

# Communication on Progress from Nammo 2016

With reference to [www.nammo.com](http://www.nammo.com)

- [www.nammo.com/who-we-are/about-us](http://www.nammo.com/who-we-are/about-us)



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## ABOUT US

Headquartered in Raufoss, Norway, the Nammo Group is a technology-driven aerospace and defense group specializing in high-performance defense and space solutions. The company was founded in 1998, based on a merger of three major Nordic defense companies: Celsius AB, Patria Oyj, and Raufoss ASA.

### Ownership

The Nammo Group's shareholders are the Norwegian Government represented by the Norwegian Ministry of Trade, Industry and Fisheries (50 percent) and the Finnish Defense and Aerospace Group, Patria Oyj (50 percent).

### Organization

The Nammo Group is driven by precision engineering, a dedication to safeguarding the environment, and the development of innovative, global solutions. With a total of 22 production sites and sales offices, the Nammo Group operates through 6 business units: Commercial Ammunition, Small and Medium Caliber Ammunition, Large Caliber Ammunition, Shoulder Fired Systems, Aerospace Propulsion, Demil, Sea Safety and Services..

The company employs 2200 experts in 11 countries, and the company's annual revenue is USD 600 million (EUR 450 million).

### Core business

Nammo Group's innovative, wide-ranging products and services are implemented world-wide. Its broad portfolio includes shoulder-launched munitions systems, military and sports ammunition, rocket motors for military and space applications, and environmentally friendly demilitarization services.

### Customer base

As a technology-driven aerospace and defense group, the majority of Nammo's business comes from national armed forces and national defense industries in the countries where the organization operates. The remaining portion of the company's business is comprised of commercial sales of services and sports and security products.

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## **BUSINESS UNITS**

Nammo operates through six business units, which are the operational management of Nammo.

### **Commercial Ammunition**

All ammunition and components for sport, hunting and competition shooting.

- Nammo Lapua (Lapua, Finland)
- Nammo Lapua (Vantaa, Finland)
- Nammo Schönebeck (Schönebeck, Germany)
- ND PressTec (Schwerte, Germany)
- Nammo Tactical Ammunition (Mesa, USA)
- Nammo Vihtavuori (Vihtavuori, Finland)
- NorDis Nordic Distribution (Lapua, Finland)

### **Small and Medium Caliber Ammunition**

Military small and medium caliber ammunition, hand grenades and related components.

- Nammo Vanäsverken (Karlsborg, Sweden)
- Nammo Raufoss (Raufoss, Norway)
- Nammo Bakelittfabrikken (Aurskog, Norway)
- Nammo LIAB (Lindesberg and Karlskoga, Sweden)
- Nammo Lapua (Lapua and Vihtavuori, Finland)
- Nammo Palencia (Palencia, Spain)
- Nammo Tactical Ammunition (Mesa, USA)

### **Large Caliber Ammunition**

All naval ammunition and large caliber ammunition and components for artillery, tanks and mortars.

- Nammo Raufoss (Raufoss, Norway)
- Nammo LIAB (Lindesberg and Karlskoga, Sweden)
- Nammo Lapua (Vihtavuori, Finland)
- Nammo MTH (Hérémece, Switzerland)
- Nammo Pocal (Scranton, USA)

### **Shoulder Fired Systems**

All shoulder fired systems within the group (66 mm and 83 mm).

- Nammo Talley (Mesa, AZ, USA)
- Nammo Talley (Columbus, MS, USA)
- Nammo Talley (Davidsville, PA, USA)
- Nammo Composite Solutions (Salt Lake City, UT, USA)
- Nammo Raufoss (Raufoss, Norway)

### **Aerospace Propulsion**

Development and production of advanced rocket motor segments in air-to-air, ground-to-air and space applications, including high-performance thrust vector control systems and advanced warheads.

- Nammo Raufoss (Raufoss, Norway)
- Nammo Talley (Mesa, AZ, USA)

### **Demil, Sea Safety and Services**

All demilitarization processes, services and sea safety products.

- Nammo Vingåkersverken (Vingåker, Sweden)
- Nammo Buck (Pinnow, Germany)
- Nammo NAD (Løkken Verk, Norway)
- Nammo LIAB (Lindesberg, Sweden)

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## BOARD OF DIRECTORS

The Board of Directors in Nammo AS shall according to the Shareholders Agreement consist of 6 to 8 Directors. Three from each owner and two Directors representing the employees. The employees may also nominate one additional observer so that in total Norway, Sweden and Finland are represented. The Chairman of the Board alternates yearly between the two owners. The Board of Directors meets regularly with a minimum of four times per year.

### SHAREHOLDERS REPRESENTATIVES

	<p><b>Heikki Allonen</b></p> <p>Chairman President and CEO Patria Oyj</p>		<p><b>Jan Erik Korssj�en</b></p> <p>Vice Chairman CEO (Ret.) for Kongsberg 1999-2008</p>
	<p><b>Sirpa-Helena Sormunen</b></p> <p>Board Member General Council Fortum Oyj</p>		<p><b>Dag Opedal</b></p> <p>Board Member CEO Alcaran AS</p>
	<p><b>Ingelise Arntsen</b></p> <p>Board Member Chief of Staff Aibel</p>		<p><b>Pasi Niinikoski</b></p> <p>Board Member President Patria Systems Oyj</p>

### EMPLOYEE REPRESENTATIVES

	<p><b>Marianne Stensrud</b></p> <p>Board Member Operator Nammo Raufoss AS</p>		<p><b>Astrid Berg Ardesj�o</b></p> <p>Board Member Economy Assistant Nammo LIAB AB</p>
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### EMPLOYEE OBSERVER

	<p><b>Petri Kontola</b></p> <p>Observer Quality Development Engineer, Nammo Lapua Oy</p>
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## MANAGEMENT

The Group Management consist of the President & CEO, the Senior Vice Presidents from the Corporate Staff and the Executive Vice President representing each of the six business units.

	<p><b>Morten Brandtzæg</b> President &amp; CEO</p>		<p><b>Peter Lerche Raadal</b> Senior Vice President Finance &amp; CFO</p>
	<p><b>Kjell Kringsjå</b> Senior Vice President Business Development</p>		<p><b>Bertil Pålsrud</b> Senior Vice President Human Resources</p>
	<p><b>Sissel Solum</b> Senior Vice President Communication</p>		<p><b>Anne Haugen-Flermoe</b> Legal Counsel Nammo Group</p>
	<p><b>A. Erland Paulsrud</b> Vice President Business Development</p>		
	<p><b>Raimo Helasmäki</b> Executive Vice President Commercial Ammunition</p>		<p><b>Reijo Bragberg</b> Executive Vice President Small and Medium Caliber Ammunition</p>
	<p><b>Vegard Sande</b> Executive Vice President Large Caliber Ammunition</p>		<p><b>Frank Møller</b> Executive Vice President Aerospace Propulsion</p>
	<p><b>Urban Öholm</b> Executive Vice President Demil, Sea Safety and Services</p>		<p><b>Chad Parkhill</b> Executive Vice President Shoulder Fired Systems</p>

<https://www.nammo.com/who-we-are/csr/>

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## CSR

At Nammo, we are more focused than ever on promoting sustainable development and earning our daily license to operate. We promote sustainable development through business operations that strongly emphasize environmental, ethical and social considerations. We are committed to ensuring that human and labor rights, environmental considerations and the anti-corruption acts are followed and respected in the group's business activities and by our suppliers. Nammo shall be characterized by its high ethical standards.

We are an active contributor to the development of the societies where we are located. We are engaged in various activities like sports, science centers and cultural events that specially engage children and the youth. Close relationships with stakeholders like NGOs, authorities and local voluntary organizations are important to us, as can be seen through our role as an active player in the local community and industry.



Read more about:  
**Ethics in Nammo**

## Human rights

As a natural part of our business, we have developed and implemented values and policies for human rights, environment, labor standards and ethics. As of 2013, we have reported on progress. It is important that we act responsibly no matter where we do business. We strive to develop relationships with our stakeholders to increase awareness of sustainability and responsible behavior. All significant investment agreements include human right clauses in adherence to our ethical code of conduct.

Our commitment is based on a greater awareness of corporate social responsibility; guided by our values of Dedication, Precision and Care.

We pursue our strategic corporate social responsibility (CSR) work in line with the 10 principles of UN Global Compact, with a special focus on 3 elements: empowering women, fighting against corruption and the abolition of child labor.

## Sustainable reporting

Nammo has used the Global Reporting Initiative (GRI) guidelines for sustainable reporting for seven years.

After having reported at the B-level, transfer to GRI version G4, level "Core", has been done in 2015. As part of this transfer we carried out a materiality analysis to identify the most important sustainability aspects for Nammo and its stakeholders. This included meetings and discussions with relevant management representatives responsible for sustainability issues like human resources, health and safety, environment, business ethics, and finance. In this process our knowledge about key stakeholders' concerns and expectations were specifically emphasized.

Our sustainability reporting reflects the result of this analysis and material aspects will appear from our GRI Index 2015 table. The table refers to where information about each of the reported GRI standard and specific disclosures is presented, whether it is fully or partly reported. For a complete description of the individual indicators, please see GRI's website ([www.globalreporting.org](http://www.globalreporting.org)).

The report boundary is, in general, companies under control of Nammo AS. However, for some aspects, the information covers activities also outside this boundary, e.g. information about supply chain management and society related activities.

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## EXECUTIVE SUMMARY - A NEW DRIVE

We are more focused than ever on promoting sustainable development and earning our daily license to operate. We promote sustainable development through business operations that strongly emphasize environmental, ethical and social factors. We are committed to ensuring that human and labor rights, environmental considerations and the anti-corruption acts are followed and respected in the group’s business activities and by our suppliers. Nammo shall be characterized by its high ethical standards. Last year marked the seventh year that we followed the Global Reporting Initiative (GRI) standard for sustainable reporting. Our reporting has been at the B-level. Transfer to GRI G4 level "Core" was accomplished in 2015. We delivered our second company report to the UN Global Compact in 2015.

