

A minimalist interior scene featuring a white chair and several stacks of floor tiles against a concrete wall. The chair is positioned in the center, leaning against a large stack of brown tiles. To the left and right of the chair are stacks of other tile types, including some with a green moss-like pattern and others with a blue pattern. The floor is a smooth, reflective surface, and the wall is made of large, textured concrete panels.

CSR REPORT 2015/2016

ege®

THE URGE TO EXPLORE SPACE



VISION AND HARD WORK

When Mads Eg Damgaard founded egetæpper in 1938, he had no idea how big a suc-
cess it would be. He did not lack ambition, however, since he was a man of great vi-
sion who was strongly focused on using the latest, most advanced carpet production
technology.

Today, egetæpper is among the leading European carpet manufacturers. The Group's
products are characterised by quality and innovative design, paving the way to success
with sustainability initiatives.

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"The world needs companies to take responsibility. Back in 2013, egetæpper adopted a business strategy under 'Sustainable Carpet Design 2020'. The results of this are now beginning to emerge. Rather than resting on our laurels once good results have been achieved, we have raised the bar even higher."

CEO Svend Aage Færch Nielsen

ABOUT THE REPORT

Welcome to egetæpper's Corporate Social Responsibility (CSR) report for 2015/2016. The report adheres to the guidelines in the Global Reporting Initiative (G4), with a few exceptions¹, and covers egetæpper's activities during the financial year from 1 May 2015 to 30 April 2016².

The report has been prepared on the basis of activities at our factories in Herning and Gram in Denmark.³ Data for CO₂ emissions include our factories in Herning and Gram, as well as Bentzon Carpets, Hammer Tæpper and Litspin, and our subsidiaries.

Bureau Veritas has verified all of the environmental data concerning EMAS in Herning and Gram. The rest of the CSR report has not been verified by any third party.

Questions concerning the report can be addressed to:

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¹ This report has deviations from the GRI Sustainability Reporting Guidelines.

² The previous CSR Report was published on 25 June 2015. The next report will be published and submitted to the Danish Environmental Protection Agency in July 2017.

³ These factories are registered in accordance with the EU's environmental regulation, EMAS (Eco Management and Audit Scheme), under registration number DK000012. The EMAS verification is undertaken by Bureau Veritas Certification.

SUSTAINABILITY ACROSS THE BOARD

The past year has been characterised by sustainability in many different ways. Our factory in Gram achieved CSR certification in accordance with the DS 49001 standard, thereby joining the factory in Herning, which already holds this extensive certification. This was also the year that egetæpper gained one of the world's largest Cradle to Cradle certifications. This distinguished certification covers 34 new products, so that egetæpper has achieved one of the Group's major sustainability projects four years earlier than planned.

When our responsibility extends beyond ourselves

There is increasing focus on impacts throughout the business value chain, and we are also aware of this at egetæpper. It is not sufficient that we ourselves manage environmental issues, labour practices and human rights responsibly. We also need to ensure that our business partners act responsibly. We have therefore tightened up our supply chain management requirements to include onsite audits of high-risk suppliers, besides specific requirements of agents, distributors and subsidiaries concerning compliance with our CSR policy and Code of Conduct. We have also set specific requirements for external craftsmen and cleaning staff at egetæpper, to ensure that their working conditions and safety measures are in order. This will encourage more and more suppliers to take their social responsibility seriously and develop in a more sustainable direction.

Internally within the Group, we have maintained a strong focus on employees' welfare and safety. In collaboration with external occupational psychologists, we have launched a major welfare survey, to ensure that any psychosocial problems are tracked and resolved. We have also initiated a project to help us achieve the objective of 0 occupational accidents before 2020. These

two projects will ensure our employees an even better working environment going forward, addressing both the physical and psychological challenges at the workplace.

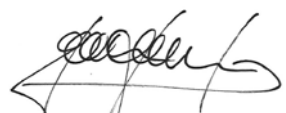
CSR is not a new area for egetæpper to work with. Our many years' dedicated focus on the environment, labour practices and social initiatives in general is founded on a number of management systems that we are proud to have implemented over the years. These systems help us to document our efforts and are a constant incentive towards even greater sustainability.

Recognition from the world around us

In October 2015, we were awarded the CSR Strategy Prize 2015 by KPMG at the CSR Awards in Vejle, Denmark. In November 2015, we won the honorary award for sustainable design given by Danish magazine Mad og Bolig, and in April 2016, we received an award in the Clean World category at the Danish Design Awards. In the same month, for the second consecutive year Økonomisk Ugebrev Ledelse gave us a shared first place in the CSR Top 100 of the largest Danish listed companies. This year we also received a National Pioneer certificate from the European Commission for our environmental work over many years. We are incredibly proud and pleased with this recognition of our efforts and hope that egetæpper can help inspire other companies to follow suit.

These awards show that we are on the right track towards achieving the goal of being the carpet manufacturer in the world that is best at CSR. We look forward to presenting our results in this year's CSR Report and to being part of the solution to the coming years' major CSR challenges.

Herning, 1 July 2016


CEO Svend Aage Færch Nielsen


CFO John Vestergaard

PROFILE

egetæpper's mission is to design quality carpets with respect for people and the environment. Our vision is to be the trendsetting supplier to the most demanding sectors of the market. Both of these are based on the values of Design, Quality and Respect. This has put egetæpper in the lead when it comes to the design, development and production of unique, high-quality carpets with respect for the environment.

Facts about the Group

Under the official name of egetæpper a/s the company became listed in 1985, since then we have grown steadily. Our main activity is the production and sale of tufted carpets, which are sold to five different segments in the commercial market.

- Hotels
- Offices
- The healthcare sector
- Institutions
- Transport

We have 35 standard wall-to-wall carpets for the commercial sector, and 21 standard carpet tiles. Our advanced dyeing system can also be used to create any special design required for a number of standard products. Overall, we have 4,039 different patterns for wall-to-wall products, and 467 tile patterns in our design bank. Typical customers in the commercial market are hotels, restaurants, shops, offices, airports, schools and institutions, hospitals and nursing homes, shipyards and train factories.

In the residential market, egetæpper concentrates on Denmark, where the customers are mainly retail chains. Our carpets for residential use comprise 23 standard products.

Overall this year, we have produced 5,674,278 m² of carpets at our production sites in Herning⁴ and Gram⁵ in Denmark



Herning
Development, production and sale of tufted and flat-woven carpets. This year's production in Herning totalled 3,621,721 m² of carpets.



Gram
Production of tufted and flat-woven carpets. This year's production in Gram totalled 2,052,557 m² of carpets.

We also purchase undyed flat-woven ground tissue from Bentzon Carpets, which we then dye, add backing to and resell.

In Lithuania, we produce woollen yarns at the Litspin factory. The synthetic yarns used in the carpets are purchased via external suppliers. Concurrently with our own production, we undertake outsourced production for other providers in the industry.

We outsource various maintenance tasks at our factories to external suppliers. This concerns, for instance, cleaning, maintenance of green areas and craftsmanship tasks.

ege worldwide

egetæpper consists of five factories worldwide, of which four are located in Denmark: egetæpper Herning, egetæpper Gram, and Hammer Tæpper and Bentzon Carpets, in which we hold majority interests. The last factory is in Lithuania. The Group also has 11 subsidiaries in the countries which are our primary markets, as well as agents and distributors in 57 countries. The subsidiaries serve as sales offices. Worldwide, egetæpper has 568 employees.⁶ Most of our employees, 243 people, work in Herning. The factory in Gram has 65 employees.



Exerting our influence...

egetæpper applies a precautionary approach to environmental challenges and works very actively to minimise environmental impacts, which is e.g. documented by our DS 49001 and ISO 14001 certifications. Since 1996 we have been registered under EMAS, which is a voluntary EU regulation to promote environmental initiatives. In 2010, we endorsed the UN Global Compact, as our commitment to work to ensure the observance of ten principles concerning human rights, environmental issues, labour practices and anti-corruption.

At the strategic level, we are involved in a number of external committees and organisations, including:

- Bæredygtigt Erhverv (Sustainable Business Denmark)
- Sustainable Build
- European Carpet and Rug Association (ECRA)
- CEN TC 134 (European Technical Committee for standardisation in the floor industry)
- Danish Standards
- Gulvbranchen (the Floor Industry)/the Danish Construction Association
- Carpet Recycling UK
- Danish Fashion & Textile (trade association)

Taking a break

After a few years with major acquisitions and new market launches, there have been no significant changes in the Group this year.

⁴ Production takes place at egetæpper a/s, Industrivej Nord 25, DK-7400 Herning, Denmark. This facility is located in an industrial park under District Plan no. 6.14.1 and within the limits for the Section 15 area. The facility site comprises Title nos. 3e, 4bf and 5a Birk By. The site area is approximately 36 hectares, of which approximately 45,500 m² have been developed.
⁵ Production takes place at egetæpper a/s, Industrivej 3, DK-6510 Gram, Denmark. This facility is located in an industrial park under Title nos. 1153 and 1505 Gram Ejlerlav. The site area is approximately 7.2 hectares, of which approximately 24,000 m² have been developed.
⁶ This includes all employees at all factories and in subsidiaries.



"We have always worked with responsibility at egetæpper. This is part of the culture on which the company is founded. We can also note how many customers and stakeholders are increasingly requiring responsibility. We believe that this will be a parameter of competition in the future."

CFO John Vestergaard

YOUR OPINION MATTERS

We continuously ask our stakeholders which CSR areas they believe egetæpper should focus on. The requirements and expectations of the surrounding world are thus an important part of our considerations when we determine targets and action plans for our CSR initiatives.

We define stakeholders as parties that affect or are affected by egetæpper's decisions and actions. Stakeholders are groups, e.g. customers, employees or local communities that are directly affected by our business activities. They may also be parties that make requirements on behalf of other groups, or the environment, that are not able to protect their own interests.

Our stakeholders comprise the following groups:

- Shareholders/owners
- Employees
- Customers
- Suppliers
- Architects/designers
- Municipalities/authorities

Stakeholders' priorities are clear

In 2016, for the third time, we undertook a major stakeholder survey to find out which focus areas are given most weight by our stakeholders. The starting point was six focus areas on which we are working via the DS 49001 standard: Human rights, Environmental issues, Labour practices, Consumer issues, Fair operating practices and Local social development and involvement.

The survey was sent out to 227 respondents, of whom 56 took the survey. This corresponds to just under 25%. Of the 56 respondents, 35 were Danes and 21 from abroad. The result of the survey is clear: Stakeholders give greatest weight to Environmental Issues, Labour Practices and Human Rights, closely followed by Fair Operating Practices.

Overall, the survey shows good accordance between egetæpper's priorities and stakeholders' wishes. The areas in which there are non-conformances concern egetæpper's performance exceeding stakeholders' expectations.

Who implements egetæpper's CSR priorities?

egetæpper's Executive Management Board holds the overall responsibility for egetæpper's CSR policy and strategy. A CSR steering group meets four times a year in order to follow up on the CSR work and clarify complex CSR issues. The CSR department develops and implements egetæpper's CSR targets and activities. The work of the CSR department is regularly presented to the egetæpper strategy group, which consists of members of egetæpper's Executive Management Board and management group, as well as key employees. The responsibility is thus well-founded in organisational terms, with the broad support of all relevant players.



SELECTIONS FROM THE CSR POLICY

egetæpper has an extensive CSR policy with which all employees are familiar. It is an important building brick in the business strategy and is the basis for the Codes of Conduct which our suppliers and partners must follow. Below are the selections from the policy which are relevant in EMAS terms.

egetæpper wishes to demonstrate active and long-term responsibility for our impact on the world around us. In our CSR work, we aim to ensure that our business model, production processes and carpet products help create a sustainable society, both now and in the future.

