Annually	-
G4-31	Contact point for questions regarding the report or its contents	Contacts (under GRI)	-
G4-32	GRI content index	GRI content index	-
G4-33	Policy and current practice with regard to seeking external assurance for the report	DNA's corporate responsibility report 2016 has not been subjected to external assurance. DNA Plc's auditor has audited the Financial Statements and Board of Director's Report.	-

### Governance

G4-34	Governance structure and committees	Corporate Governance Statement	-
G4-35	Division of responsibilities	Corporate responsibility at DNA	-
G4-36	Executive-level positions with responsibility for economic, environmental and social topics	Corporate responsibility at DNA, Contacts (under GRI)	-
G4-37	Processes for consultation between stakeholders and the highest governance body	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives attend meetings of the Extended Executive Team. See Corporate Governance Statement.	-
G4-38	Composition of the highest governance body and its committees	Corporate Governance Statement	-

G4-39	The Chairman of the Board's role in the organisation	The Chairman of DNA Plc's Board of Directors is not an executive officer. See Board of Directors and Members of the Board of Directors.	-
G4-40	Nomination and selection processes for the Board of Directors and its committees	See Board of Directors for information on the nomination and selection process of Board and committee members.	-
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided	As stipulated by law, a member of the Board of Directors shall be disqualified from the consideration of a matter that involves a conflict of interest. See Board of Directors.	-
G4-42	The Board of Directors' role in setting purpose, values and strategy	Strategy, Corporate Governance Statement	-
G4-44	Board of Directors' performance evaluation	The Board of Directors carries out an internal self-evaluation of its operations once per year. The self-evaluation started in 2016 and the report will be completed in 2017.	-
G4-45	Board of Directors' role in the identification and management of risks	The Board of Directors monitors DNA's corporate responsibility performance according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors and Risk management.	-
G4-46	Board of Director's role in reviewing the effectiveness of the organisation's risk management processes	The Board of Directors monitors the effectiveness of DNA's risk management process according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors, Corporate responsibility at DNA and Risk management.	-
G4-47	Risk assessment frequency	The Board of Directors monitors the effectiveness of DNA's risk management process according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors, Corporate responsibility at DNA and Risk management.	-
G4-48	Highest committee or position that formally reviews and approves the sustainability report	Corporate responsibility at DNA	-
G4-49	Process for communicating critical concerns	Critical corporate responsibility concerns are communicated to the Board of Directors.	-
G4-50	Critical concerns reported to the Board of Directors	No concerns specific to corporate responsibility have been reported during the reporting period.	-
G4-51	Remuneration policies for the Board of Directors and senior executives	DNA's compensation principles do not specify a linkage between the organisation's responsibility performance and compensation for members of the Board of Directors and senior executives. For more details on compensation, see the following notes to the consolidated financial statements: 13 Earnings per share and 9 Employment benefits and number of personnel. See also Governance – Compensation.	Financial Statements and Board of Directors' Report have been audited
G4-53	Details on how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives attend meetings of the Extended Executive Team. See Corporate Governance Statement and Compensation.	-
<b>Ethics and integrity</b>			
G4-56	Values and principles	Strategy, Corporate responsibility at DNA, Customer	-

## REPORTING (GRI)

G4-58	Mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity	<p>DNA's employees are guided by DNA Group's Code of Conduct. It specifies the Group's values, operating methods and communication channels and also the action to be taken when questions arise. The Code of Conduct is the upper-level guideline, which is specified in more concrete terms in the company's operating policies. DNA's Board of Directors approves the Code of Conduct, which is updated every other year or so. DNA's updated Code of Conduct was launched in 2016.</p> <p>DNA's Code of Conduct instructs employees to report any concerns about unethical or unlawful behaviour to a supervisor, HR or the legal department. DNA also launched an anonymous notification channel in 2016 for reporting concerns about unethical or unlawful behaviour. The notifications are processed by DNA's Whistle Blowing group, which consists of DNA's Senior Vice President, Legal Affairs, Senior Vice President, Human Resources, Fraud Manager and Legal Counsel, Employment Law.</p>	-
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### Specific standard disclosures

#### Management approach

	Disclosure of Management Approach (DMA)	Corporate responsibility at DNA, Contacts (under GRI)	-
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#### Economic responsibility

G4-EC1	Direct economic value generated and distributed	See DNA's economic impact on its operating environment, Society. For more information, see consolidated income statement.	Financial Statements and Board of Directors' Report have been audited
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	DNA conducted a large-scale climate change risk assessment in the autumn of 2013. See: Climate, Environmental indicators	-
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Notes to the consolidated financial statements: 2 Accounting principles and 24 Defined benefit plan	Financial Statements and Board of Directors' Report have been audited
G4-EC4	Significant financial assistance received from the government	In 2016, DNA did not receive financial assistance from the government.	-
G4-EC7	Development and impact of infrastructure investments and services supported	Society, Network infrastructure	-
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Currently, DNA does not collect data regarding proportion of spending on local suppliers at significant locations.	-

#### Environmental

G4-EN3	Energy consumption within the organisation	Climate, Environmental indicators	-
G4-EN4	Energy consumption outside the organisation	Climate, Environmental indicators	-
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental indicators	-
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental indicators	-
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental indicators	-
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environmental indicators	-
G4-EN23	Total weight of waste by type and disposal method	Environmental indicators	-
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Supply chain, Climate, Environmental indicators	-

G4-EN32	Percentage of new suppliers that were screened using environmental criteria	<p>DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to environmental legislation and regulations. Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2016. The exact percentage is not currently available.</p> <p>The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.</p>	-
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### Social responsibility