### **People**

*We are developing a program to make Nammo more attractive to potential female employees.*

### **Diversity**

Women account for 25 percent of Nammo’s staff. However, the number of women in leadership positions is under 10 percent. This is considered too low. Therefore, activities to motivate female university graduates and women with other relevant backgrounds to join the company will continue to be an important endeavor in the future. In parallel with this, an internal coaching program will be established to encourage female employees to take on different management positions.

### **Health, safety and security**

We operate in the explosives industry and handle volatile materials. Therefore, health, environment, safety and security (HESS) are of continuous high priority for Nammo’s employees, and are constantly on the management agenda.

HESS audits were conducted at all sites in 2015. Based on these annual audits, all sites regularly set individual targets and implement a plan to ensure focus on improvements. The audits include selected focus areas. In 2015 all sites were compliant. Newly acquired companies are prioritized in connection with audits to make sure that HESS level is in accordance with our high standards.



## **Working environment**

In 2015, absence due to illness among our employees averaged 4.6 percent. This is a higher level than 2014, and preventive actions are being implemented. Various activities such as workplace improvements, measures to secure a good and healthy work environment, protective equipment and physical training receive a high level of attention from management.

## **Environment**

We will carry out our operations in a way that causes a minimum amount of damage to the external environment.

Our ambition is to be a good neighbor. We want all operations to be environmentally friendly. We will satisfy the requirement in ISO 14001 and similar standards.

In 2015, the number of environmental initiatives increased.

## **Risk analysis**

The purpose of our risk analysis is to reveal and prevent factors that may threaten the environment. We continuously work to standardize our risk management system and increase internal training in conjunction with emergency plans.

Our directive for health, environment, safety and security is the main tool for defining the Nammo Group standards. The directive shall ensure that our performance and strategic decisions comply with regulatory requirements, and that neither our employees nor any third party persons are exposed to unacceptable hazards caused by activities.

## **Emissions**

We follow up and measure wastes and emissions to water and the atmosphere, reduce noise levels and handle other environmental factors in accordance with existing regulations and internal instructions. It is important to react immediately to any deviation, advise the relevant inspection authorities and maintain an open-minded attitude towards employees and the public pertaining to environmental issues.

If an incident occurs, we need to ensure that efficient protective measures are in place to avoid negative impacts on the environment. Furthermore, it is essential not to use materials, chemicals or processes where hazards cannot be adequately controlled and to ensure that hazardous wastes are handled in accordance with instructions.

## **Energy**

Reducing energy consumption and maintaining good energy conservation measures have high priority at all sites. Environmental consideration and cost reduction measures are important for our choice of energy sources. Since we started using natural energy (geothermal power), we have made significant energy cost savings. At the aerospace propulsion business unit at Nammo Raufoss, we invested two million Norwegian kroner when we installed a geothermal power plant. We have saved 65-70 percent on our energy consumption, when we compare geothermal energy to other traditional energy sources.

## Society

We have a strong ambition to be a positive contributor to the development of the local communities in which our units are based.

### Local and national sponsorships

We therefore engage in areas of local sponsorships such as sports, science and culture, with a focus on the upcoming generation.

We continue our sponsorship of the two Norwegian national sports teams; one within women's biathlon, and the other as main sponsor of the women's ski jumping team. The sponsorship agreement with the ski jumping team includes a technology program – Nammo Aerotech. In this technology program, we have contributed to the development of ski jumping through increased technological expertise and support in aerodynamics.

Both sponsorships reflect our ambition to build a strong company culture and promote the internal focus on empowering women in the company. Nammo is also a sponsor of the national biathlon federation in Finland.

### International engagement

Norway, as one of the signatory countries to The Arms Trade Treaty (ATT), sent in their first annual report in December 2015 defining the country's export and import within the defense industry. All countries that have ratified the treaty are legally bound to follow it and have to harmonize their national laws and regulations with the provisions of the treaty.

The goal of the treaty is to foster peace and security by putting a stop to destabilizing arms flows to conflict regions. It will prevent human rights abusers and violators of the law of war from purchasing arms. To follow up the implementation of the treaty, it is important that the defense industry is a part of the future dialogue at an equal level with the non-governmental organizations. We have had several discussions and exchange of opinions with the Norwegian Red Cross concerning the ATT during 2015.

## Ethics

We aim to be recognized at all times for our high ethical standards.

We initiated a number of anti-corruption measures in 2015; one important result was an improvement in our ranking in the Transparency International anti-corruption index for the defense industry.

In the first quarter of 2015, we implemented the Nammo anti-corruption manual. The manual provides instructions on how to report corruption in accordance with our Ethical Code of Conduct and the directives. All our employees and any third parties acting on our behalf must follow these guidelines.

The key message is that we have a zero tolerance policy on corruption and bribery.

## Compliance

We are consciously building a sustainable and proactive culture for compliance.

The Nammo Group compliance council has continuous dialogue and discussions with other players within the defense industry. We conduct compliance-training sessions on a perpetual basis.

Nammo promotes compliance with the International Traffic in Arms Regulations (ITAR), the Federal Acquisition Regulations (FAR) and the Registration, Evaluation, Authorization and Restrictions of Chemicals (REACH) and the export regulations in all countries where we are domiciled and conduct business.

The ITAR and the Export Administration Regulations (EAR) are export control regulations run by different departments of the US Government. Both are designed to help ensure that sensitive technologies do not fall into the wrong hands. We are committed to implementing procedures that comply with ITAR and other regulations that control the transfer of sensitive technologies. This creates a culture that extends to Nammo's suppliers, partners and customers through all business activities.

To be compliant is a competitive advantage. If we are not compliant, we risk our reputation and become vulnerable to severe economic consequences.

We have built a strong compliance network and have established sound compliance routines. To be compliant in all areas is our highest priority.

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## ETHICS

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The key message is that we have a zero tolerance policy on corruption and bribery.

[Link to the anti-corruption manual »](#)

In 2014, DNV GL conducted an analysis of our organization's maturity and resilience against corruption and fraud. We formed an action plan for reporting and roles. In addition to the anti-corruption manual, we have developed directives and procedures for ethical conduct.

The objective of these directives is to ensure that our performance and strategic decisions comply with our ethical and corporate social responsibility standards. Ethical procedures shall ensure high standards in compliance with our Ethical Code of Conduct, the UN Global Compact and the OECD Bribery Act.

Our focus has been on how to identify and reduce risk. Risk analysis has been an integrated part of our quarterly business reviews. In addition, we have trained exposed employees in a program called Red Flag Analysis, with the help of an external consultant and followed up with reporting routines. We completed dilemma training in 2015, followed immediately by the Red Flag Analysis training program.

### **Ethical committee**

The ethical committee consists of three representatives from the Nammo Group. Members of the ethical committee are elected every second year. The committee meets quarterly and reports to the President and CEO. No issues were reported in 2015.

The committee is responsible for addressing relevant matters of ethical impact to either the CEO or the board of directors. It gives advice to the business units on how a decision could breach the Ethical Code of Conduct. The committee will also react to reported violations of the Ethical Code of Conduct. The ethical committee also monitors the whistle blowing channel regulated by the Ethical Code of Conduct, and reacts to such information.

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## ETHICS, VISION AND VALUES

We build our ethical work on the solid platform given by our values. By ensuring that our employees and all others acting on behalf of Nammo, follow and live by our Ethical Code of Conduct, we secure a high ethical standard in all our operations.

### Our Vision

#### Securing the future

- We will protect our national and allied forces with high quality defense products
- We will secure the future development of eco-friendly products, processes and services
- We will secure further growth based on strong financial performance.
- We will develop and secure a long-term sustainable business for our customers and employees
- Our future development depends on a secure and safe working environment. We must emphasize the importance of every single employee

### Our Values

Our Values; Dedication, Precision and Care, are the fundamental principles guiding the way we do business, the way we interact in internal and external processes as well as the way we want to be recognized by our customers.

#### Dedication

- We are enthusiastic and creative, always searching for the best solutions

#### Precision

- We are reliable and accurate in our technology, processes and business

#### Care

- We are inclusive and open-minded, always encouraging team spirit and cooperation



*"I expect all employees and anybody acting on behalf of Nammo to behave and comply with our Ethical Code of Conduct. I also emphasize that Nammo has zero tolerance for any form of corruption."*

Morten Brandtzæg,  
President & CEO Nammo Group

#### Links:

- [Ethical Code of Conduct »](#)
- [Anti-Corruption Manual »](#)

## Ethics

### Ethical Code of Conduct

The Ethical Code of Conduct describes Nammo's commitment and requirements in connection with issues of an ethical nature that relate to business practice and personal conduct.

### Nammo Ethical Committee

Nammo has an Ethical Committee consisting of 3 representatives from the Nammo Group. They are elected for two years by the Management Group and reports to the CEO. Incidents can be reported to the Committee through: [ethics@nammo.com](mailto:ethics@nammo.com)

### UN Global Compact

Nammo supports the ten principles of the UN Global Compact. [Read more »](#)

### Support

Nammo support the European Defence Association ASD through our membership in the Nordic Security and Defence Organisations FSI (Norway), SOFF (Sweden) and AFDA (Finland), who all supports ASD's anti-corruption work through IFBEC (International Forum of Business Ethical Conduct).

### Responsibility

Senior Vice President Human Resources is the professionally responsible person for Ethics within the Nammo Group. Contact info: Bertil Pålrsrud, [bertil.palsrud@nammo.com](mailto:bertil.palsrud@nammo.com)

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## COMPLIANCE

We are consciously building a sustainable and proactive culture for compliance.

Systematically, Nammo has built a strong compliance network and established sound compliance routines. To be compliant in all areas is the highest priority.

It is important for us to meet the standards set by individual government regulations, as well as requirements set by industrial customers. If not compliant, we risk our reputation and severe economic consequences. To be compliant is a competitive advantage. Our goal is to create a sustainable and proactive culture for compliance where everyone is recognized for his or her role and responsibility.