For egetæpper, CSR is a means to attract and retain employees, customers and end-users, stakeholders and suppliers, as well as a framework for the development of cooperation throughout the entire value chain. CSR also reflects the wish to develop new and even more sustainable products and production methods, as well as new methods for the use and disposal of our carpets.

The fundamental basis for our CSR policy is that we comply with all of the legislative requirements, regulations and standards to which we are subject, and also with the relevant practices and customs within our industry. We will also respect and promote the ten principles for social responsibility in the UN Global Compact, as well as Danish Fashion & Textile's Code of Conduct.

Our CSR policy comprises the seven DS 49001 focus areas, as well as quality management [...]

1.3. Environment and climate

Via focused activities and by setting environmental objectives, we will work to prevent and reduce the environmental impacts of our production activities and the use and disposal of our products, and continue to improve our efforts in the environmental area.

This applies to the external environment around us, the working environment at our factories, and the indoor climate in the environments in which our carpets are fitted. Our environmental management system holds certification in accordance with ISO 14001.

We will work goal-orientedly on improving the company's energy performance by focusing on an optimized utilization of energy and a reduced energy consumption. The system has to be in concordance with ISO50001 and subsequently has to be certified according to the same. We will reduce our company's CO₂ emissions and thereby reduce our climate impacts. We support the development of renewable energy by redeeming RECS certificates⁷ via our climate partnership with DONG Energy [...]

1.5 Consumer issues: Health and safety of our end-users

We will promote a safe and healthy indoor climate in the buildings in which our carpets are fitted, thereby protecting the health and safety of our end-users.

We will promote sustainable use of our products by means of labelling schemes and certification, and via product information and product declarations describing our products' impact on the environment in connection with the fitting, use, maintenance and disposal of these products. Furthermore, we will promote sustainable consumption via the development of cradle-to-cradle products which, rather than becoming waste, can be transformed into nutrients or reused [...]

6. Labelling and certification

All of egetæpper's products carry the CE label and selected products are certified/qualified within a number of different programmes, including LEED, BRE and Danish Indoor Climate Labelling. Our certifications cover many issues, ranging from safety, health, the indoor climate and the environment, to life cycle analyses, sustainable construction, construction product declarations, cleaning quality and maritime safety. [...]

The full policy is available online at http://catalogs.egecarpet.com/CSR_policy_UK/

⁷ RECS certificates have now changed name to GO certificates, which stands for Guarantee of Origin.

NOTICE BOARD



REDUCED CO₂ EMISSIONS ABROAD

egetæpper has established an agreement with CO₂focus for the purchase of CER certificates, helping to reduce CO₂emissions abroad.

The income from egetæpper and other companies' purchase of CER certificates is used to transform waste to biogas in a biogas plant in Colombia, instead of sending this waste to landfills. egetæpper is thereby contributing to reducing global CO₂emissions by investing in the development of biogas plant in the third world.



MORE RECYCLED CARDBOARD IN BOXES

egetæpper's carpet tiles are delivered in cardboard boxes, with approximately 4-5 m² per box. This year we have switched to new cardboard boxes with a higher ratio of recycled cardboard, i.e. 81% recycled cardboard, compared to the previous 57%. On an annual basis, this means that we use 24,000 kg more recycled cardboard than before.



FREE CARPETS FOR HELP EASTERN EUROPE

Help Eastern Europe is a voluntary charitable organisation that collects clothing, shoes and funds for Romania and Eastern Ukraine. This year, egetæpper donated 3,067 m² of carpets, which have been laid in institutions, nursery schools, schools and among disadvantaged families. We have also sent thick carpets to a care home, where they have been cut into sections and used as sleeping mats for homeless people.



SPONSORING SPORT

egetæpper sponsors sport under various initiatives. Sportsstar College in Ikast promotes young talent within such disciplines as golf, handball and soccer. For example, egetæpper sponsors their "egehuset" centre. For Herning Icehockey Club we have sponsored the boards in hall 2.



AVOIDING FOOD WASTE

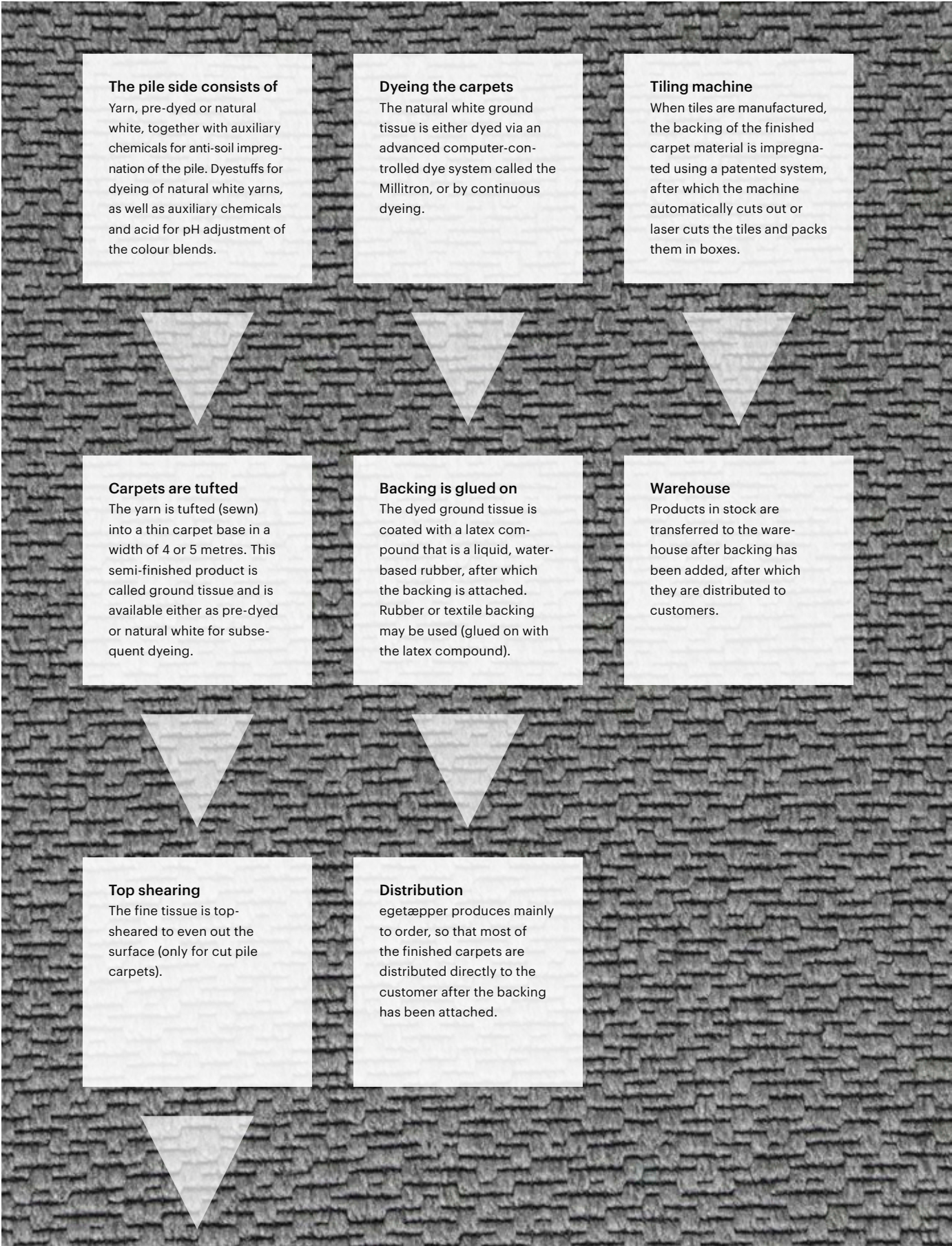
In Herning, we have entered into an agreement with the Huset social drop-in centre, to which we will be donating surplus food from our canteen. Huset's objective is to create positive social relations in the local community, and they offer two free meals per day.



MOTORIC CENTRE IN GRAM

Via the ege foundation, we have donated DKK 1.5 million for a new motoric centre in Gram. The idea behind the project is to develop outdated gymnastics halls into motoric landscapes with walkways, inserted levels and climbing nets. This will create some fun playgrounds for children and adults of all ages.

FLOW IN TUFTING PRODUCTION



FROM YARN TO FINISHED CARPETS



MANAGEMENT EXCELLENCE

egetæpper's business strategy is called Sustainable Carpet Design 2020. Sustainability thus characterises how we operate our business. On this basis, in 2015 we received the CSR Strategy Prize from KPGM at the year's CSR Awards. We were very honoured to receive this prize.

The word "Respect" is included in both our mission and our values, and our CSR strategy is to demonstrate a high degree level of responsibility in the development and operation of the company, in order to contribute to sustainability throughout the value chain, while maintaining a high level of respect for our company and our activities.

We are in continuous open dialogue with employees, customers, end-users and suppliers, etc. We communicate the Group's development and activities via quarterly accounts, interim reports and annual reports. The 2015/2016 Annual Report presents information on egetæpper's management organisation, financial results, assets, ownership, net sales and net capital value, etc. The Annual Report is available online at http://catalogs.egecarpet.com/aarsrapport_2015_2016_UK/.

On the publication of the annual statutory CSR Report, all employees and selected stakeholders are informed that the report is now available. This ensures that interested parties can seek the information they require. We provide ongoing internal information on our CSR activities via newsletters, the intranet, information materials and intro courses, and at annual Group meetings.

We support the UN's Global Goals for Sustainable Development

In 2015, the UN adopted 17 new goals which all players at the global level can use as the framework for the task of creating a sustainable common future. These goals were presented at the UN General Assembly and apply until 2030. egetæpper supports this initiative and is already working actively to contribute

to nine of the goals, as a fixed element of the CSR activities. We have concrete objectives and goals for eight of the UN's global goals. The overview of our objectives and targets on pages 35-45 presents the UN goals to which we contribute.

Tax policy in a business-driven perspective

For us, management excellence also means a transparent tax policy. To achieve our long-term financial objective of growth in revenue and earnings before income tax (EBIT), we have a strategic objective to increase our geographical market coverage and focus on value-creating sub-segments. We primarily consider the business opportunities in the geographical markets in which we wish to operate, and give less emphasis to the tax liability in the respective countries. We adhere to the international transfer pricing rules, which entail that tax is paid in the country in which the revenue is generated.⁸

We wish to ensure that the Group's tax planning takes place on the basis of responsible commercial transactions and activities. This includes that:

- We will handle all matters concerning taxation in accordance with current legislation.
- We will pay tax on a correct basis in the countries in which we operate.

egetæpper's Executive Management Board and Board of Directors approve overall strategies and policies, and monitor compliance. Procedures are amended as required on the basis of amended statutory requirements.



“When the UN agrees on 17 new global goals to help safeguard our common future, it is naturally important that companies all over the world help shoulder their part of this task. We are therefore pleased that we are contributing actively to achieving half of these goals via our CSR initiatives.”

CSR Project Manager Dorthe Aaboe Kallestrup

⁸ egetæpper is represented in a number of European countries, as well as Singapore and the USA, with subsidiaries. We trade with subsidiaries on the basis of the OECD Transfer Pricing Guidelines. The set-up for trading with subsidiaries has been prepared in collaboration with the firms of auditors KPMG and EY. This ensures that we act in accordance with both Danish and local foreign legislation.

HUMAN RIGHTS AND FAIR OPERATING PRACTICES

At egetæpper, these two focus areas are closely related to each other. Respect for human rights starts with the cooperation with suppliers and partners all over the world. Via our CSR policy and Code of Conduct we work to promote fair operating practices throughout the value chain.

Human rights have been put squarely on the map among our stakeholders. We are therefore pleased that in recent years we have increasingly focused on this area, for instance by making concrete requirements of our suppliers to respect human rights.

The key 91 suppliers of materials for egetæpper's products have received our Supplier Code of Conduct for acceptance and signature. These suppliers, mostly European, provide the following components: Latex, Fillers, Auxiliary chemicals, Dyes, Yarns, Textile backing, Packaging and Transport.