G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	DNA Group's rate of employee turnover was 7.0 per cent in 2016. (In 2015, the rate was 11.1 per cent). The figure does not include fixed-term employment contracts or internal transfers.	-
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	DNA Plc provides the same benefits to all employees, regardless of employment type. The benefits and policies of DNA's sales organisation, DNA Store Ltd, apply to all DNA Store employees regardless of employment type.	-
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	During operational changes, DNA has observed the minimum notice periods for the applicable collective agreements.	-
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	DNA Plc has a statutory labour protection committee that consists of regional labour protection delegates. The committee members include five labour protection delegates, including DNA Store delegate, and the labour protection officer. The committee has quarterly meetings.	-
G4-LA6	Type of injury and rate of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	The Group-level relative rate of absenteeism was 4.7 per cent in 2016 (4.9 per cent in 2015). There were no work-related fatalities. There were 22 work time injuries (20 in 2015) and 22 days were lost due to work-related reasons (22 in 2015). 68 per cent of the work time injuries occurred on the way to or from work.	-
G4-LA8	Health and safety topics covered in formal agreements with trade unions	DNA believes that statutory labour protection activities in Finland cover LA8 requirements. DNA's labour protection committee 2016 has one labour protection delegate per area (four in total), a labour protection officer as well as representatives from office and human resource management. The committee meets once a quarter. A typical agenda includes reviewing areas such as accident, sick leave and overtime statistics, and dealing with possible occupational safety issues, for example, based on feedback from employees.	-
G4-LA9	Average hours of training per year per employee per gender, and by employee category	Average hours of training/employee for men/women in 2016: DNA Plc: senior salaried employees 17/24, salaried employees 12/12, workers -/-, managers 36/21. DNA Welho Ltd: senior salaried employees 17/18, salaried employees 14/11, workers -/5, managers -/60. DNA Store Ltd: senior salaried employees -/16, salaried employees 5/9, workers -/-, managers -/14. Average/personnel, entire Group: 15	-

## REPORTING (GRI)

G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	By the end of 2016, eight groups of employees have participated in the JET qualification programmes in leadership training, some 130 participants in total, of whom 64 have completed the programme and seven have a partial qualification. Two groups from DNA Store Ltd completed the qualification programme in store supervision (some 20 participants) and a group of DNA customer service employees have completed a further qualification in sales (10 participants). In total, 14 persons are working towards a specialist qualification in commerce, four of whom have a partial qualification.	-
G4-LA11	Percentage of employees receiving regular performance and career development reviews	DNA Ltd and DNA Welho Ltd have conducted performance reviews with all permanently employed persons, agency employees and fixed-term employees not on leave throughout the organisation. DNA has replaced quantitative development reviews with qualitative reviews: employee satisfaction with development discussions was assessed with a survey in May. DNA Store Ltd has replaced performance and development reviews with regular personal discussions between employees and their supervisors. The objective of these discussions is to review the employee's role, assess whether they have met the objectives set for the previous year, set new objectives, make sure the employee understands what is expected of them and give feedback on their performance. Objective setting and development review supports the role of each employee in strategy implementation. Sales-related performance reviews are organised as required. These reviews focus on the development of skills and competence.	-
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	Two of the six members of DNA's Board of Directors were women during the reporting period. One of the nine members of DNA's Executive Team was a woman. Members of the Board, Executive Team, Social responsibility indicators	-
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to environmental legislation and regulations. The Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2016. The exact percentage is not currently available.  The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	-
G4-HR3	Total number of incidents of discrimination and corrective actions taken	No incidents of discrimination occurred at DNA Group in 2016.	-
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to environmental legislation and regulations. The Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2016. The exact percentage is not currently available.  The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	-

## Society

G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	DNA's Code of Conduct bans any corruption. DNA has issued separate guidelines for the giving and receiving of business gifts. The company does not have a separate risk assessment process for corruption.	-
G4-SO4	Communication and training on anti-corruption policies and procedures	DNA's Sustainability Manager and Fraud Manager have trained DNA personnel on DNA Group's anti-corruption policies and procedures.	-
G4-SO5	Confirmed incidents of corruption and actions taken	There were no incidents of corruption at DNA in 2016.	-
G4-SO6	Total value of political contributions by country and recipient/beneficiary	DNA Group does not support any political parties, politicians or similar institutions. According to this policy, DNA did not provide any political contributions in 2016.	-
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	DNA Plc operates according to competitive regulations. During the reporting period, neither the Group nor any of its wholly-owned subsidiaries were subject to legal actions for violation of competition legislation.	-
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	In 2016, DNA was not ordered to pay any fines or other sanctions for non-compliance with laws or regulations.	-
G4-PR5	Results of surveys measuring customer satisfaction	Customer	-
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	In 2016, no court decisions were issued in relation to DNA's marketing, nor did the Market Court issue any conditional fines.	-
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	According to the Finnish Information Society Code, telecommunications operators shall notify the Finnish Communications Regulatory Authority (Ficora) of significant information security violations or threats to information security in their network and communication services. DNA issued less than five so-called CERT notifications to Ficora in 2016. The notifications concerned scam messages, hacking or unauthorised use of data. The hacking and unauthorised use of data did not involve personal data. DNA processed the cases specified in the CERT notifications as soon as possible to minimise any inconvenience caused to the customers. DNA considers the data security of both consumer and business customers a top priority in all its operations.	-
G4-PR9	Monetary value of significant fines for non-compliance with regulations concerning the provision and use of products and services	DNA has not been ordered to pay any major fines for non-compliance with laws and regulations concerning the provision and use of products and services during the reporting period.	-

## CONTACTS



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