In 2015, we had a meeting with the US Department of State, Directorate of Defense Trade Controls, in order to be confident that we have the trading compliance under control. The US is our main market for the combined procurement and sales. It is important for us to be recognized as an attractive partner in the industry. Quality products are obviously important, but likewise that we are compliant in all functional areas. This is essential in order to achieve critical licenses.

The Nammo Group compliance council meets twice a year. Importantly, we have a continuous compliance dialogue and discussions with other players within the defense industry. Started in 2015, we map our compliance routines - and where we still do not have such routines. Continuously, we conduct compliance training sessions. Early in 2016, we will arrange training for our board of directors.

For the first time the US government DCAA (Defense Contract Audit Agency) evaluated the Nammo AS financial routines, with very positive response.

### High importance

Nammo promotes compliance with the International Traffic in Arms Regulations (ITAR), the Federal Acquisition Regulations (FAR) and the Registration, Evaluation, Authorization and Restrictions of Chemicals (REACH) and the export regulations in all countries where we are domiciled and conduct business.

We are committed to implementing procedures that comply with ITAR and other regulations that control the transfer of sensitive technologies. This creates a culture of compliance, which extends to Nammo's suppliers, partners and customers throughout all business activities, including product development, procurement, sales and marketing.

ITAR and the Export Administration Regulations (EAR) are export control regulations run by different departments of the US Government. Both of them designed to help ensure that sensitive technologies do not fall into the wrong hands. An export license is a general term for both ITAR and EAR controlled items in which the US Government has granted permission to transport or sell controlled items to foreign countries or parties.

The Defense Federal Acquisition Regulation Supplement (DFARS) is the principal set of rules in the Federal Acquisition Regulation System (FAR) that controls the acquisition of defense related goods and services. The FAR system itself governs the acquisition process by which executive agencies of the United States federal government acquire (i.e., purchase or lease) goods and services by contract with appropriated funds.

Nammo is committed to complying with the Registration, Evaluation, Authorization and Restrictions of Chemicals (REACH) regulation. This is a EU regulation concerning chemicals and products manufactured, produced, imported or used in the EU-EEA area. Nammo also complies with additional EU Directives which control many aspects of business trade including; exports, workplace safety, handling of goods and transit of goods.

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## ENVIRONMENT

We will carry out our operations in such a manner that they cause the minimum amount of damage to the external environment.

Our ambition is to be a good neighbor. We want all operations within the industrial area to be environmentally friendly. We will satisfy the requirement in ISO 14001 and similar standards.

The annual audit at all sites ensures us that the focus on health, environment, safety and security (HESS) is generally good. However, a few of our sites do have challenges regarding ground pollution and need to improve. For example, in Mesa and Vihtavuori the inherited pollution issues still need to be resolved.

In 2015 the number of reported environmental incidents from our sites have increased.

The purpose of our risk analysis is to reveal and prevent factors that may threaten the environment. We continuously work to standardize our risk management system and increase internal training in conjunction with emergency plans.

We follow up and measure waste, effluents to water and emissions to air, reduce noise levels and handle other environmental factors in accordance with existing regulations and internal instructions. It is important to react immediately to any deviation, inform the relevant inspection authorities and maintain an open-minded attitude towards employees and the public on environmental issues.

If an incident occurs, we need to ensure efficient protection measures are in place to avoid consequences for the environment. Further, it is essential not to use materials, chemicals or processes where hazards cannot be adequately controlled and to ensure that hazardous waste is handled in accordance with instructions.

Reducing energy consumption and good energy conservation measures have high priority at all our sites. Environmental considerations and cost reduction measures are important for our choice of energy sources. Since we started using natural energy (geothermal power), we have made significant energy cost savings. At the aerospace propulsion business unit at Nammo Raufoss, we invested two million Norwegian kroner when we installed a geothermal power plant. We have saved 65-70 percent on our energy consumption, when we compare geothermal energy to other traditional energy sources.

### Roles and responsibilities ➤

The HESS manager has a clearly defined role and responsibility for preparing and revising policies and instructions, reporting, improving, and exchanging experiences.

Site managers are responsible for designing and operating HESS policies and procedures at their sites. This includes risk assessments, emergency plans, improvement plans, and ensuring that employees have adequate competence and training to perform their job. The site manager is required to report immediately any serious accident to the HESS Manager and the CEO.

## HESS program



The Nammo HESS directive is the main tool for defining the Nammo Group standards for health, environment, safety and security. The directive shall ensure that the group performance and strategic decisions are in compliance with regulatory requirements, and that neither Nammo employees nor any third party person is exposed to unacceptable hazards as a result of activities.

Nammo has a direct impact on the environment through its production and testing of ordnance products and services, through consumption of paper and energy, waste management, procurement and use of means of transport.

## HESS award



Nammo has awarded Nammo Vanäsverken, Karlsborg, Sweden, the HESS award 2014.

Nammo's HESS award was established to inspire and honor a department or site that contributes positively to HESS standards, sets a good example and works systematically to improve the HESS standard according to the Nammo HESS directive.

One example of where Nammo Vanäsverken has shown particular ingenuity is in their work to improve the safety and security of handling chemicals. This includes a revised way of performing risk assessments before the introduction of potentially hazardous chemicals.

In addition, in 2014 Nammo Vanäsverken installed and finalized a system for heat recovery in its components department, ultimately decreasing associated costs by approximately EUR 65 000 per year. Nammo Vanäsverken has also refined its handling of HESS-based reports.

A standardized way of investigating mishaps, as well as on-site and nearby accidents, was developed. As a result, daily production meetings begin with HESS reporting and feedback for ongoing or finalized investigations.

The objective of the award is to motivate and inspire our employees to create innovative solutions that improve our work in the areas of health, the environment, safety and security. Nammo's sites excel in this respect and are continuously improving their HESS level.



Nammo's expertise offers a competitive, cost-effective, high performance green rocket propulsion solution that remains unmatched in Europe.

Interest in green propulsion in the European space community has grown rapidly in the last decade. Nammo has been a huge part of this buzz, having begun its research into hybrid rocket propulsion in 2003.

Today, the global impact of pollution caused by rockets remains on a very limited scale compared to other sources of pollution. The space community is more focused than ever on creating propellants that are less toxic, and ultimately more cost efficient.

In fact, leading players in the European space propulsion industry were recently forced to take action after the high-performance liquid rocket propellant hydrazine was placed on the REACH list of chemicals to be banned in the EU. Hydrazine had been used for decades in a range of spacecraft and launchers. It is both a fuel and monopropellant, which means it can be used in a rocket propulsion system. Hydrazine is extremely toxic – so dangerous that only highly trained personnel can handle the chemical in a safe way, wearing a protective outfit that resembles an astronaut's space suit. Disposal of this chemical is also an environmental concern.

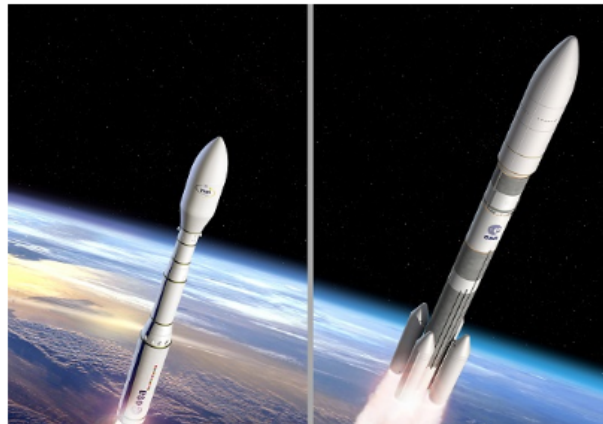
In 2009, Nammo proposed that the ESA should focus on hydrogen peroxide ( $H_2O_2$ )-fed hybrid rockets for next-generation distancing and separation rocket motors. At high concentration, room storable hydrogen peroxide has several green properties; it is non-toxic and the waste product can simply be diluted in water, and if it is decomposed, the end products are just water and oxygen. Chemically speaking, hydrogen peroxide is an oxidizer, releasing oxygen through a combustion process when decomposed.

In 2011, Nammo demonstrated how effectively a  $H_2O_2$ -fed hybrid rocket motor can be operated when using a novel method of decomposing and injecting the oxidizer into the solid fuel chamber.

Now we are developing this technology for larger scale use, the first in sounding rockets. Next year, we hope to fly the nucleus hybrid rocket from ASC, using  $H_2O_2$  as the liquid oxidizer. In parallel, we are developing the hydrogen peroxide-based monopropellant thruster technology for the ESA's next-generation launchers. In March 2015, we successfully carried out a complex test firing program at the DLR Lampoldshausen vacuum chamber test facility in Germany.

Nammo's 200 N hot gas thruster was put to the test under conditions simulating those found in space. The monopropellant thruster demonstrated high performance and can be reactivated (pulsed) many times. We are also close to finishing the testing of an aluminum alloy propellant tank that can hold hydrogen peroxide under zero-g conditions using a Viton membrane.

Finally, our hope is that these technological elements can lead to a complete system development for ESA's next-generation launchers, like Ariane 6 and Vega.





Reducing energy consumption and good energy conservation measures have high priority at all sites.

A joint effort is made to focus on the areas of energy efficiency, special waste and water consumption. Furthermore, there are plans and goals set for continuous improvement in these areas.

### **New efficient energy plant**

After our acquisition of the propellant factory at Vihtavuori in 2014, negotiations for a new energy plant began. The new energy plant was in operation in January 2015. The old factory's process steam and district heat to the whole factory area was produced entirely by using heavy oil, creating annually 8 000-9 000 tons of CO<sub>2</sub> emissions. The new plant is very flexible and uses wood chips, milled fuel peat, wood pellets and small amount of heavy oil as fuels. During 2015, CO<sub>2</sub> emissions were 2 000 tons lower than in 2014. This CO<sub>2</sub> reduction is equal to the emissions created by driving a car 380 times around the world.

Energy costs are 30 percent lower than in 2014. This demonstrates that economic and environmental issues are not contradictory. One very important factor is that Vihtavuori is now mainly using local fuels delivered by suppliers within a 150 km radius.