The suppliers are also risk-assessed according to internationally recognised country indexes for anti-corruption measures, protection of human rights, environmental issues and labour practices. Only five of the suppliers fall into the high-risk supplier category. A new aspect is that, on our behalf, this year Bureau Veritas Certification performed audits of these five suppliers, in order to ensure that they live up to the requirements in our Code of Conduct.

Suppliers are moving in the right direction

In overall terms, the outcome of the five supplier audits was satisfactory. There were minor deficiencies, which were rapidly addressed, and a few serious deficiencies for which we requested rectification within a reasonable time. This has entailed, for instance, that policies have now been developed for everything from child labour and enforced labour to the labour practices and environmental conditions of one of the suppliers. Employees have also received first aid training and held a fire drill. We can thus see that suppliers are moving in the right direction, as we make specific requirements to them.

Expanded focus for the entire value chain to be in sync

Previously, our focus in the rest of egetæpper's value chain was primarily on anti-corruption. This included ensuring that all agents, distributors, subsidiaries and managers worldwide are familiar with and accept our anti-corruption guidelines. We have also held e-learning courses to train all relevant employees in this area.

We must acknowledge, however, that this responsibility extends even further. This year, we have therefore developed two new types of Codes of Conduct, to ensure that every party with whom we cooperate generally acts responsibly by, for instance, respecting human rights, but also to ensure a safe and healthy

working environment and payment of the correct tax, etc. Agents, distributors and subsidiaries have therefore received a Code of Conduct which is matched to their own conditions. The signatures of all recipients have been obtained as confirmation that they will observe the Code's requirements.

Our other partners include cleaning companies and craftsmen whose employees undertake tasks for egetæpper. For this group, we have further developed information material which provides information on internal safety rules at egetæpper, and now also makes requirements of employers to ensure that employees enjoy decent working conditions, fair pay, observance of human rights, payment of taxes, etc. One aim is to ensure that everyone on our premises observes safety rules, but also to combat moonlighting, enforced labour and poor conditions for external employees with, for example, foreign backgrounds. All relevant partners have received and signed the information material. In the new year we will check whether external employees and their employers fulfil these requirements.

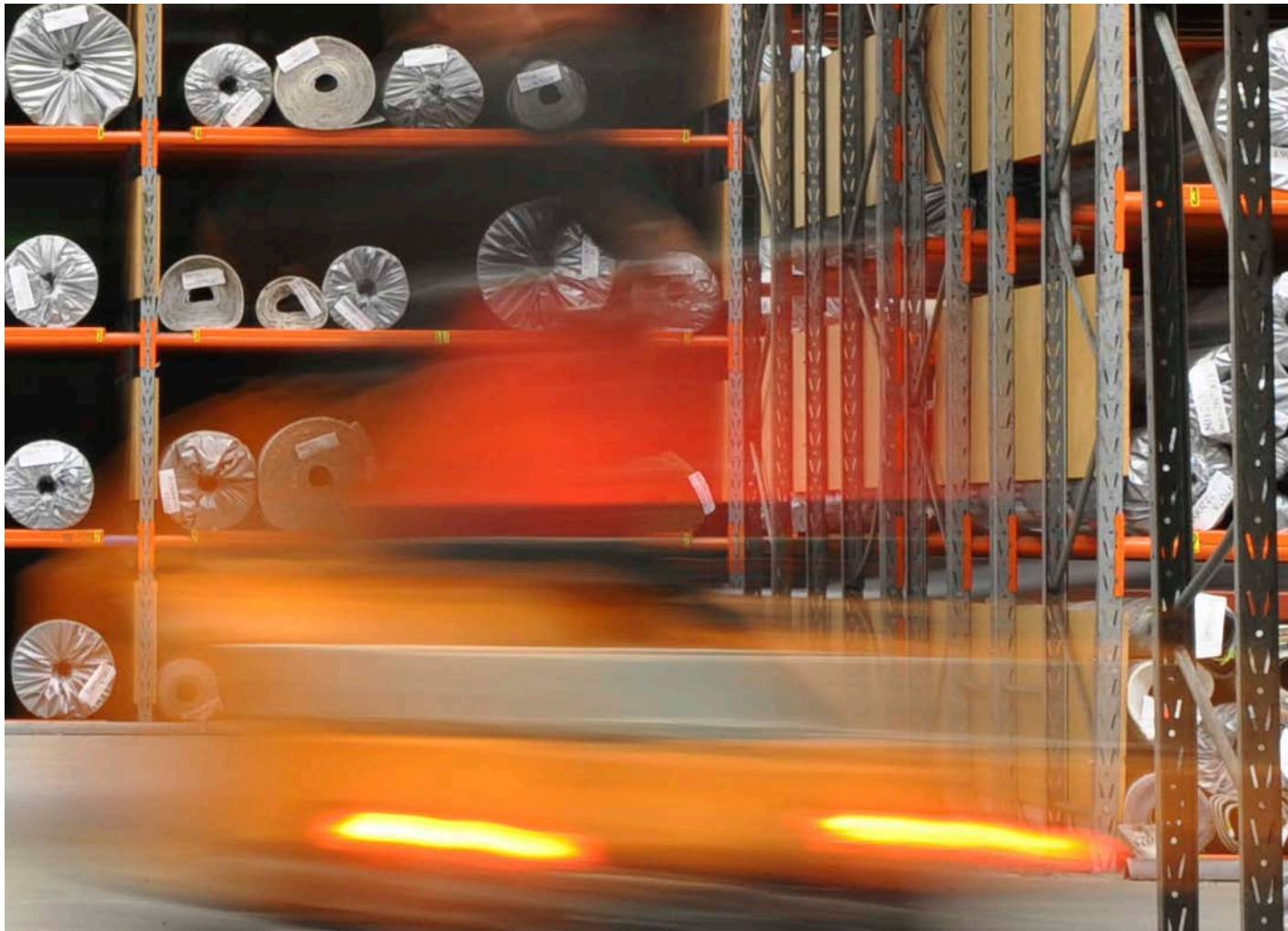
If the safety network does not work...

Even though we do what we can to prevent illegalities and irregularities in our business operations, there is still a risk that they may occur. On this basis, several years ago we established a whistleblower scheme to enable employees and other stakeholders to submit anonymous reports on any experienced or suspected problematic issues in the Group.

The whistleblower scheme is approved by the Danish Data Protection Agency and is a clear signal to employees and the surrounding world that we do not tolerate unethical business practices at egetæpper. So far, there have been no cases under the whistleblower scheme, to which there is access via our website: www.ege.dk.

UN Guiding Principles coming up

In many ways, Danish legislation and collective agreements with employees' various trade unions ensure that egetæpper respects human rights and has fair operating practices. Our environmental management system also ensures that we are constantly seeking to ensure good and secure working conditions internally at egetæpper. We also aim to implement the UN Guiding Principles before 2020, and after a small delay, we will commence this process in the coming financial year. This im-



LABOUR PRACTICES

Since 2006, egetæpper has been certified in accordance with DS/OHSAS 18001, which is an international management system for occupational health and safety. This ensures that we are constantly focused on even better conditions for our employees.

plementation will enable us to chart any risks of infringement of human rights and draw up a plan to prevent and ensure the rehabilitation of the affected parties, should any infringements take place.

What about female managers?

Since 2013, egetæpper, like many other companies, has been subject to a Danish Act to ensure more women in company management roles. On this basis, we set the target of 30% women managers by no later than 2017.⁹ We currently have 27% female managers at Group level. This is 1% less than last year, which is due to women resigning from positions that could not subsequently be filled by suitable women candidates. We also have the goal to work for more women on the Board of Directors, which currently only includes one woman member, besides a woman employee representative. At the next election of members of the Board of Directors in the new year, women candidates may be proposed.

Even though the goals serve a worthwhile purpose, it is difficult to achieve them, since we are generally a workplace with very little turnover for managerial positions. The present government is aware that issues like these can make it difficult for companies to make rapid changes to the ratio of women and men in managerial positions. This is one of the reasons for the relaxation of the requirements in this area. We have maintained our objectives, however, since in the longer term it makes sense for us to have a ratio of men and women in management which reflects the ratio in the company generally.

⁹ A manager is either a person who is responsible for other employees or a person whose position allows so much freedom of action that he or she may act on egetæpper's behalf.

We have resolved all known significant problems related to the working environment and we annually set new goals in order to improve these measures. Over a number of years, our primary focus has been on resolving the challenges presented by the physical working environment. In Herning, this concerns noise, dust and climate conditions, while in Gram the issues are a lack of space, time pressures, heavy lifts and noise. We are working continuously to improve the internal noise level, especially in areas where the level exceeds 80 dB. Employees working in these areas have hearing tests, as prescribed by law. When production processes are adjusted, new noise measurements are always performed. As from this year, the focus is also on the psychosocial working environment, with the launch of a major welfare survey in the spring of 2016.

Focus on the good psychosocial working environment

In cooperation with external occupational psychologists, we have undertaken a welfare survey covering all employees. Via an online questionnaire and subsequent dialogue meetings in each department, employees' general welfare is mapped. In areas where action is needed, action plans will be drawn up. We expect a conclusion to the first welfare survey in mid-2016. To ensure that these measures are worthwhile, going forward similar welfare surveys will be performed at regular intervals.

Zero occupational incidents and accidents in the future!

Even though we have focused on safety for many years, occupational incidents and accidents still occur. Last year we therefore set the objective that in 2020 there must no longer be any occupational incidents and accidents at egetæpper. We define this as incidents resulting in at least one day's absence. In the coming years we will work to change the mental focus of our employees, so that safety always comes first. The plan is for health and safety representatives and union representatives to be trained to help disseminate a new safety culture among their colleagues. We are convinced that the new safety culture will lead to fewer occupational accidents, and will have a positive effect on job satisfaction and absence rates.

Employees getting involved

When employees get involved, this often increases their job satisfaction and results. We are therefore very pleased with the great sense of dedication of many employees who voluntarily take part in various committees and groups. We have set up an interdisciplinary Occupational Health and Safety Committee which regularly investigates and assesses the need for activities that can help safeguard our employees' health and welfare. One result is the offer of weekly physiotherapy sessions, as well as lectures by a dietician on diet, well-being and a healthy body.

Health and safety work is undertaken by Occupational Health and Safety Groups within their respective areas. In both Herning and Gram, there are internal emergency services consisting of a fire corps and first-aiders. The employees involved receive specific training for these responsibilities. At both factories we have defibrillators which we make available to the local community via the Danish Defibrillator Network, www.hjertestarter.dk, for use as necessary.

Collective agreements as the basis for the work

egetæpper is a member of the trade association Danish Fashion & Textile. In Herning and Gram, the company is subject to the collective bargaining agreements between the Confederation of Danish Employers (DA) and 3F (the United Federation of Danish Workers), Dansk Metal (Danish Metalworkers' Union), HK Privat (commercial and clerical workers' union) and Teknisk Landsforbund (the Danish Association of Professional Technicians). We adhere to these collective agreements with regard to pay levels, maternity/paternity and parental leave, occupational injury insurance, liability and accident insurance, terms of notice, etc. We offer all employee groups a 12% occupational pension scheme, whereby egetæpper pays contributions equivalent to 8% and the employee pays 4% of his or her salary. The individual employee can elect to make additional pension contributions.

ENVIRONMENTAL ISSUES

This year it is 20 years since we implemented the ISO 14001 environmental management system and achieved EMAS registration. These were both pioneering initiatives which have contributed to egetæpper's profile ever since. Environmental issues were a key factor at egetæpper many years before CSR became a buzzword.

ISO 14001 is a recognised environmental management standard. To achieve certification, the company must fulfil a number of different requirements, including drawing up an environmental policy, together with its planning, implementation and execution, as well as inspection and remedial action, and management review. This system, which we implemented in Herning in 1996, in Gram in 2007 and in Lithuania in 2014, obliges us to closely monitor all areas on which our activities have an environmental impact. The system ensures that we achieve continuous improvement by setting up objectives and action plans. Our assessment is that the system is just as relevant today as 20 years ago and we are pleased that we have been environmentally aware for so many years that we can now take on some very exciting future sustainability initiatives.

National Pioneer certificate for EMAS registration

This year, the European Commission awarded egetæpper a National Pioneer Certificate for being one of the first companies in Denmark to register with EMAS, 20 years ago. EMAS (Eco-Management and Audit Scheme) is a voluntary EU scheme which aims to encourage environmental activities in every type of company. This extensive scheme obliges the company to involve its employees in efforts to achieve new environmental improvements each year and to communicate its eco-friendly initiatives to the outside world. EMAS is one of the reasons that egetæpper has produced environmental reports since 1996. No other carpet manufacturers have achieved the same level of registration as egetæpper. EMAS thus helps to make us quite unique.

EMAS data for those with a special interest

The factories in Herning and Gram hold environmental approvals in their municipalities.¹⁰ In Herning, we also hold environmental approval of a CHP station and a Twistset system for post-treatment of woollen yarns. The factories in Herning and Gram

are both categorised as Level 1 enterprises.¹¹ egetæpper's most significant environmental impacts and effects are stated in Appendix 4. The scope of egetæpper's environmental and working environment management systems covers all of the Group's activities in connection with the development, production and sale of tufted carpets at the factories in Herning and Gram. The factories have not been subject to inspection during the financial year, but both Herning Municipality and Haderslev Municipality confirm that there are no outstanding issues. We did not have any environmental accidents or environmental non-conformances during the past year.

egetæpper takes the lead within Cradle to Cradle

In February 2016, egetæpper achieved the largest Cradle to Cradle certification, covering 34 new products, in the history of Denmark. This marked the achievement of a very significant milestone. After the achievement of these new certificates, most of egetæpper's product range is now Cradle to Cradle Certified™.¹² We have 35 certified products in total, plus a certified tile backing used for all carpet tiles from egetæpper. In worldwide terms, this makes us the carpet manufacturer with the most Cradle to Cradle certificates.

Cradle to Cradle is the vision of a world in which the consumption of resources not only has the smallest possible environmental footprint, but even leaves a positive footprint. Imagine a carpet made exclusively from recycled materials. After use, the carpet is broken down into smaller components, which are used for new carpets. The energy for this production comes from offshore wind turbines, and the surplus heat from production is used to heat municipal buildings. This is the ultimate example of the Cradle to Cradle philosophy applied to carpets.

The aim of Cradle to Cradle is to manufacture products which exclusively comprise materials that can be part of a healthy life



”Cradle to Cradle is completely in line with egetæpper's values, as an important step towards becoming the world's best carpet manufacturer, in CSR terms. With our 36 Cradle to Cradle Certified™ products we ensure that suppliers also make a real effort to achieve a more sustainable world.”

CSR Head Jan Ladefoged

cycle, without being to the detriment of people and the environment. The product is designed to be part of a biological or technical life cycle, without generating any waste. The aim is also to achieve CO₂ neutrality and 100% use of renewable energy, and the process wastewater must be so clean that it can, in principle, be used as drinking water. The company is also assessed for compliance with recognised social responsibility standards.



When a product is Cradle to Cradle Certified™, it is assessed on the basis of the aforementioned five categories, and can achieve one of five different levels, according to the product's sustainability. The levels are Basic, Bronze, Silver, Gold and Platinum. The overall score for the five categories is determined by the lowest allocated level. This means that a product with three Gold, one Silver and one Bronze score will have an overall Bronze score.

egetæpper has 14 products with Cradle to Cradle Bronze certification and 22 products with Cradle to Cradle Silver certification.

CO₂ emissions under control

Since 2009, egetæpper has prepared greenhouse gas accounts for the entire Group. Greenhouse gas accounting provides figures for the company's total CO₂ emissions.¹³ This means that we monitor how far egetæpper's activities contribute to increasing global warming. It also means that we can make a targeted effort to reduce CO₂ emissions.

Reductions are made via energy saving projects such as heat recovery in production and the promotion of renewable energy. Each year, we purchase GO certificates¹⁴ (formerly RECS certificates) from DONG Energy's wind farm, Horns Rev II. This year, GO certificates were purchased for 7,250 MWh, which is equivalent to 83% of the electricity consumption in Herning and Gram during the financial year. The objective is to purchase 100% renewable energy by 2020.

The greenhouse gas accounts help us to monitor the development in emissions over time. The annual emissions are always compared with the emissions in a fixed base year. egetæpper's base year is an average of the years 2006-2008. In Herning and Gram during the base year we emitted 2.4 kg of CO₂ per m² of carpet produced. In 2015/2016, we emitted 2.2 kg of CO₂ per m² of carpet produced. At Group level, egetæpper emitted a total of 13,165.5 tonnes of CO₂. There are further details of the greenhouse gas accounts on pages 26-27.¹⁵

¹⁰ On 11.12.2013, Herning Municipality issued a new connection permit for the entire factory, and on 24.03.2014, a new environmental permit was also issued. In both cases, additional self-monitoring requirements as well as additional reporting requirements have been set by Herning Municipality. These have been incorporated into environmental procedures/instructions.
Environmental approval, Gram: 29 June 1998.
Discharge permit, Haderslev Municipality, permission to discharge surface water: 9 January 2009.
Connection permit, Haderslev Municipality: 6 September 2006 with an appendix of 14 January, 2015.

¹¹ Municipalities categorise companies on the basis of the company's own systems for its environmental work, as well as the company's observance of statutory requirements. Companies that work to protect the environment are rewarded with less intensive control and fewer environmental inspections. Level 1 companies are companies that have put themselves at the forefront in their environmental work.

¹² Cradle to Cradle Certified™ is a certificate licensed by the Cradle to Cradle Products Innovation Institute.

¹³ CO₂ emissions are calculated in CEMAsys, which is an electronic database for energy and climate reporting that is used to calculate the company's CO₂ emissions.
¹⁴ Guarantees of Origin.
¹⁵ The greenhouse gas accounts are compiled according to the instructions in the Greenhouse Gas Protocol (GGP), which is the closest equivalent to an international standard for this area. GGP is in line with the basic criteria in the ISO 14064 standard and is a method which produces uniform and systematic figures.

CONSUMER ISSUES

At egetæpper, we are proud to be able to document to our customers exactly what our carpets contain and their impact on the environment and climate. We have many product certifications to document the effect of our carpets on the indoor climate. This makes it easy for consumers to make informed choices.

We focus on product characteristics and we work consistently to reduce any negative impacts our carpets may have. Each of our carpets is certified according to a wide range of national and international standards, to ensure that the carpets always meet the highest quality and environmental requirements. Our certifications cover a wide range of issues, ranging from safety, health, the indoor climate and the environment, to life cycle analyses, sustainable construction, construction product declarations, cleaning quality and maritime safety. This means that we adequately fulfil the many different requirements that are made, on a worldwide basis.

We also make a wide range of product details available to consumers. This concerns product and environmental declarations, information on correct installation of our carpets, and how they should be used, maintained and disposed of.

The big account

A new initiative is that we seek to calculate the cost to society of manufacturing carpets. This is called Natural Capital Accounting and concerns setting prices for the environmental impact of manufacturing different products. In egetæpper's case, this complex accounting shows how the greatest environmental impacts from manufacturing carpets are due to the extraction and production of raw materials, rather than carpet manufacturing. The accounting thus highlights egetæpper's responsibility for influencing the value chain – with special emphasis on suppliers – in a more sustainable direction. This is a process that we have already embarked on, and which will be in even greater focus in the future.



LOCAL COMMUNITY DEVELOPMENT AND INVOLVEMENT

We have always considered supporting the local community to be an important part of egetæpper's identity. Each year we therefore cooperate with local organisations, educational institutions and authorities to create development, development opportunities and sustainable conditions.

The employees of the future start with today's young people. Last year, we therefore set the target to create more traineeships at egetæpper, up to 2020. This has already resulted in three new traineeships, which have either been filled, or will be filled within a short time. We work actively with educational institutions and other stakeholders to create new opportunities for competence development, including the development of new and existing training programmes. We are currently recruiting six industrial operator trainees for a two-year programme that we launched a few years ago, in cooperation with 3F (the United Federation of Danish Workers), VIA Design, Danish Fashion & Textile, EUC Lillebælt and a number of other carpet manufacturers. This programme teaches trainees to have an overview of the production processes and is intended for new employees and also for current employees wishing to receive this training.

Cisilia and Citybois entertained sick children

For a number of years, egetæpper has made donations to the KidsAid Foundation, which supports sick and underprivileged children. Physical fitness campaigns for employees are used to collect money for this worthwhile cause. egetæpper donates DKK 1 for each kilometre that an employee exercises within various categories. This year, we raised a total of DKK 93,076 for this cause. The funds collected have previously been donated to, for instance, the Danish Hospital Clowns and the children's ward at Herning Regional Hospital, but this year we have instead focused on offering the children a fun experience and a break from the healthcare system by inviting them to an intimate concert with some of their biggest idols from the Danish music scene.

In April 2016, egetæpper invited 200 sick children accompanied by a family member to a wonderful concert given by Cisilia and Citybois in egetæpper's own studio, which for this occasion had been transformed into a concert hall. This event was free of charge for those who attended, and refreshments were also served. Since this event was a great success, we plan to repeat it next year.

Charitable causes are part of our business

Via the "ege foundation – the Vibeke and Mads Eg Damgaard Foundation" annual donations to deserving causes are made from the returns to egetæpper's owners. The funds are primarily donated to cultural and non-profit making activities in the local community. This year, the ege foundation has supported such organisations as Den Jyske Sangskole (The Jutland School of Singing), The art museum Heart, Carl-Henning Pedersen & Else Alfelts Museum and Ensemble MidtVest. In overall terms, this year the ege foundation donated DKK 4,529,232 to various different causes.

In the USA, 1% of net revenue goes to the private charitable organisation DIFFA (Design Industries Foundations Fighting AIDS), which works to prevent AIDS. In the rest of the world, 1% of sales of the ege Couture carpet collection goes to the same organisation. This initiative is still relatively new, but we expect an increasing amount to be raised for DIFFA each year. This year, we donated DKK 59,770 to DIFFA.



"In many areas, we are facing a succession process, which makes it important to have trainees and apprentices who can show skill and initiative. This ensures that the departments are fused with dynamic energy and can help ensure sustained growth. We therefore call on young people and anyone wishing to upgrade their skills to apply for the apprentice and trainee positions advertised."

HR Manager Annette Agerbo

CSR IN THE FUTURE

Even though we have come far at egetæpper, CSR is a journey without a final destination. It is always possible to do things better, or launch new initiatives. The global development is exerting increased pressure on companies to find new and better solutions.

At egetæpper we will continue to stay focused on supply chain management. We use tools such as Natural Capital Accounting to identify where in the value chain the biggest impacts occur, which enables us to work to reduce these impacts, either by

nudging the suppliers in the right direction, or by finding suppliers that perform better in terms of e.g. environmental factors. Internally at the factories, our focus is on certification of our energy management, as part of the management system. We will

get started on this task next year. We will shortly be launching another major project that we have been working on for some time: the transfer of surplus heat from egetæpper's production to the local district heating network. In Herning, enough surplus heat is expected to be recovered to supply heating to 250 households on an annual basis. In Gram, this is expected to cover supply to 110 households.

We are naturally continuing to disseminate the Cradle to Cradle philosophy throughout the company, and in future we wish to achieve the CSR certification of all of egetæpper's factories in accordance with DS 49001, just as we will be implementing the UN Guiding Principles concerning human rights in the business community. These are all exciting, but also demanding, tasks to which we are looking forward.