In 2015 we conducted an energy analysis based on the Energy Efficiency Directive 2012/27/EU. Based on this analysis we have launched several energy saving projects at Vihtavuori. The target is to reduce energy consumption by more than 10 percent during 2016-2017.



Disposal of old, obsolete or unwanted munitions, often referred to as "Demilitarization" by its very nature, can have a negative environmental effect. In past years, traditional Demil methods included open burning or open detonation, sea dumping or just leaving in long-term storage, all of which have significant environmental impact.

We continually invest in processes that reduce or negate completely any environmental impact in our disposal processes.

Wherever possible, munitions are separated to component level which allows resale, repurpose or recycling, and our Swedish site leads the market in this area and recycles 98 percent of all incoming material, thus minimizing any environmental impact.

Where thermal treatment of components is necessary, we have upgraded our filtration systems to minimize emissions and in all cases meet or exceed European directives on air emissions.



#### Environmentally friendly hunting



In many countries, lead-free hunting ammunition is being used to reduce the negative impact on the environment. During the last 15 years Nammo has developed a lead-free bullet, Lapua's Naturalis, which is a heavy, metal-free premium class hunting bullet. It ensures a clean shot without fragmentations and with minimized meat loss.

#### Nammo Raufoss test center



In 2015, at our test center at Raufoss, Norway, we replaced all the soil in the culverts.

The soil was treated in a purification plant and we separated metallic substances. 762 tons of soil was processed and we managed to separate out 15 tons of magnetic material. The test center incorporates unique facilities, equipment and competence for the testing of ammunition, rockets and other high-tech products in the aerospace, car and oil industries. The test center area has already monitored water for several years.

When new demands for the regulation of water were implemented in 2014, we received more detailed requirements from the Norwegian environmental authorities with respect to the influence our site has on biodiversity and chemical relations. As a result, our measurement areas have expanded. We must fully control which chemicals are released from the test center, the properties of the chemicals, the risk associated with them and the total flow rate in the water source. Every year we send the results of our water monitoring to the Norwegian Environment Agency, and if there are unexpected negative changes of the water quality, we take appropriate action to rectify this.

#### Our performance in figures: (tables-link)



#### The street lights of Buck



The factory premises of Nammo Buck, Germany contain more than 115 street lights.

Most of the street lights are 25 years old, upgraded from conventional to metal-vapor bulbs over time. Many initiatives started up in 2014 and continued in 2015. Lamp housings, reflectors and poles were often kept and are used until today. Constantly failing bulbs, electrical problems, fouling and poor efficiency were leading to high maintenance costs, slackening security and less safety for our employees. These untenable conditions resulted in a project to successively replace the old fixtures with state of the art lamps. They offer very high efficiency, customizable light distribution through individual optics, high visibility at night and are a deterrent at our site boundaries. Further, we get very low maintenance and energy costs.

The following calculations are without the MTBF of 100 000 hours. They are maintenance free for 20 years.

Metal vapor bulb	LED	Economic savings in EUR per year	CO2 savings
400 W	79 W	225	830 kg/a
250 W	79 W	120	442 kg/a
120 W	79 W / 40 W	29 / 56	106 / 207 kg/a
80 W	40 W	28	103 kg/a

## Environmental reporting 2015

Name of company	Country	Energy consumption (kWh)		Water consumption (m3)
		Current year		Current year
		Fossile	Renewable	
Nammo Raufoss	Norway	1 477 789	3 513 000	877 274
Nammo NAD	Norway	0	2 152 480	1 470
Nammo Bakelittfabrikken	Norway	264 330	730 325	993
Nammo Vingåkersverken	Sweden	6 046 770	1 099 254	900 000
Nammo LIAB, Lindesberg	Sweden	0	11 202 227	12 079
Nammo Vanäsverken	Sweden	NR	5 722 000	21 300
Nammo Lapua, Lapua	Finland	1 366 875	4 100 625	25 709
Nammo Lapua, Vihtavuori	Finland	3 974 000	3 559 000	5 704
Nammo Vihtavuori Oy	Finland	8 115 000	19 867 000	1 226 314
Nammo Schönebeck GmbH	Germany	1 589 758	1 545 268	2 510
Nammo Buck	Germany	8 014 541	690 408	8 743
ND PressTec	Germany	2 935 046	NR	16 120
Nammo MTH	Switzerland	30 560	0	free
Nammo Palencia	Spain	2 101 185	4 006 695	87 725
Nammo Talley	USA	10 078 817	NR	17 669
Nammo Composite Solutions	USA	704 552	NR	7 524
Nammo Tactical Ammunition	USA	0	0	0
Nammo Pocal	USA	0	0	0

Name of company	Country	Waste (kg)					
		Current year					
		Hazardous waste	Cardboard	Paper	Woodwork	Plastics	Residual waste
Nammo Raufoss	Norway	386 854	27 494	4 860	47 051	6 351	110 922
Nammo NAD	Norway	1 980	440	NR	12 080	NR	229 650
Nammo Bakelittfabrikken	Norway	0	5 120	0	0	1 980	6 340
Nammo Vingåkersverken	Sweden	98 992	0	2 000	NR	39 300	NR
Nammo LIAB	Sweden	35 682	21 370	2 560	9 340	4 944	11 170
Nammo Vanäsverken	Sweden	70 502	9 230	833	33 460	2 600	21 890
Nammo Lapua, Lapua	Finland	48 630	4 116	480	4 680	46 000	49 424
Nammo Lapua, Vihtavuori	Finland	23 740	3 020	2 470	0	0	340 125
Nammo Vihtavuori Oy	Finland	11 497	16 370	9 090	21 240	41 953	21 730
Nammo Schönebeck GmbH	Germany	18 333	4 070	0	7 000	2 300	7 200
Nammo Buck	Germany	207 840	305 420	13 020	349 360	171 690	158 942
ND PressTec	Germany	105 000	NR	12 000	13 000	NR	17 000
Nammo MTH	Switzerland	0	0	435	0	20	0
Nammo Palencia	Spain	8 600	12 980	0	20 200	0	0
Nammo Talley	USA	23 044	24 035	25 114	17 041	0	98 399
Nammo Composite Solutions	USA	227	3 992	28 123	5 443	9 979	68 039
Nammo Tactical Ammunition	USA	0	0	0	0	0	0
Nammo Pocal	USA	25 585	860 099	361	0	0	0

NR=not reported

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Executive summary - a new drive

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## PEOPLE

We are developing a program to make Nammo more attractive to potential female employees.

Nammo has 2 120 employees distributed in 21 production facilities in 11 countries. Nammo has designed a personnel policy to ensure equal opportunities and rights, and to prevent discrimination on the grounds of gender, ethnicity, national origin, skin color, language, religion, philosophy of life or age. This applies in particular to recruitment, career development, equal pay for equal work and working conditions. The recruitment of personnel must be performed in accordance with the regulations of the national security authorities in the respective countries.

The working environment at Nammo is considered to be good.



Nammo has collective bargaining agreements for its employees at all legal entities in Europe. In the US we do not at the moment have this agreement, but the employees have the possibility to enter into such agreements if they so desire.

Women account for 25 percent of the employees. However, the number of women in leadership positions is considered to be too low. Therefore, activities to motivate female university graduates and women with other educational backgrounds to join the company will continue to be an important endeavor in the future. In 2014, the Nammo Raufoss Kvinneforum (NARA KF) was established with a mandate which included the following; promoting a healthy work environment in response to the 2013 employee survey, performing a pay equity analysis, increasing the number of female employees at Nammo Raufoss and increasing the number of female employees in management positions.

We operate in the explosives industry and handle energetic materials. Conditions that relate to health, environment, safety and security have continuous high priority for Nammo's employees, and are constantly on the management agenda. All accidents or near-accidents involving employees are reported and we take preventive actions.



Health, environment, safety and security (HESS) audits were last conducted at all sites in 2015. The sites annually set individual targets and implement plans to ensure a focus on improvements. The audits include selected focus areas, and last year all sites were compliant. New members of the group have been highly prioritized in connection with audits to make sure that the HESS level is in accordance with our high standard.

In 2015, sick absence among our employees averaged 4.6 percent. This is a higher level than 2014, and preventive actions are being implemented. Various activities such as workplace improvements, measures to secure a good and healthy work environment, protective equipment and physical training receive a high level of attention from management.

#### Cooperation



The One Nammo initiative, which was launched three years ago, follows three main threads: cross business unit cooperation, the One Nammo culture, and encouraging common working methods and systems. It encourages the exchange of best practices and builds a strong, cooperative organization.

We motivate each of our employees with an appraisal review that ensures constructive feedback and clear communication. The issues discussed include work, environment and cooperation; a review of competency levels; assessing employee alignment with our values; evaluating achievements; and setting objectives and personal development goals.

#### Diversity



We work to ensure equal opportunities and rights, and to prevent discrimination on the grounds of gender, ethnicity, national origin, skin color, language, religion, philosophy of life and age. This applies in particular to recruitment, career development, equal pay for equal work and working conditions.

In 2015, under the leadership of Morten Brandtzæg, President and CEO of Nammo, many of the mandates of the Nammo Raufoss Kvinneforum (NARA KF) were elevated to group level in order to increase the attractiveness of Nammo as a place for female employees seeking to work in a high technology work environment.

Finding a home/work balance can be a challenge for employees with care responsibilities for family members. Stress in the workplace can result in a compromised safety culture. Nammo has traditionally promoted a home/work balance and has benefitted from a safety culture which is sought after by jobseekers.

The Nammo Group strategy map to secure Nammo's future is built upon the Nammo values of dedication, precision and care. In the 2016-2018 strategy map, a key critical success factor is to increase diversity, in particular gender diversity, at all levels.

At a time when the oil and gas industry is reducing its workforce, Nammo is well positioned to hire engineers and other technically trained workers for its production areas and also project office and sales staff.