1992	1996	1998	2002	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Future objectives
ISO 9001 quality certification	ISO 14001 environmental management certification	EN 1307 product classification	INSTA 800 cleaning quality	DS/OHSAS occupational health and safety certification	BRE Life Cycle analysis	LEED sustainable construction	BVD3 construction products declaration	BVB construction products assessments	Climate partnership with DONG Energy	EPD Environmental Declaration in ISO 14025	Cradle to Cradle Silver certificate awarded to "Barcode Ecoline Modular"	Adoption of the 2020 Strategy "Sustainable Carpet Design"	Cradle to Cradle Bronze certification of the Ecotrust backing	Cradle to Cradle certification of 34 new products	ISO 50001 Energy management
	First official workplace assessment			CE marking		BASTA harmful substances requirements	First Greenhouse Gas Account	Endorsed the UN Global Compact		Trans-Q, Achilles approval	CSR policy		Materials Health Declaration for the Ecotrust backing	Winner of the Clean World prize at the Danish Design Awards	Calculation of Natural Capital Accounting
	First Environmental Report							First CSR Report		CSR department set up	EPD, Environmental Product Declaration on 6 products		Winner of the CSR Strategy Award at the CSR Awards		Implementation of the UN Guiding Principles
	EMAS Eco-management certification										Code of Conduct		DS 49001 certification in Gram		Inclusion of other factories in DS 49001 certification
											Supply chain management launched				
											CSR certification according to DS 49001				



DATA

G4 INDICATORS

Global Reporting Initiative (G4) is a set of reporting guidelines to ensure that companies use the same types of data every year. This makes it possible to draw parallels and compare companies' performance.

This year, we are reporting on 39 indicators. In contrast to previous years, a larger proportion of the indicators is presented solely in tables. Note that eight of the indicators have been moved to the table on page 32. For the first time, we solely present combined figures for Herning and Gram, whereas previously we presented separate figures.

All indicators are assessed to be significant for egetæpper, based on the following three questions:

- Why is the indicator important for egetæpper?
- How do we handle the indicator at egetæpper (management approach)?
- How do we evaluate/assess the result?¹⁶

ENVIRONMENT

G4-EN2: Recycled input materials

In Herning, we recycle selected types of yarn, felt and backing, and in Gram we recycle felt and backing. In 2015/2016 we used 1,679,841 kg of recycled input materials. This corresponds to 10.1% of the total consumption of materials.

G4-EN6: Energy savings

The following energy saving projects took place this year.

- In Herning, a heat recovery system was installed at the tiling machine, ensuring a better indoor climate, as well as energy savings via heat exchangers.
- Also in Herning, all fluorescent tubes will be replaced with LED light sources. This project is still underway.
- In Gram, we have established collection and reuse of the overflow of hot water at 40° C applied to the carpets before they are led into the furnace. This reduces the water heating requirement.
- Also in Gram, dampers have been installed at 32 ventilation outlets so that they are closed when not in operation. This reduces the heat loss.
- In Gram, automatic start and stop times are set for spray bars, in order to minimise waste.

Overall, this has given energy savings calculated at 4,942.5 GJ.

¹⁶ We have not published the significance analysis of the indicators in this report. Interested parties are welcome to contact egetæpper for further information on how the individual indicators are handled.

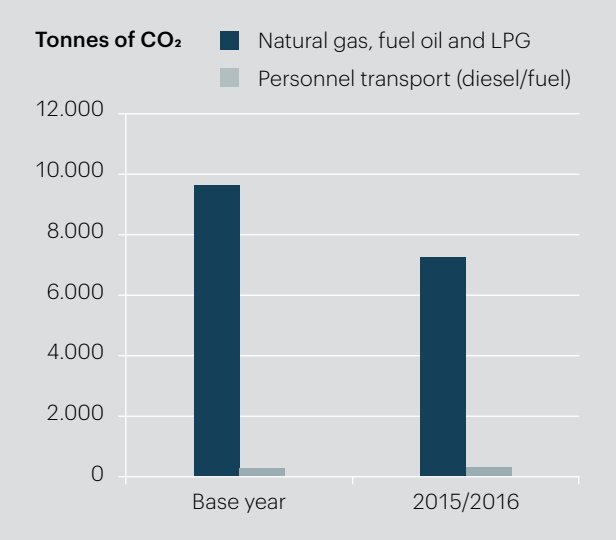
G4-EN15: Direct greenhouse gas emissions (scope 1)

Direct emissions of greenhouse gas from sources owned or controlled by egetæpper. These calculations also include fuel extraction.

For egetæpper this includes:

- Combustion of natural gas for processes and for heat production.
This also includes the element for generation of electricity that is sold externally.
- Combustion of fuel oil for heat generation.
- Combustion of petrol, diesel and liquefied gas.
This includes internal transport within and between the production facilities, as well as the proportion of passenger transport that takes place in egetæpper's own vehicles.
Transport in leased vehicles is included under scope 3.

The total volume of CO₂ emissions under scope 1 is 7,562 tonnes. The chart shows an overall decrease of 2,356 tonnes of CO₂ since the base year, corresponding to a decline of 24%.¹⁷ We have thus actually emitted a little more CO₂ this year than last year, when there was a decrease of 29% from the base year. The increase is primarily due to an increase of the tile production, which is an extra process compared to wall-to-wall carpets.



G4-EN16: Indirect greenhouse gas emissions (scope 2)

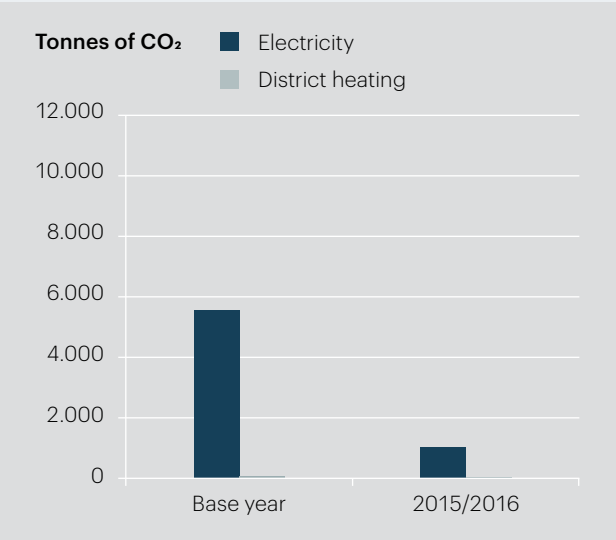
Indirect emissions are defined as the emissions related to purchased electricity, heat and steam. These calculations also include fuel extraction.

For egetæpper this includes:

- Consumption of district heating in Denmark, and electricity in our production units.

The total volume of CO₂ emissions under scope 2 is 2,510 tonnes. This is a decrease by 3,066 tonnes of CO₂ since the base year, corresponding to a decline of 55%. This is significantly more than last year, when the decline was 38% compared to the base year. Part of this reduction is due to how Denmark generally produces more electricity based on renewable energy, which automatically reduces CO₂ emissions.

We have purchased renewable energy equivalent to 1,479 tonnes of CO₂ emissions, which can be deducted from the 2,507 tonnes of CO₂ for electricity consumption in scope 2. This reduces the "net emission" to 1,028 tonnes of CO₂, as shown in the graph.

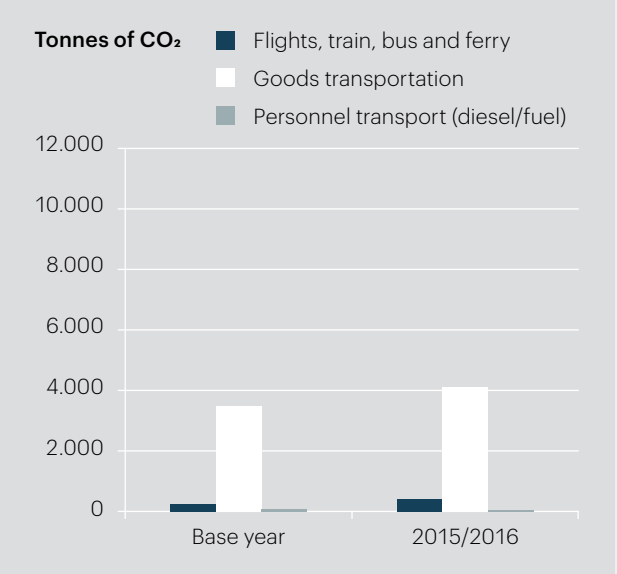


G4-EN17: Other indirect greenhouse gas emissions (scope 3)

Other indirect emissions comprise a wide range of activities that can be included. At egetæpper we have decided to include the following activities:

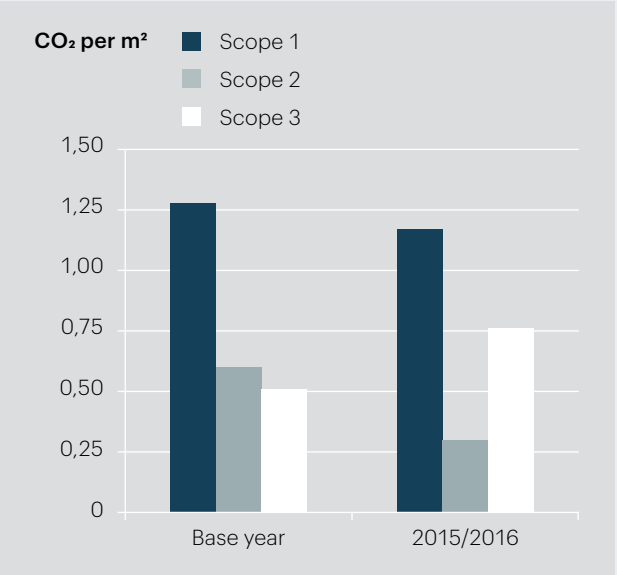
- Transport in leased vehicles
- Travel by air, train and ferry
- Freight transport

The total volume of CO₂ emissions under scope 3 is 4,573 tonnes. This is an increase by 785 tonnes of CO₂ since the base year, corresponding to an increase of 21%. The increase is due to a larger volume of freight transport.



G4-EN18: Intensity of greenhouse gas emissions

Compilation of CO₂ emissions per m² of carpet shows a reduction in CO₂ per m² with regard to direct emissions (scope 1). We have achieved a reduction from 1.29 kg to 1.17 kg of CO₂ per m². Indirect emissions (scope 2) have been reduced from 0.60 kg to 0.30 kg of CO₂ per m². On the other hand, other indirect emissions (scope 3) have increased from 0.51 kg to 0.76 kg of CO₂ per m², due to increased freight transport.



G4-EN27: Initiatives to reduce harmful effects

We have increased the number of Cradle to Cradle Certified™ products from one product and one backing to include 35 products and one backing, in overall terms. This ensures a wider overview of the opportunities to substitute constituent substances, and in cooperation with MBDC¹⁸ and our suppliers we commenced the work of improving our carpet products, including substitution where this is assessed to be appropriate.

G4-EN31: Investments in environmental protection

Under G4-EN6, various energy saving projects are described. These projects can be regarded as investments in environmental protection, primarily relating to emissions. The overall investment totals DKK 1,100,723.

¹⁷ Changes have been made to the base year for scope 1 and 2, as the factory in Vejle has been sold, and the subsidiary in the USA has been added, together with Hammer Tæpper and Foamtex with regard to the element which concerns trucks and production of carpets for Bentzon and Hammer Tæpper.

¹⁸ McDonough Braungart Design Chemistry: an organisation which assesses products' constituent substances for Cradle to Cradle certification.

LABOUR PRACTICES

G4-LA1: Workforce and staff turnover

The workforce was previously compiled by counting the number of employees during the year. As from this year, we have decided to compile the workforce according to the same method as applied in the annual accounts: the ATP method. This method calculates the workforce on the basis of the year's ATP contribu-

tions, distributed on the number of full-time employees. This compilation method combines all employees into the number of full-time positions, including holiday replacements who were not previously included in the CSR report.