## Seven female managers at Nammo Palencia



Sagrario Marín De Los Mozos; Manager of Planning  
Noelia Gaité Garrido; Manager of Health & Safety  
Elvira Fernández Picado; Manager of Management Control  
Marta Delgado Marín; Manager of Workshops  
María Teresa Margareto Casquete; Manager of Workshops  
Isabel Rodrigo Herrero; Manager of Finance & Control  
Natalia Izquierdo Gómez; Manager of Quality Assurance



Eva Friis, Program Manager for APEX, the new ammunition Nammo has developed for the new F-35 aircraft, strongly recommends women to apply for jobs at Nammo.

Nammo has many interesting jobs to offer. For newly qualified engineers, Nammo can offer relevant high-tech jobs in a variety of disciplines, and since Nammo is a large company, there is also a wide range of interesting jobs for more experienced job seekers, says Eva Friis. A lot of things have happened since I started work in the Raufoss factory.

Previously, she says, female engineers were systematically ignored in the hiring process - even at a time when Norway had a female prime minister. However, attitudes have changed dramatically since then and there has been a desire and willingness to employ women for many years now. Now there are many women working for Nammo. Something may have been lacking in the past in terms of actively giving women the same opportunities as men, through encouragement, coaching and an active plan for advancement to management positions.

But that is changing now, and certainly, today I would say that women and men have equal opportunities in Nammo, says Eva Friis.

Eva is qualified chemical engineer, and started work at Nammo Raufoss in 1989, straight after graduating. Her first job was as a development engineer in pyrotechnics.

*What was your motivation for choosing to work at Nammo?*

It was a bit by chance, really. I grew up in Raufoss. My family moved to Raufoss when I was about to start in 5th grade in elementary school. So I knew the Raufoss factory very well, and I applied and got a job there.

*Has Nammo lived up to your expectations as a place to work?*

Yes, I really like it at Nammo. The work is interesting and varied, with new challenges every day.

Eva Friis finds it particularly stimulating to work in a big Norwegian international company. It gives her the opportunity to establish contact with interesting people and working environments at home and abroad.

*How would you characterize the working environment in Nammo in general?*

I have nice colleagues and good bosses and I think maybe people are a bit less "pushy" in Nammo than in some other companies, which I think is a good thing.





In Valdres and Hallingdal there were no apprenticeships. But one day the phone rang from the training office in Raufoss offering an interview for an apprenticeship at Nammo. At last! On 1 November 2015, 20 year old Iren Neståker Aastad was ready to start at Nammo. It has been a good choice for both Nammo and Iren. She is the first apprentice ever in the explosives department.

I was incredibly lucky with my apprenticeship. I got a great opportunity to complete my education. Nammo is a great company for apprentices. They have long experience with apprentices. We get close supervision by the company to make sure we reach all our competence targets.

I really like being an apprentice at Nammo and I get along well with everyone. As everyone knows, factory work is male-dominated, but that hasn't been a problem for me. I'm used to having only boys in my class. It's almost unusual for me where I am now, because there are more women than men working there. But it's great to work with women too, says Iren, who aims to get her apprenticeship certificate in November 2017.

I started in something they call the extrusion plant, where I stood at the machines and made components that would later be put together to make a product. I was there for two months before I was moved to the explosives department in January. Now I'm working in Nammo's upper explosives area, where I circulate a lot to get experience of as many different production areas as possible around here, says Iren.

### **Tried her hand at car mechanics**

Iren studied technical industrial production in her first year at vocational school, tried out car mechanics in her second year, and went from Valdres to Hadeland to take industrial technology. I've always felt at home with practical subjects, and the industrial field was tempting because it opens the door to many apprenticeship certificates.

*Will you stay at Nammo once you get your certificate?*

If I'm offered a permanent job after my apprenticeship, I'll probably say yes to it. You can't just keep changing jobs these days. Nammo is a big company with a lot of possibilities. But I have some more dreams for when I've finished my apprenticeship. I'd like to build on it with more certificates and take different kinds of driving licences. Time will tell. My goal is to finally achieve what I want, so I can settle down in a job I really like, says Iren Neståker Aastad.

### **Fantastic!**

Kjell Erik Nordhagen is responsible for supervising Iren.

It's been fantastic, he says. She's highly motivated and very keen to learn. Quite simply a model student!

*Iren is working in an area with a high safety risk, isn't she?*

Iren is involved in much of the work of this department, such as extruding different squibs and explosives, manual and automated assembly of various products, labelling and packaging, for example. The safety risk level is extremely high. A focus on safety and safety work is incredibly important to us and HSE training naturally has very high priority. Iren will learn a great deal about this.

Kjell Erik says it's been great to have an apprentice in the department for the first time. And it's even better that the first one was a girl.



## Health and safety



We operate in the explosives industry and handle energetic materials. Therefore, conditions that relate to health, environment, safety and security (HESS) have continuous high priority for Nammo's employees, and are constantly on the management agenda.

All accidents or near-accidents involving employees are reported and preventive actions are continuously reviewed.

HESS audits were conducted at all sites in 2015. Based on these annual audits, all sites set individual targets and implement a plan to ensure a focus on improvements. The audits include selected focus areas. In 2015, all sites were compliant. New members of the group are prioritized in connection with audits to make sure that the HESS level is in accordance with our high standards.

### Two accidents

While the sick absence rate in Nammo is close to the same level as in 2014, there are still too many accidents with and without days off. A majority of all LTIs are minor accidents caused by falling or hand or finger injuries.

During 2015, two sites, Nammo Buck and Nammo Vihtavuori Propellant Plant, had serious accidents involving explosives.

In July, Nammo Buck in Germany had an accident caused by two detonations. During the first detonation, one employee was seriously injured and urgently sent to a specialist hospital. When the second detonation went off, another employee and two firefighters got slightly injured and were transported to the local hospital. In addition, two persons from the rescue team were later reported to have been treated for trauma. The accidents happened during the testing and preparations for demilitarization of old and obsolete ammunition.

An internal investigation team was immediately established to find the cause of the accident and the local police conducted their external investigation. Actions to prevent similar accidents have been taken. All company procedures for safety, security and reporting were followed during and after the incident.

At Nammo's Vihtavuori Propellant Plant in Finland, an accident took place in October. One employee was injured and sent to hospital. The accident happened in a building where cut powder is collected before pneumatic transportation to sieving. The cause was found in the material in a rubber pipe used to move the propellant from the container to the fixed pipeline. The cause of the accident was found and actions have been taken.

#### Sick leave

In 2015, sick absence among our employees averaged 4.6 percent.

This is at a higher level than 2014, and preventive actions have been identified and are being implemented. Various activities such as workplace improvements, measures to secure a good and healthy work environment, protective equipment and physical training receive great attention from the management.

We are continuously seeking the reasons why our employees utilize sick leave. We must get a better understanding of what workplace accommodations can be implemented to reduce the overall amount of sick leave for Nammo employees. Accommodations for reducing sick leave can include: worksite ergonomic assessments, break time, healthy hygiene stations, flexible scheduling and training opportunities.

#### Ethical behaviour

Environmental considerations, the anti-corruption act, and ensuring human and labor rights are respected in all business activities and by the group's suppliers.

Nammo shall be recognized by its high ethical standards.

Last year we revised our ethical code of conduct, carrying out a comprehensive system for dilemma training and an analysis of the organization's maturity and resilience against corruption and fraud. DNV GL conducted the analysis. On basis of the DNV GL report, the Nammo board and management have formed an action plan for reporting and roles, and for distributing the anti-corruption manual which was launched during the first quarter of 2015.

The ambition of our focus on ethics and anti-corruption is to prevent illegal handling by any of our employees or persons acting on behalf of Nammo, and to increase awareness of the importance of correct ethical behavior. If someone breaks the law with illegal actions, we will have systems in place that can stand strong if the company is under investigation.

#### **Training**

A new training program based on ethical dilemmas was launched in March 2013 and rolled out during 2014. The program is tailored for employees that are particularly exposed to ethical issues, for example the procurement departments and the management. The dilemma training had many realistic examples of situations that our employees in different positions could be exposed to. More than 250 employees have participated in this training program.

Our owners have a strong focus on ethics. We see ethical behavior as a requirement from our customers, and consider it a personal responsibility.

#### **Ethical committee**

The ethical committee consists of three people from the Nammo Group. Members of the ethical committee are elected every second year. The committee meets quarterly and reports to the President and CEO. No issues were reported in 2014.

Two women and one man were nominated for the Nammo employee of the year award 2014.

The award is given to an employee that has contributed positively to the organization and has been influential in building a strong, competitive and united culture, based on our company values.

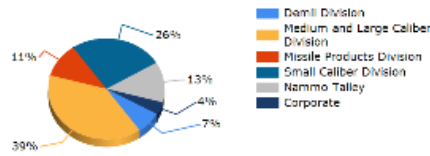
**Gry Evensen**, manager of marketing services at the Medium and Large Caliber Division, Norway, took home this year's employee of the year award. She coordinates all marketing activities within the division and across sites, countries and cultures. She oversees the organization of events, exhibition materials and promotional and product material. Importantly, Gry is also responsible for the finalization and upgrade of the ammunition handbook.

The jury commented: Gry knows the organization and its people well, and is the driving force behind keeping everybody on schedule. She has determination to see any project through and is extremely patient with her colleagues.

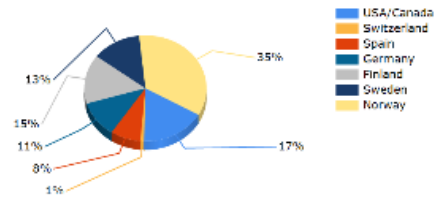
Her kind and friendly manner means that she is always ready to help, answer questions and guide you through Nammo as an organization. These qualities are all perfect examples of the "one Nammo" culture and teamwork which we strive daily to achieve.