	Men	Women	Newly-employed men	Newly-employed women	Men who have left ege	Women who have left ege
< 30 år	20	9	4	5	7	10
30-50 år	73	56	13	4	12	9
>50 år	115	35	16	5	10	2
Total	208	100	33	14	29	21

G4-LA2: Staff benefits

All employees are offered the following staff benefits:

- Health insurance
 - Canteen scheme (only in Herning)
 - Bonus (after three months' probationary period)
 - Physiotherapy scheme
- Employee club (after three months' probationary period)
 - Opportunity to rent a summer cottage on Læsø
 - Employee discount schemes for e.g. gym subscriptions and consumer goods

G4-LA5: Employee involvement in the Occupational Health and Safety Committees

At egetæpper we have both Occupational Health and Safety (OHS) groups and Occupational Health and Safety (OHS) committees. Some employees are members of both. 6.8% of the

total workforce are involved in the formal OHS groups and OHS committee. All employees are represented via both union representatives and health and safety representatives, depending on the area.

Occupational Health and Safety (OHS) committees, one at each factory	Occupational Health and Safety (OHS) groups, 8 at 2 factories
Decision makers who set out the guidelines for occupational health and safety, and safety work.	Undertake the day-to-day safety and occupational health and safety work.
14 employees, of whom 9 managers	20 employees, of whom 10 managers

G4-LA6: Occupational injuries, accidents, absence, and the physical and psychosocial working environment

	Women	Men
Cutting injuries	1	7
Joint injuries	0	5
Eye injuries	0	2
Fall accidents	4	9
Others	0	5
Number of occupational injuries resulting in absence	2	13
Lost working hours due to occupational injuries	1.664	1.392
Deaths	0	0
Near misses	3	11

The very high number of hours of absence for women, with only 2 injured persons, is primarily due to one single occupational injury. After almost one year's sick leave, the employee has re-turned to work on a full-time basis.

safety culture at egetæpper. The aim is zero occupational accidents before 2020.

A major welfare survey has taken place in order to investigate the psychosocial working environment in Herning and Gram, and we are currently following up on this survey.

Initiatives to improve the physical and psychosocial working environment

Safety shoes have been purchased and issued to all production employees, and a process has been launched to increase the

Absence due to illness

egetæpper's overall objective is maximum 4% absence due to illness for the Group, excluding long-term absence, Section 56

absence and accidents. Below the distribution of absence due to illness on the two factories by function and gender is shown.

	Men	Women	Salaried employees	Hourly-paid employees	Total
Herning	2,4	3,2	2,1	3,0	2,4
Gram	3,9	3,4	3,9	4,0	4,0
Total absence					2,9

G4-LA10: Employee development

egetæpper acknowledges the great importance in employee development. Skilled employees are vital to achieving a successful company, and also contribute to attracting and retaining

competent employees. We therefore devote a lot of resources to the training and supplementary education of our employees.

	External training at Gram paid for by egetæpper*	Internal training
Number of employees	5	38
Number of hours	244	1.463

* External training only contains figures for Gram. Unfortunately we do not have an overview of the extent of external training in Herning this year, as the registration system is subject to implementation.

G4-LA12: Employee breakdown by gender and function

	Women	Men	Total
Managers*	11	30	41
Salaried employees	72	57	129
Hourly-paid employees	28	151	179

* Note that managers are included twice in these statistics, since they are also included in the salaried employee or hourly-paid employee groups.

HUMAN RIGHTS

G4-HR4: Risk of lack of respect for the right to exercise freedom of association and collective bargaining

There is not assessed to be any risk of a lack of respect for this area. Employees decide for themselves whether they wish to join a trade union. egetæpper adheres to the collective agreements between the Confederation of Danish Employers (DA) and, respectively, 3F (the United Federation of Danish Workers), Dansk Metal (Danish Metalworkers’ Union), HK Privat (commercial and clerical workers’ union) and Teknisk Landsforbund (the Danish Association of Professional Technicians).

All suppliers for our products have received egetæpper's Code of Conduct for acceptance and signature. This Code of Conduct states that they must respect their employees' right to exercise freedom of association and collective bargaining. We are not aware of any non-compliance with this requirement.

G4-HR5: Risk of child labour

There is no risk of child labour at egetæpper. We have a total of nine young people employed, but none of them work in hazardous conditions or at night.

Our Code of Conduct requires our suppliers to accept that we do not tolerate child labour. The suppliers in high-risk areas are audited on-site, to ensure that they fulfil the requirement. At our instigation, one high-risk supplier has drawn up a policy to pre-

vent child labour from taking place in the company in the future. If we gain specific knowledge of child labour, the cooperation with the supplier is terminated immediately, until the situation has been resolved. egetæpper is also subject to an obligation to alleviate negative consequences for the children concerned.

G4-HR6: Risk of enforced or compulsory labour

There is no risk of enforced or compulsory labour at egetæpper.

Our Code of Conduct sets the requirement vis-à-vis suppliers that we do not accept any type of enforced labour, nor that they benefit from this. Furthermore, the suppliers are expected not to withhold identification papers, travel documents or other types of personal documents from their employees. A new aspect is that we have also drawn up a contractual obligation for external craftsmen and cleaning staff at egetæpper, entailing that their employers must ensure that they enjoy decent, unrestricted conditions, fair pay and control of all safety aspects.

We are not aware of any non-compliance with this requirement. If we gain specific knowledge of enforced labour, the cooperation with the supplier is terminated immediately, until the situation has been resolved. egetæpper is also subject to an obligation to alleviate negative consequences for the parties concerned.

test at appropriate intervals. The following parties receive current information concerning this area:

- 91 suppliers
- 57 countries with agents/distributors
- 11 subsidiaries

PRODUCT LIABILITY

G4-PR1: Evaluation of products

36 carpet products are subject to a Material Health Assessment by MBDC in the USA, and there is a sound basis for improving the products' health impacts. This will be our focus in the coming year.

egetæpper's services include recommendations for the floor adhesive used to fit carpets. The recommendations are based on the adhesive's impact on the interior environment. There are 30 low-emission floor adhesives on the list of 31 floor adhesives in total. This is five more than last year, which is, for instance, a result of the influence exerted by egetæpper on the adhesive supplier in terms of increasing efforts to improve the interior environment.

G4-PR3: Product information

According to egetæpper's internal procedures for product information concerning products and services, the following information is required:

- Disposal of the product
- Content (especially where there is a risk of hazardous environmental and social impacts)
- Procurement (sourcing) of components in products and services.
- Safe use of products and services.

All products and services comply with these requirements and procedures.

OVERVIEW OF INDICATORS CONCERNING GRIEVANCES AND SANCTIONS

G4 no.	Topic	Question	Response
G4-EN29	Environment	Sanctions for non-compliance with environmental legislation	No sanctions
G4-EN34	Environment	Grievances due to non-compliance with environmental legislation	No grievances
G4-HR3	Human rights	Discrimination cases	No cases
G4-HR12	Human rights	Grievances concerning human rights violations	No grievances
G4-SO3	Society	Risk of corruption and bribery at the factories	No assessed risk
G4-SO8	Society	Sanctions for non-compliance with legislation in general	No sanctions
G4-PR2	Product liability	Sanctions for non-compliance with product health and safety legislation	No sanctions
G4-PR4	Product liability	Sanctions for non-compliance with labelling scheme legislation	No sanctions
G4-PR7	Product liability	Sanctions for non-compliance with marketing legislation	No sanctions

SOCIETY

G4-SO4: Implementation of anti-corruption and anti-bribery guidelines

All managers and employees at egetæpper have received full information on our anti-corruption and anti-bribery guidelines. Information material in a number of languages has been developed and a major test of employees' understanding of the guidelines has previously been conducted. It is planned to repeat the

TOTAL INPUTS/OUTPUTS
FOR CARPET PRODUCTION

Further clarification of the table can be found on page 33.

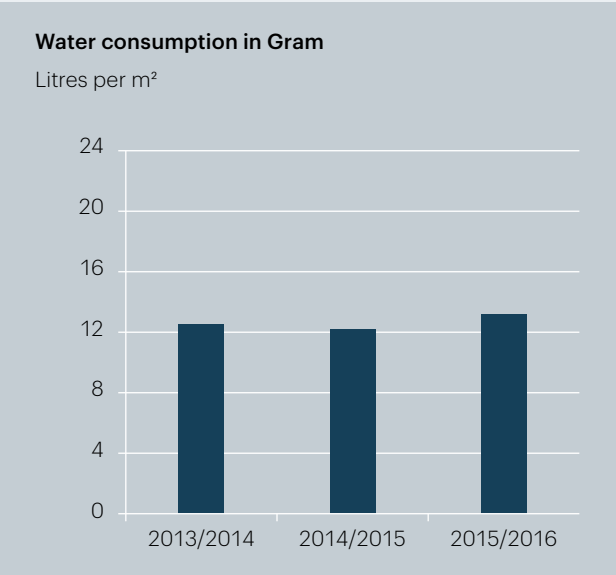
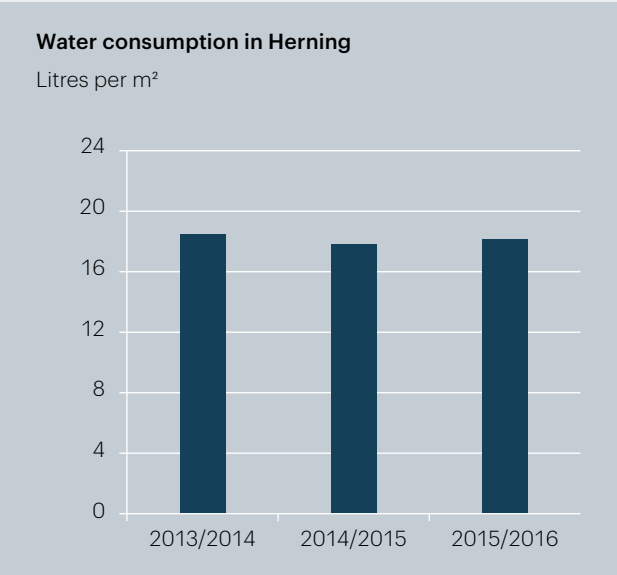
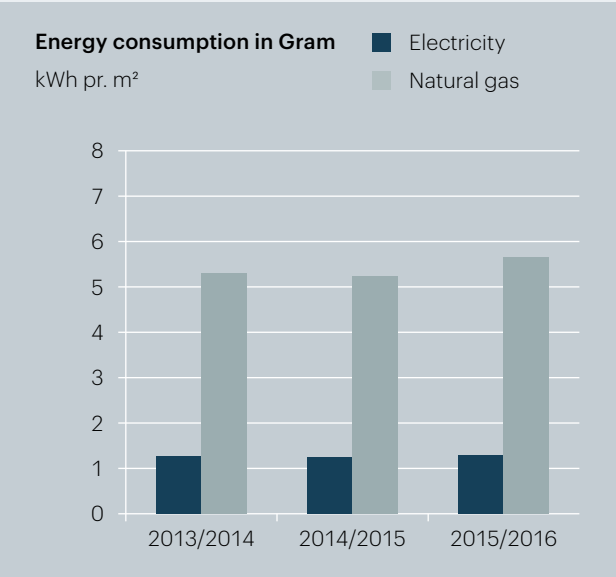
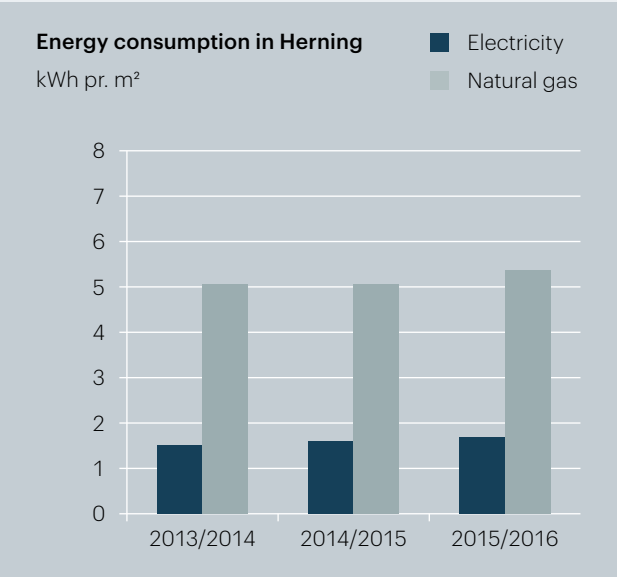
G4 indicator	Input	2015/2016		2014/2015		Note no.
G4-EN3: Internal energy consumption	Energy consumption					Note 1
G4-EN5: Energy intensity		MWh	kWh/m²	MWh	kWh/m²	
Electricity and gas consumption and hydrogen for trucks	Energy	39.817	7,02	37.248	6,59	
Own production of electricity	Gas used to produce	1.012	-	1.960	-	
Renewable energy	Renewable energy	7.250	1,28	6.752	1,19	Note 2
G4-EN8: Water withdrawal	Water consumption	m³	Litres/m²	m³	Litres/m²	Note 3
		92.863	16,37	88.667	15,68	
G4-EN10: Water recovery	Water recovery	m³	%	m³	%	Note 4
		29.111	31,3%			
G4-EN1: Consumption of materials	Consumption of materials	Tonnes	Kg/m²	Tonnes	Kg/m²	Note 5
	Total consumption of materials	17.502	3,08	16.570	2,93	
Raw materials	For carpet production	16.671	2,94	15.726	2,78	
Renewable materials		573	-	548	-	
Non-renewable materials		16.098	-	15.178	-	
Packaging	Packaging in total	718	0,13	724	0,13	
Renewable packaging		289	-	272	-	
Non-renewable packaging		429	-	452	-	
Associated process materials	Operation and maintenance in total	113	0,02	120	0,02	
G4-EN23: Weight of waste and method of disposal	Waste	Tonnes	Kg/m²	Tonnes	Kg/m²	Note 6
Recycling	Recycling	329	0,06	435	0,08	
Thermal recovery	Thermal recovery	1.972	0,35	1.661	0,29	
Land fill	Land fill	0,4	0,00	0	0,00	
Destruction, hazardous waste	Destruction, hazardous waste	30	0,01	21	0,00	
G4-EN22: Water discharge	Discharge	m³	Litres/m²	m³	Litres/m²	Note 7
Process water and sanitary water	Wastewater	65.695	11,58	64.023	11,33	
G4-EN21: NO_x, SO_x and significant emissions	Emissions	Tonnes	Kg/m²	Tonnes	Kg/m²	
CO ₂ -e	CO ₂ -e (greenhouse gases)	6.569	1,16	6.362	1,13	Note 8
NO _x	NO _x (air emissions)	4,6	-	4,8	-	Note 9
SO ₂ , PM	SO ₂ , PM (air emissions)	-	-	-	-	Note 10
	Biodiversity	m²	m²/prod.m²	m²	m²/prod.m²	
	Developed area	69.500	0,01	69.500	0,01	
	Output	m²		m²		
	Carpet products	5.674.278		5.653.057		