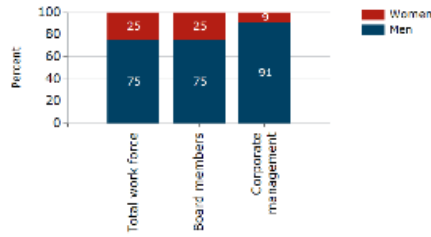
**Employees per business unit 2015**



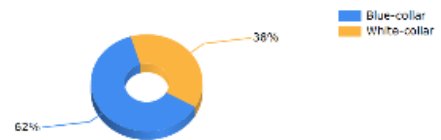
**Employees per country 2015**



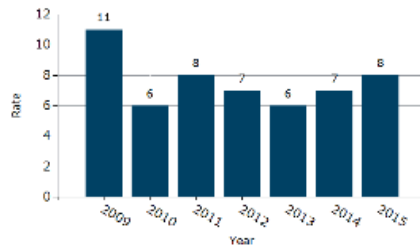
**Gender percentages 2015**



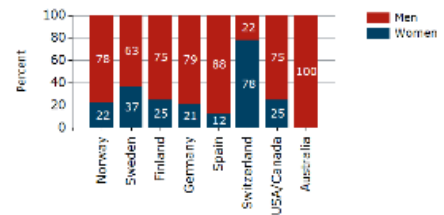
**Group distribution between white-collar and blue-collar 2015**



**LTI rate in Nammo 2015**



**Percentage men vs women per country 2015**



**Percentage men vs. women 2015**



**Sickness absence in Nammo 2015**



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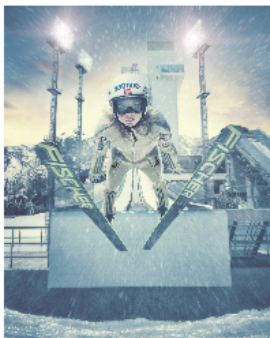
Environment

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Society

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## **SOCIETY**

We have a strong ambition to be a positive contributor to the development of the local communities in which our units are based.

We therefore engage in areas of local sponsorships such as sports, science and culture, with a focus on the upcoming generation.

### Our stakeholders



We respect and listen to all stakeholders and maintain an open dialogue with different interest groups.

It is our policy to always provide the facts and to be transparent. We meet with the politicians of countries where we operate and we have a good dialogue with the most relevant non-governmental organizations (NGOs). We aim to build a strong relationship with civil society through cooperation and a positive presence.

#### **Stable conditions**

FSi, advocating the interests of the Norwegian defense and security industries, is the primary interlocutor for the Norwegian government in matters of importance to the industry. FSi comprises about 120 member companies whereas Nammo is one of the largest members and plays an important role in the association.

The FSi mission is to foster framework conditions for member companies to succeed in the domestic and global defense and security markets, thereby contributing to Norway's national defense and security goals.

Annually, FSi and a selected number of defense companies including Nammo, participates in a national hearing about export control conducted by the Norwegian Parliament.

Norway has one of the world's most stringent rules for export of defense material.

Strict rules help to ensure the legitimacy and confidence in an industry that contributes significantly to Norwegian value creation, technology development, growth and jobs in many communities. For the industry, it is crucial that the established policies remain stable.

All of Nammo's production facilities are dependent on stable framework conditions from their national authorities. Any uncertainty related to export control and changes in regulations may affect the industry's position as a trustworthy supplier abroad. A component from the defense industry is often a critical component within any nation's security of supply. This is why stable conditions are crucial to the industry.

## Non-governmental organizations (NGO)

NGOs can be defined as the defense industry's watchdog. They follow the business closely and report to the public and the media as soon as they perceive anything that does not comply with their standards. There are several different NGOs and they act differently depending on their objectives, convictions and view of the world.

Some of them are humanitarian organizations and have as their main objective to report about potential breaches of humanitarian rights in war zones. Some NGOs are youth organizations organizing campaigns and activist demonstrations against different businesses. In 2015 Nammo experienced one activist demonstration in front of one of the facilities in Norway.

Nammo respects the fact that some of the NGOs and their supporters have a different opinion and understanding of the world's need for defense material. Nevertheless Nammo has always been open for a dialogue with NGOs and we welcome any NGO that wants to visit our company and learn more about the industry and the business.

## Political youth organizations

During the last two years Nammo met with three youth organizations. One was a visit by the board of the regional youth organization from the labor party (AUF Oppland, Norway). The second meeting was held in Oslo when Nammo met with the conservative party's student union (DKSF) and the third meeting was a presentation held for the youth organization of the left party (Venstre).

## Article 36 of the Geneva Conventions

The Geneva Conventions are rules that apply only in times of armed conflict and seek to protect people who are not or are no longer taking part in hostilities. Article 36 of the 1977 additional protocol I of the Geneva Conventions requires states to review new weapons, means and methods of warfare if development, acquisition and approval of these are prohibited according to the respective countries' international legal obligations.

Nammo has entered discussions with the Norwegian Red Cross to look into how Nammo complies with Article 36 when developing defense products today. As a general rule, article 36 is a state responsibility. The national defense forces define their requirements for product development, including any changes involved. The industry's responsibility is to fulfil the requirements set by the national customer. Nammo's responsibility is to assure that the products we develop are according to the Geneva convention and that we comply with the UN Global compact ten principles.

## Procurement

We require our suppliers to be compliant with our supplier conduct principles and the Nammo Ethical Code of Conduct. The principles are founded on UN Global Compact's ten principles, as well as our company values.

The objective of these principles is to state the requirements for best business practices and personal conduct in the entire Nammo supply chain and for Nammo's business partners.

Nammo is mainly buying from European countries and North America, where the risk for breach of human rights and other social conditions are low. Nammo supports the 10 principles of UN Global Compact - we therefore focus on suppliers that can follow these principles.

As Nammo's main activity is industrial production, most suppliers are within raw material for our products and machining equipment. Local suppliers shall be used when being competitive, and as an example Nammo Raufoss purchases for more than NOK 100 million locally every year. When it comes to services, most of them are provided by national suppliers where we have operations.

It is vitally important to secure deliveries with long-term agreements with suppliers of critical components/materials.

Read [suppliers code of conduct](#).

The general conditions of purchase were updated in 2015, with a new paragraph concerning supplier conduct principles, conflict minerals, offsets and responsibilities with regards to HESS.

Nammo's procurement council arranges regularly the Procurement Forum. The forum's mission statement is: "Nammo strives to secure the future by functioning as a "One Nammo" procurement body. We aim to conduct the best ethical practices and leverage Nammo's position with our global supply base in order to yield best value for all Nammo business units."

We have an open dialogue with our suppliers. In March 2015, we invited more than 40 suppliers to a supplier conference in Mesa, Arizona. The main themes were compliance related to ethics, ITAR, FAR, DFAR, quality standards as well as our customers' expectations.

We plan to invite our European suppliers to a similar conference.

## Sponsorships

Since 2010, Nammo has been involved in two Norwegian national sponsorship programs; one with the women's biathlon team and the other as the main sponsor of the women's ski jumping team.

The sponsorship agreement with the ski jumping team includes a technology program, Nammo Aerotech. In this technology program, we have contributed to the development of ski jumping through increased technological expertise and support in aerodynamics. Both sponsorships reflect our ambition to build a strong company culture and promote the internal focus on empowering women in the company. Nammo is also a sponsor of the national biathlon federation in Finland.

### The sponsorship procedure

To achieve the goals of our sponsorship engagements, our sponsorship procedure shall be in accordance with the communication directive. This defines general rules on how to deal with sponsorship requests in order to avoid any discrimination or disqualification during the selection process.

The procedure applies to Nammo AS, all wholly owned subsidiaries and all subsidiaries where Nammo has a majority ownership and/or management control. It also covers any third party acting on behalf of the company. Legal entities shall comply with this procedure as well as local laws and regulations.

Our engagement in sponsorships shall cover three areas:

- Branding
- Company culture
- The visualization of corporate social responsibility (CSR)

[Apply for sponsorships here](#)







#### Media focus



#### Nammo has high attention in editorial and social media.

In 2015, we were mentioned 4 167 times in editorial and social media. 68 percent of these articles were written in editorial media while 32 percent were written in social media.

Nammo had a potential reach in editorial media of approximately 3.8 billion, because we were frequently focused on in sources with over 1 million daily viewers. The editorial articles had a potential ad value of 424 million NOK. We ended with a media quality score of 23 percent, meaning that approximately a quarter of the articles were specifically about Nammo.

Nammo received a lot of positive press in regards to the Bloodhound Supersonic Car.

The positive articles about us were centered around two periods, April and September 2015. In April, the positive articles were about a press release titled "Raytheon Honors Supplier Commitment to Customer Service," where Nammo received a special award for excellence in partnership. The positive articles in September were about the Bloodhound SSC launch.

Spanish sources such as Diario Palentino and LaVanguardia wrote the most about Nammo in 2015. Asian newspapers topped the list of sources with a large reach. Each of these sources wrote about Nammo on a regular basis.

#### The commercial market



Click [here](#) to read all about what we do regarding commercial products.

## **COMMERCIAL PRODUCTS**

Commercial products cover 20 % of Nammos annual turnover. Customers range from international space agencies, oil and energy industry to distributors of commercial products.



### **Ammunition**

Nammo provide Rimfire ammunition for sport shooting (.22 cal LR) under the Lapua and SK brands.

Centerfire ammunition covers sports and hunting ammunition, reloading components and special purpose ammunition and are manufactured under the Lapua and Vihtavuori brands.

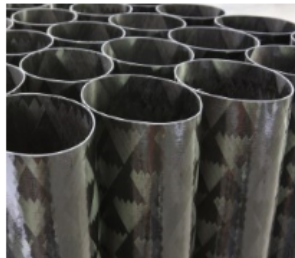
Please visit [www.lapua.com](http://www.lapua.com), [www.sk-ammunition.com](http://www.sk-ammunition.com) or [www.vihtavuori.com](http://www.vihtavuori.com) for more info.



### **Propellant Powder**

For over 90 years, Vihtavuori has been known for producing high quality propellants with reliable ballistic performance, long shelf-life and wide variety selection. All of our powders meet the strict requirements of both civilian and military needs.

Please visit [www.vihtavuori.com](http://www.vihtavuori.com) for more info.