Explanation of the table

All input/output data applies to Herning and Gram, except for energy used to produce electricity, which solely applies to Herning. In Herning, consumption of electricity, gas and water is compiled on the basis of suppliers' invoices. In Gram, consumption is read from the meters. The quantities of goods purchased via purchase orders are registered in the warehouse management system and the other manual compilations. Quantities and volumes of other goods and waste are based on invoiced quantities and volumes. In Herning, the consumption of oil and chemicals for operation and maintenance is equivalent to the purchased quantities. In Gram, however, this is equivalent to purchased goods less stocks. Wastewater discharges in Herning and Gram are compiled on the basis of internal registration of discharges from production.

- Note 1: Total energy consumption is the total consumption of electricity, truck gas and natural gas. Natural gas is used primarily to produce heating and steam for industrial processes, and to heat buildings. Natural gas for electricity production is calculated separately. Since 1996, the CHP plant in Herning has generated electricity that is sold to the local power station. In 2015/2016, the CHP plant's consumption totalled 91,955 m³ of natural gas, resulting in electricity generation of 671,402 kWh.
- Note 2: Purchased renewable energy is a share of the total energy consumption. The rest is non-renewable energy.
- Note 3: Water comes from the municipal waterworks. There is no shortage of water in these areas. Water consumption comprises both production and buildings. In Herning, the dyeing plant accounts for 81% of the total water consumption. In Gram this amounts to 88%.
- Note 4: Water recovery shows the proportion of the water discharge we have reused. The percentage stated is the percentage of the overall water discharge.
- Note 5: The consumption of materials for carpet production includes materials for pile, dyeing, backing and twistset. The consumption of materials for operation and maintenance includes oil and various chemicals. Renewable materials are materials that the world is not expected to be depleted of (cardboard and wool). Non-renewable materials are everything else.
- Note 6: Recovery: Waste that can be recovered, either for new production or as a component in another product, e.g. yarns or packaging.
Thermal recovery: All waste that can be incinerated, such as yarn residues, carpet residue, sludge from the glueing and dyeing works, and packaging and cardboard bobbins that are not recyclable.
Deposit as land fill: Non-flammable waste and the waste that cannot be handled in the incineration plant.
Destruction: Includes waste oil, chemical and raw material residues, batteries and fluorescent tubes.
- Note 7: Process water is piped to the local water purification plant, while sanitary water is discharged via the sewers. Wastewater is cleaned and neutralised internally before discharge. The wastewater volume in Herning and Gram is measured directly.
- Note 8: In order to calculate greenhouse gases, CO₂-e from scope1 regarding production in Herning and Gram, we use the CEMAsys system, and thereby use the same conversion factor as in the greenhouse gas accounts. In accordance with new statutory requirements, egetæpper is no longer required to register UHC. However, the form still includes the contribution of 29 tonnes of CO₂-e for 2014/2015.
- Note 9: Emissions from motor systems and boilers are based on measurements at the plants.
- Note 10: SO₂ and PM: Not relevant for egetæpper's production.

CONSUMPTION FIGURES




OBJECTIVES AND TARGETS



Each year, we set up a number of targets for our CSR work. We have targets for all focus areas in DS 49001. Below, we present the status of the targets for 2015/2016. This is followed by our targets for 2016/2017 and thereafter. The targets are based on our CSR policy and the improvement opportunities available to us. Each factory defines its own objectives with related targets, after which action plans are prepared to ensure that these targets are achieved.

The small icons illustrate that this target contributes to supporting the UN Global Goals for Sustainable Development. The icons can be viewed more clearly in appendix 6 on page 51.

Status for 2015/2016

ENVIRONMENT			
Objective		Target(s)	Status
Prevention of pollution and promotion of cleaner technology 100% renewable energy		The ratio of renewable energy for electricity consumption in Herning and Gram must be 100% by 2020 at the latest.	Ongoing. We are adhering to plan. This year the renewable energy ratio is 83%.
Combating and adapting to climate change 50% reduction of CO ₂ emissions		By 2020 at the latest, energy saving projects will reduce CO ₂ emissions in scope 1 and scope 2 by 50% from the base year, 2007.	Ongoing. Via a climate partnership with DONG projects have been determined that will lead to the final target in 2020. We have currently reduced total emissions by 35% in scope 1 and 2.
Sustainable use of resources Reuse and recycling of used carpets in Herning		Establishment of a return system for used carpets and carpet tiles. Suitable carpet tiles are cleaned and sold for reuse, while the rest of the returned products are reused as alternative fuel in the cement industry, or by other means.	Ongoing. The first phase has been completed. The second phase to break down carpet residues for reuse by other means has been launched. We are in dialogue with several partners that are working on various solution models, and examples of possible uses after recovery have been seen. The project will continue in the coming years.
Sustainable use of resources 50% reduction of water consumption		In the dyeworks in Herning and Gram, by 2020 at the latest the total water consumption per m² carpet must be reduced by 50% in relation to the base year, 2007.	Ongoing. Despite various water-saving initiatives, we unfortunately have not seen the expected reduction of water consumption. The overall reduction per m² is thus only 7%.
Prevention of pollution and promotion of cleaner technology More valid water and energy data		In collaboration with DONG, a data collection programme is being prepared for water, electricity and gas, which will be implemented before the end of the 2015/2016 financial year.	Ongoing. The system has been established and the implementation process is underway. We expect it to be fully implemented during 2016/2017.



Objective	Target(s)	Status
Prevention of pollution and promotion of cleaner technology Improve waste water purification in Gram	 <p>Since 2009/2010 we have worked to improve wastewater purification in order to significantly reduce the COD content. We currently have permission to discharge 9,000 mg/l COD with permitted 50% overstepping for individual values. In cooperation with the University of Southern Denmark (SDU) and two chemicals suppliers, the aim is to reduce the COD content to 6,000 mg/l via precipitation, flocculation, electrochemistry, evaporation and pure chemistry.</p>	<p>Ongoing.</p> <p>The average value for COD is 8,617 mg/l for the 2015 calendar year, and we thus do not discharge more than is permitted. There has been an increase from last year, however. The increase is due to how we purify and reuse wastewater in production via ultra filtration and reverse osmosis, which gives a higher concentration of COD. The project is continuing, in cooperation with the University of Southern Denmark and the two chemicals suppliers.</p>
Sustainable use of resources Recovery of surplus heat in Gram	 <p>Recovery of surplus heat from furnaces is expected to reduce energy consumption by 10% in 2012/2013, compared to 2009/2010. Calculations from DONG show that approximately 2,500 MWh/year can be utilised, on optimum utilisation. Equipment is expected to be established in 2014/2015, and the project is expected to be completed by 2015/2016. The project's completion has been deferred until 2016/2017</p>	<p>Ongoing.</p> <p>The plant is expected to be in full operation in mid-2016, and the assessment is postponed until after this. Optimisation and follow-up are expected at the end of 2016.</p>
Sustainable use of resources Recovery of surplus heat in Herning.	 <p>Before closure of the 2014/2015 financial year, opportunities must be investigated to utilise the surplus heat and sell it for use as district heating. Calculations from DONG show that approximately 4,900 MWh/year can be utilised, on optimum utilisation. This will give energy savings for the district heating plant.</p>	<p>Completed.</p> <p>The project is ready for installation. A contract has been established with Herning Fjernvarme (district heating) for the supply of surplus heating to them. A new action plan will be created for the installation.</p>
Prevention of pollution and promotion of cleaner technology Recovery of dye bath residue for thermal recovery in Gram	 <p>Recovery using flocculation chemicals is not possible. Trials with and the establishment of biological purification were launched in 2014/2015, but have now been postponed indefinitely. The development of improved purification methods is taking place in cooperation with SDU. Purification methods are being developed within precipitation, flocculation, electrochemistry, evaporation and pure chemistry. The project is expected to be completed in 2019/2020.</p>	<p>Ongoing.</p> <p>Ongoing trials are continuing.</p>
Prevention of pollution and promotion of cleaner technology Reduction of dye in carpet plastic tubes	 <p>Before the end of the 2015 calendar year, trials must be conducted to reduce the dye in carpet plastic tubes, with the expected annual reduction giving savings calculated at 3,630 kg.</p>	<p>Completed.</p> <p>The trial report concluded that the dye was dark grey instead of black, which is acceptable.</p>

HUMAN RIGHTS			
Objective	Target(s)	Status	
Fundamental employee rights (et al.) Implement the UN Guiding Principles	    <p>Phase 1: Perform a risk assessment of all human rights and implement preventive measures. Expected to be completed in 2015/2016.</p> <p>Phase 2: Influence first-line suppliers to implement the UN Guiding Principles and undertake the Due Diligence process. Expected to be completed in 2017/2018.</p> <p>Phase 3: Influence first-line suppliers to undertake the Due Diligence process for their sub-suppliers. Expected to be completed in 2020.</p>	<p>Completed</p> <p>Nine new Cradle to Cradle certificates achieved, which overall cover 36 new products. Hereunder all those mentioned in the action plan.</p>	