### **Composite Solutions**

Nammo Composite Solutions in Salt Lake City, Utah is an engineering and composite manufacturing company with more than 20 years of operation.

[www.nammo-cs.com](http://www.nammo-cs.com)



### Ariane 5 Space Rocket

Nammo take part in the European Space program with rocket motors to the [Ariane 5](#) space rocket.



### Initiation Systems

The product group Initiation Systems comprise a successful combination of system competence in blasting operation for both military and police market and its very rigorous standard and quality requirements.



### Sea Safety Products

Nammo secure safety at sea through the sea safety products from former Hansson Pyrotech. The distress signals are used throughout the world with technical skills and advanced technology.

Please visit [www.hansson-pyrotech.se](http://www.hansson-pyrotech.se) for more info.

#### Technology support



#### Bloodhound and the hybrid rocket.

Bloodhound SSC is a product of eight years of research, design and manufacturing, involving over 350 companies and universities, and designed to set a 1 000 mph world land speed record.

Nammo's technological contribution to the project is to provide the hybrid rocket motor, which combined with the EJ200 from a Eurofighter Typhoon will produce 135 000 thrust horse power – equal to 180 Formula 1 cars combined. This makes Bloodhound SSC the world's most powerful land vehicle.

The project is a great opportunity for Nammo to highlight the company's technological capability in rocket motors and space science. The main object is to inspire the future generation to an interest in science and technology.

The public interest in the project is incredible and with the car now built and the track in South Africa prepared, our focus is on racing in 2017.

It was on 7 October 2014 history was made when Nammo successfully fired a large hybrid rocket motor – the first in a series of hybrid rocket motors that have been developed. The test initiated Nammo's new test facility for green propulsion at the test center for rocket motors in Raufoss.

The hybrid motor tested shall be used to power the Bloodhound Supersonic Car (SSC). A further mission of the Bloodhound Project is to inspire future generations to pursue science, technology, engineering and mathematics by showcasing these subjects in the most exciting way possible in schools, colleges and universities.



#### Multiple initiatives [▶](#)

The Nammo Group and its local business units support a range of activities in local communities, including sports, cultural events, humanitarian aid and health actions for employees. In addition, employees regularly make donations to various local initiatives.

#### Nammo Sweden [▶](#)

Swedish employees participated in a run for blood donors in August. 17 employees from Nammo LIAB and Shared Service Center in Nammo Sweden participated in the "Blodomloppet" run for blood donors, or for those who want to sign up to become a blood donor. The run gives attention and focus to a very important issue, to recruit new blood donors and maintain a focus on being in good health. Some ran and some walked the distance, either a 5 km or a 10 km track. After the run, the participating Nammo employees gathered for a picnic.



#### Nammo Schönebeck, Germany



Nammo Schönebeck has supported the German shooting team in disabled sports for many years, and has had a sponsorship agreement with Manuela Schmermund since 2010. Manuela is one of the world's best shooters and a multiple Olympic medalist winner. In 2014 we supported the IPC Shooting World Championship in Suhl, contributing to its success.

Every year we support Suppe und Seele, an organization in Schönebeck which helps those from poor backgrounds via special projects such as providing daily warm meals and a yearly Christmas dinner.



#### Nammo Vanäsverken, Sweden



Nammo Vanäsverken supports the local museum located at the fortress in Karlsborg. The factory is a part of the history of the fortress and we have had an exhibition stand for more than fifty years. The museum is visited by around 30 000 people every year.

#### Nammo Vingåkersverken, Sweden



Every year we support the production of school books and educational material for teachers explaining how we affect the environment and the nature that surrounds us. The target group is 4th to 6th grade pupils in local schools in Vingåker. We have also sponsored reflectors for primary school pupils at the start of the school term.

## NCE Raufoss

We are a partner in NCE Raufoss, which is an industrial cluster with the role as the national competence center for lightweight materials and automated production in Norway. The cluster has 17 company partners and also the established network of collaborating aluminum related companies named Total-gruppen as a partner. In total the cluster counts some 5 000 employees, approximately EUR 700 million in turnover and an export ratio of more than 80 percent.

The main markets for the cluster's companies are the global automotive industry, the defense markets and B-B electronics, and also strong niches within water & gas distribution, gas tanks, aluminum profiles and mobility aids.

NCE Raufoss concentrates on future challenges. That is the reason why the industry cluster has started cooperating with educational institutions to be sure they get the future competence they need. Both in the Norwegian University of Science and Technology (NTNU) and NTNU Gjøvik, bachelor and master programs have been developed in cooperation with NCE Raufoss. This is also in the interest of the academic institutions as it enhances their knowledge of the challenges in the manufacturing industry.

## Career days

Each year we participate at several career days to promote Nammo and get in touch with prospective employees. We want to emphasize the possibilities that exist with us in relation to different areas of technology. We demonstrate that many of our employees have a high level of education and are working in advanced and exciting disciplines.

In 2015 we participated at a one-day seminar at the University of Oslo for students in science and math. In addition, we gave our annual presentation for 150 students in various fields of study in technology at NTNU in Trondheim. We also participate in career days at Gjøvik University College (GUC) (now NTNU, dept. Gjøvik) where we have close cooperation in mechanical engineering, electrical engineering and technology design.

## Young refugees

We supported a pre-Christmas week at Starum transit center for young male refugees from Afghanistan. The intention was to give the boys an impression of Norwegian Christmas traditions. The event engaged the majority of the young refugees and was highly appreciated.



## WorldSkills 2015

The apprentice Jonas Tåsås at Nammo Raufoss qualified for WorldSkills 2015 in São Paulo, Brazil and secured a top-20 place in the Computer Numerical Control (CNC) machining category.

Jonas qualified for the World Championship as he was finishing his four-year long high school advanced technology program, which combines theoretical classes with practical work in a manufacturing company, in this case Nammo.

The championship in São Paulo was the biggest vocational event in the world, with about 200 000 visitors. Out of 1 189 competitors from 28 countries, 19 were from Norway.



## Escaping from the cave

There were historical echoes at Nammo Raufoss in March 2015 when production in the mountain resort was discontinued. Crown Prince Olav opened the facility in 1954. The only remaining production line was producing jackets for 12.7 mm ammunition; this has now moved to other premises in the industrial park.

In the aftermath of World War 2 and the Cold War threats, several mountain plants were established in Europe to have production facilities for safety and preparedness. In 1956 a tragic accident happened in the mountain facility in Raufoss that cost seven people their lives when a large number of detonators exploded. It then became clear that the production of explosives was incompatible with production in mountain plants, but mechanical production continued. The mountain plant was a huge investment and there was at times considerable activity in several product areas. But there are technical challenges related to underground facilities, such as ventilation, lack of daylight and the lifetime of the concrete used, which is around 50 years.

In recent years, only three employees have had their permanent workplace in the mountain plant, and they are now satisfied with a new existence in daylight.

The same menu was served at the closing as at the opening; sausages and mashed potatoes finished off with coffee and cream cake.



Nammo Inc, USA



In 2015, the Army Aviation Association of America (AAAA) Scholarship Foundation Inc. provided USD 451 500 to fund 282 merit-based scholarships. Every dollar donated to the scholarship foundation goes to a scholarship or endowed principal based on AAAA paying all the overhead expenses.

The funding is generated from the AAAA chapters, members, endowments, and industry. Nammo makes an annual donation to the "Families of the Fallen" scholarship established for surviving spouses and children of Army Aviation soldiers killed in action or training.



Norway, as one of the signatory countries to The Arms Trade Treaty, sent in their first annual report in December 2015 defining the country's export and import within the defense industry. All countries that have ratified the treaty are legally bound to follow it and have to harmonize their national laws and regulations with the provisions of the treaty.

The goal of the treaty is to foster peace and security by putting a stop to destabilizing arms flows to conflict regions. It will prevent human rights abusers and violators of the law of war to purchase arms. To follow up the implementation of the treaty, it is important that the defense industry is a part of the future dialogue at the same equal level as the non-governmental organizations. We have had several discussions and exchange of opinions with the Norwegian Red Cross concerning the ATT during 2015. The Norwegian Export Control is placed under special law. The Red Cross would like the ATT to become part of the Norwegian legislation. The Norwegian defense industry's believe that the ATT, integrated in today's Norwegian Export Control regulations, are already followed up and supervised by the Ministry of Foreign Affairs in an excellent way.

The Arms Trade Treaty (ATT), was adopted by the UN General Assembly to regulate international trade in conventional arms by establishing the highest international standards and to prevent and eradicate illicit trade and diversion of conventional arms. The ATT was open to signature on 3 June 2013. With its historical entry in to force on 24 December 2014, the ATT contributes to international and regional peace, security and stability, reducing human suffering, and promoting cooperation, transparency and responsible action among the international community.

By December 2015, 79 countries had ratified the ATT and 130 states had signed the treaty. The Norwegian Government had a deadline to deliver their first initial report by 23 December 2015.

Nammo supports the initiative to the Arms Trade Treaty but do also expect that state parties reporting on defense export made by Nammo will continue to follow ordinary rules concerning not to publish sensitive business information.

## Reporting

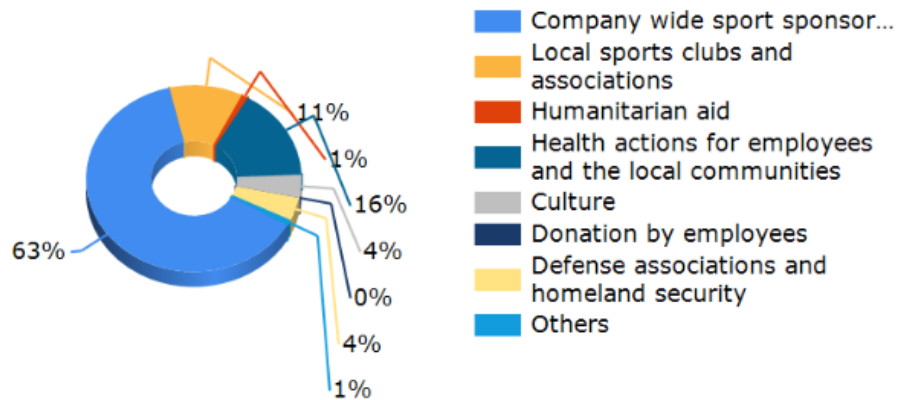
The Norwegian government expects that the Global Reporting Initiative (GRI) guidelines is used by its partly owned companies. Since 2008, Nammo has reported according to GRI level B. For 2015, our sustainability reporting is prepared based on the updated GRI G4 guidelines, level "Core".

Nammo has supported the UN Global Compact's (UNGC) 10 principles for many years, and joined UNGC in 2012. Our strategic CSR work is in line with the ten principles and has a special focus on three elements: empowering women, working against corruption and abolishing child labor.

## The Global Compact

Nammo has supported the United Nations Global Compact (UNGC) and its 10 principles for many years, but officially joined in 2012. Nammo's ambitions are aligned with the key focus areas of the UNGC Leaders Summit of 2013. Without strong cooperation between governments as well as local and international business operations, it will be very difficult to meet the ambitious targets that the Global Compact has set for the future. The summit demonstrated that cooperation is improving. We will continue our strategic corporate social responsibility (CSR) work in line with the 10 principles, with a special focus on three elements: Empowering women, anti-corruption awareness and preventing child labor.

## Sponsoring programs 2015



Executive summary - a new drive

Ethics

Compliance

Environment

People

Society

Global Reporting Initiative

Archive

## GLOBAL REPORTING INITIATIVE

Nammo is reporting according to the Global Reporting Initiative (GRI) standard for sustainable reporting. GRI is a networkbased organization that has pioneered the development of the most widely used sustainable reporting framework.



The GRI framework sets out the principles and indicators that organizations can use to measure and report their economic, environmental and social performance. Nammo is self-declaring, reporting at the B-level.

The table below presents those GRI indicators that, in our opinion, are the most relevant for us to report on. The table indicates where relevant information about the various indicators can be found in the annual reporting whether it is fully or partly disclosed according to the GRI guidance.

GRI element/ indicator	Comments and references
Strategy and analysis <span style="float: right;">➤</span>	
G4-1 Statement from the CEO	AP: p 4-5
Organizational profile <span style="float: right;">➤</span>	
G4-3 Name of the organization	Nammo AS
G4-4 Primary brands, products and/or services	AP: p 8-18
G4-5 Location of organization's headquarters	Raufoss, Norway
G4-6 Countries in which the organization's operations are located	AP: p 10-11
G4-7 Nature of ownership and legal form	AR: p 41
	Web: About us
G4-8 Markets served	AR: p 7, 10-11
	Web: CSR - people
G4-9 Scale of the reporting organization (employees, operations, net sales, capitalization, products and services)	AP: p 6-7, 10-11
	Web: CSR - people
G4-10 Scale of the reporting organization (employees by contract and gender, region etc.)	Web: CSR - people
G4-11 Scale of the reporting organization (employees covered by collective bargaining agreements)	Following practice in countries where we operate
G4-12 The organization's supply chain	Web: CSR - society; procurement
G4-13 Significant changes during the reporting period	AR: p 3
G4-14 Explanation of whether and how the precautionary approach or principle is addressed	AP: p 21 Web: CSR - executive summary, environment
G4-15 Externally developed economic, environmental, and social charters, principles, or other initiatives endorsed	AR: p 6-7 AP: p 5, 20, 23 Web: CSR - compliance, society
G4-16 Memberships in associations and/or national/international advocacy organizations	AR: p 6-7 AP: p 5, 20, 23 Web: CSR - compliance, society

#### Identified material aspects and boundaries ➤

<a href="#">G4-17</a>	Operational structure of the organization	AP: p 10 Web: About us; Business units
<a href="#">G4-18</a>	Process for defining report content – Process for defining report content	Web: CSR introduction
<a href="#">G4-19</a>	Process for defining report content – material Aspects	Web: CSR introduction
<a href="#">G4-20</a>	Boundary of the report - within the organisation	Web: CSR introduction
<a href="#">G4-21</a>	Boundary of the report, outside the organisation	Web: CSR introduction
<a href="#">G4-22</a>	Explanation of the effect of any re-statements of information	No significant re-statements
<a href="#">G4-23</a>	Significant changes from previous reporting periods	No significant changes

#### Stakeholder engagement ➤

<a href="#">G4-24</a>	Stakeholder groups engaged by the organization	Web: CSR - executive summary, society
<a href="#">G4-25</a>	Identification and selection of stakeholders engaged	Web: CSR - executive summary, society
<a href="#">G4-26</a>	Approaches to stakeholder engagement	Web: CSR - executive summary, society
<a href="#">G4-27</a>	Key topics and concerns raised through stakeholder engagement	Web: CSR - society

#### Report profile ➤

<a href="#">G4-28</a>	Reporting period	2015
<a href="#">G4-29</a>	Date of most recent previous report	Annual performance report 2014 Annual report 2014 Web: CSR report 2014
<a href="#">G4-30</a>	Reporting cycle	Annual
<a href="#">G4-31</a>	Contact point for questions regarding the report	<a href="mailto:info@nammo.com">info@nammo.com</a>
<a href="#">G4-32</a>	"In accordance" option, GRI content index, and reference to the External Assurance Report	"In accordance option Core Web: CSR - Global Reporting Initiative
<a href="#">G4-33</a>	Policy and current practice with regard to seeking external assurance	External assurance not practiced for the CSR report

#### Governance ➤

<a href="#">G4-34</a>	Governance structure of the organisation	AR: p 41-42
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Ethics and integrity



<a href="#">G4-56</a>	Values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	AP: p 2-3, 23 AR: p 6, 41 Web: CSR - executive summary, compliance, ethics
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Specific standard disclosures, category: economic



**Aspect: Economic performance**

<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5 AR: p 3-6, 41-42 Web: CSR introduction
<a href="#">G4-EC1</a>	Direct economic value generated and distributed	AP: p 6 AR: p 10-13, 27-30
<a href="#">G4-EC3</a>	Coverage of the organization's defined benefit plan obligations	AR: p 23, 36

Specific standard disclosures, category: environmental



**Aspect: Energy**

<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN3</a>	Energy consumption within the organization	Web: CSR - environment
<a href="#">G4-EN6</a>	Reduction of energy consumption	Web: CSR - environment

**Aspect: Water**

<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN8</a>	Total water withdrawal by source	Web: CSR - environment

**Aspect: Emissions**

<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN19</a>	Reduction of greenhouse gas (GHG) emissions	Web: CSR - environment

<b>Aspect: Effluents and waste</b>		
<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN23</a>	Total weight of waste by type and disposal method	Web: CSR - environment
<a href="#">G4-EN24</a>	Total number and volume of significant spills	No significant spills reported in 2015
<b>Aspect: Compliance</b>		
<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN29</a>	Fines and sanctions for non-compliance with environmental laws and regulations	No significant spills reported in 2015
<b>Aspect: Supplier environmental assessment</b>		
<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN32</a>	Percentage of new suppliers that were screened using environmental criteria	Web: CSR - society; procurement
<b>Aspect: Environmental grievance mechanisms</b>		
<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN34</a>	Number of grievances about environmental impacts	No grievances about environmental impacts reported

Specific standard disclosures, category: social



<b>Sub-category: labor practices and decent work</b>		
<b>Aspect: Labor/Management relations</b>		
<a href="#">G4-DMA</a>	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
<a href="#">G4-EN3</a>	Energy consumption within the organization	Web: CSR - environment
<a href="#">G4-EN6</a>	Reduction of energy consumption	Web: CSR - environment

<b>Aspect: Occupational health and safety</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
G4-EN8	Total water withdrawal by source	Web: CSR - environment
<b>Aspect: Training and education</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Web: CSR - environment
<b>Aspect: Diversity and Equal Opportunity</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
G4-EN23	Total weight of waste by type and disposal method	Web: CSR - environment
G4-EN24	Total number and volume of significant spills	No significant spills reported in 2015
<b>Aspect: Equal remuneration for women and men</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
G4-EN29	Fines and sanctions for non-compliance with environmental laws and regulations	No significant spills reported in 2015
<b>Aspect: Supplier assessment for labor practices</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21-22 AR: p 7 Web: CSR - introduction, executive summary, environment
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Web: CSR - society; procurement

<b>Sub-category: human rights</b>		
<b>Aspect: Investment</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society
G4-EN34	Number of grievances about environmental impacts	No grievances about environmental impacts reported
<b>Aspect: Non-discrimination</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society
<b>Aspect: Freedom of association and collective bargaining</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society
<b>Aspect: Child Labor</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society
<b>Aspect: Forced or compulsory labor</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society
<b>Aspect: Supplier human rights assessment</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, people, society



<b>Sub-category: society</b>		
<b>Aspect: Anti-corruption</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance, ethics
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Web: CSR - ethics
G4-S04	Communication and training on anti-corruption policies and procedures	AP: p 23 AR: p 6 Web: CSR - executive summary, compliance, ethics
G4-S05	Confirmed incidents of corruption and actions taken	No incidents reported in 2015
<b>Aspect: Compliance</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance, ethics
G4-S08	Significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	No fines and sanctions reported in 2015

<b>Sub-category: product responsibility</b>		
<b>Aspect: Customer health and safety</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary
G4-PR2	Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle	No incidents reported in 2015
G4-PR3	Product and service information and labelling required by procedures	According to national laws and regulations
<b>Aspect: Product and service labeling</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	No incidents reported in 2015
<b>Aspect: Marketing communications</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance
G4-PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	No incidents reported in 2015
<b>Aspect: Customer privacy</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	No incidents reported in 2015
<b>Aspect: Compliance</b>		
G4-DMA	Generic disclosures on management approach	AP: p 2-5, 21 AR: p 6-7 Web: CSR - introduction, executive summary, compliance
G4-PR9	Significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	No significant fines reported in 2015

AR = Annual report 2015

AP = Annual performance 2015