LABOUR PRACTICES			
Objective	Target(s)	Status	
Workplace health and safety Replacement of shelves in Herning	Replacement of shelves is continuing until they have all been replaced. In the meantime, there is ongoing external inspection, to ensure that all shelves are safe.	<p>Ongoing.</p> <p>We are adhering to the plan for replacement of shelves. Phase 2 has been concluded. Phase 3 is expected to be concluded in 2016/2017.</p>	
Workplace health and safety Alarm overview in Herning	Alarms must be signposted in order to display the significance of the various alarms. The project must be performed before the end of August 2015.	<p>Ongoing.</p> <p>Installation is underway and is expected to be completed in mid-2016.</p>	
Workplace health and safety Better air control in the tile department in Herning	To follow up on the temperature problems at the tiling machine, before the end of the 2015 calendar year, changes must be made to the ventilation.	<p>Completed.</p> <p>The ventilation at the tiling machine has been installed and put into operation.</p>	
Workplace health and safety Improved safety on changing the cutting iron at the tile machine in Herning	Before the end of the 2014/2015 financial year, changing the cutting iron must be made safer by purchasing and using a crane instead of a truck. Expected to be completed in June 2015.	<p>Completed.</p> <p>The crane has been installed and is in operation. Relevant persons have received instructions in using the crane</p>	
Workplace health and safety Improve office workspaces in the maintenance department in Gram	Improvements to office workspaces in the maintenance department are expected to be made in 2014/2015. Expected to be completed during 2015.	<p>Completed.</p> <p>The office has been completed and was taken into use in October 2015.</p>	
Workplace health and safety Improve ergonomic conditions at Millitron and the adhesive furnace in Herning	Before the end of the 2014/2015 financial year, an auxiliary tool must be installed to minimise lifting and dragging in conjunction with tufting at Millitron and the adhesive furnace. An auxiliary tool has been installed at the Millitron and is expected to be installed at the adhesive furnace in mid-2015.	<p>Completed.</p> <p>Lifting equipment was installed at the adhesive furnace in mid-2015, and instructions have been given.</p>	
Workplace health and safety Minimise the noise level at the Millitron/washing section in Herning	Before the end of 2014 the noise level at the new wastewater plant must be investigated. Noise measurements have been performed and due to a noise level exceeding 80 dB, several initiatives have been launched. Adjustment of the pipe column and subsequent new noise measurement are still outstanding.	<p>Completed.</p> <p>The regulation valve has been noise-insulated and noise measurement has been performed. The conclusion is that water purification does not generate excessive noise.</p>	
Workplace health and safety Focus on employee well-being	Purchase or development of tools to ensure greater focus on employee well-being via regular job satisfaction surveys, as well as follow-up on any issues revealed by the surveys. The process will be launched during 2015 and is expected to be implemented before the end of 2016.	<p>Ongoing.</p> <p>The welfare survey has taken place and follow-up on the results has been launched.</p>	

Objective	Target(s)	Status
Workplace health and safety Automatic control of chemicals addition in Gram	Automatic addition of chemicals will be established in the adhesive works. This will significantly improve the working environment and raise the quality level. Investigate opportunities for automatic addition in 2014/2015. The establishment target is expected to be 2015/2016. Establishment has been postponed until 2016/2017 with expected completion in 2017.	Postponed Due to the prioritisation of investment in various other projects, the project has not yet been launched. The project has been postponed until the beginning of 2016/2017.
Workplace health and safety Adverse incidents and accidents	Measures must be taken to ensure that there are no adverse incidents and accidents in Herning and Gram. We define this as incidents resulting in at least one day's absence. The target is 0 adverse incidents and accidents by 2020 at the latest.	Ongoing. Safety shoes have been purchased for all employees in production. Employee representatives have attended safety culture courses. There are further plans for changes to the general safety culture at the company.
Workplace development opportunities Supplementary training offered to employees in Gram	In Herning, employees are offered voluntary supplementary training in Danish, Mathematics and IT during working hours, at full pay. A similar scheme will be established in Gram before 2017.	Ongoing. A local agreement is in place in Gram for full pay during training. Solution options and teaching models are being investigated.

MANAGEMENT EXCELLENCE

Objective	Target(s)	Status
Decision-making processes and structure 100% implementation of DS49001	Implementation of DS 49001 so that the factory in Gram, Bentzon Carpets, Hammer Tæpper and Litspin in Lithuania are included in the certification scope by no later than 2020.	Ongoing. In 2015, Gram achieved DS 49001 certification. We are thus adhering to plan.
Decision-making processes and structure More women in management	 Board of Directors Within the next 4 years (measured from 2015) increase the ratio of female Board members from 25% to minimum 40% of the members of the Board of Directors elected by the AGM, currently 4 members. Managers 30% of all newly appointed managers must in future be women. By 2017, 30% of all managers must be women. In the longer term, we wish the breakdown between men and women at management level to reflect the general breakdown between men and women in the company. The targets are Group targets, but the adopted initiatives will be implemented with Herning as the starting point, and subsequently at the other locations.	Ongoing. Board of Directors There were no elections to the Board of Directors in 2015/216, so there have been no changes in the Board's composition. Elections will take place in the new year, and the list of candidates includes both men and women. Managers Four appointments were made at managerial level, of which one appointment concerned a woman (25%). She was subsequently headhunted by another company, and a man was thereafter appointed to the position. There are currently 27% women managers in the ege Group, which is 1% fewer than last year. This reduction is due to resignations. A new HR system has been implemented to help us to achieve these targets in the future.
Decision-making processes and structure Mapping of employees in order to achieve more women in management	 Before the end of 2017 an overview must be achieved of all employees' functions, competences and training plans. This will contribute to identifying potential new managers and ensure relevant follow-up.	Ongoing. A new HR system has been purchased and implemented. The system is being implemented on an ongoing basis, in order to achieve the required overview.

CONSUMER ISSUES

Objective	Target(s)	Status
Sustainable consumption Implement the Cradle to Cradle principles throughout the company	 By 2020 at the latest, develop production processes and product design that expand opportunities to recirculate all materials in a closed cycle. Engage in cooperation with companies that can reuse carpet waste in new ways. Apply the Cradle to Cradle principles in internal and external communication, so that employees can take ownership of the concept and understand the philosophy.	Ongoing. We have achieved 9 new Cradle to Cradle certificates, which together cover 34 new products. We are in dialogue with two different external parties concerning opportunities for deconstruction and reuse of carpet elements. Towards 2020 we are continuing our work to implement the Cradle to Cradle principles throughout the company.
Protection of consumers' health and safety & Sustainable consumption Cradle to Cradle certification of more products	 By 2020 at the latest Cradle to Cradle certification of all Ecoline products, tile products, Ecotrust backings, all Epoca flat-woven carpets and Epoca tiles.	Completed Nine new Cradle to Cradle certificates achieved, which overall cover 34 new products. Hereunder all those mentioned in the action plan.





LOCAL COMMUNITY DEVELOPMENT AND INVOLVEMENT

Objective	Target(s)	Status
Job creation and development of competences Practical training courses for young people with behavioural	  Hold at least two practical training courses per year with 9th grade lower secondary school pupils (or similar schools) with diagnoses such as ADHD, Asperger's, autism, etc. The practical training will be adapted to the young people's opportunities, aiming to give them an enjoyable practical training experience.	Ongoing. During the current year we have taken a break from the practical training courses, while we rethink the process for them. A new and better course has now been designed for the practical trainees, and we will resume this practical training in the autumn of 2016.
Job creation and development of competences Establishment of apprenticeships	 egetæpper in Herning and Gram currently employs 10 apprentices/trainees. By 2020 at the latest there must be 70% more, which is equivalent to 17 apprentices/trainees in total.	Ongoing. Three new apprenticeships/traineeships were established this year, equivalent to 43% of the objective.

FAIR OPERATING PRACTICES			
Objective		Target(s)	Status
Promotion of social responsibility in the value chain Implementation of the Code of Conduct	    	Send egetæpper's Supplier Code of Conduct to key product suppliers, as well as our transport suppliers, and require their signed confirmation that they will work in accordance with this Code of Conduct; and at the same time collect information on their labelling schemes and management systems. We are still awaiting the signatures of a number of suppliers. The target has been deferred until 2015/2016.	Ongoing. Code of Conduct sent to 91 suppliers. We are still awaiting acceptance from one supplier. Eight suppliers have preferred not to sign and have instead submitted other forms of documentation.
Promotion of social responsibility in the value chain Centralised supply chain management		As the Group's other factories are included in the scope of DS 49001, centralised supply chain management will be established in an IT system. A fixed procedure is also being developed for the inclusion of the Code of Conduct in new collaboration agreements. Centralised supply chain management is expected to be implemented in 2016/2017.	Ongoing. The IT department has purchased a new ERP system for the entire Group, in which centralised supply chain management is expected to be established in the future. The ERP project is in the start-up phase and is expected to last for several years. This target has been deferred until the system is in place.
Promotion of social responsibility in the value chain Development of a Code of Conduct for agents	   	Develop a Code of Conduct for agents to ensure that they fulfil the requirements made by egetæpper concerning protection of human rights, labour practices, environmental issues and anti-corruption. The target is implementation in 2015/2016.	Completed. The Code of Conduct has been developed to include agents, distributors and subsidiaries. All parties have received and signed the Code of Conduct.
Promotion of social responsibility in the value chain Information to external manpower	   	Prepare a contractual obligation for egetæpper's sub-suppliers to ensure decent employment conditions and working conditions for their employees. Initially the focus is on cleaning companies and external craftsmen. The target is implementation in 2015/2016.	Completed. Information material has been developed and issued to external suppliers of manpower at egetæpper. All parties have received and signed the material.



Objectives and targets for 2016/2017 and forward

ENVIRONMENT			
Objective		Target(s)	Expected to be completed
Prevention of pollution and promotion of cleaner technology 100% renewable energy		The ratio of renewable energy for electricity consumption in Herning and Gram must be 100% by 2020 at the latest.	2020
Combating and adapting to climate change 50% reduction of water consumption		By 2020 at the latest, energy saving projects will reduce CO ₂ emissions in scope 1 and scope 2 by 50% from the base year, 2007.	2020
Sustainable use of resources Reuse and recycling of used carpets in Herning.		Establishment of a return system for used carpets and carpet tiles. Suitable carpet tiles are cleaned and sold for reuse, while the rest of the returned products are reused as alternative fuel in the cement industry, or by other means. The first phase has been completed. The second phase to break down carpet residues for reuse by other means has been launched.	2020
Sustainable use of resources 50% reduction of water consumption		In the dyeing works in Herning and Gram, by 2020 at the latest total water consumption per m ² of carpet must be reduced by 50% in relation to the base year, 2007.	2020
Prevention of pollution and promotion of cleaner technology More valid water and energy data		In collaboration with DONG, a data collection programme is being prepared for water, electricity and gas, which will be implemented before the end of the 2015/2016 financial year. The introduction has taken longer than estimated, but is expected to be completed in 2016/2017.	2016/2017
Prevention of pollution and promotion of cleaner technology Improve waste water purification in Gram		Since 2009/2010 we have worked to improve wastewater purification in order to significantly reduce the COD content. We currently have permission to discharge 9,000 mg/l COD with permitted 50% overstepping for individual values. In cooperation with the University of Southern Denmark (SDU) and two chemicals suppliers, the aim is to reduce the COD content to 6,000 mg/l via precipitation, flocculation, electrochemistry, evaporation and pure chemistry.	2019/2020
Sustainable use of resources Recovery of surplus heat in Gram		Recovery of surplus heat from furnaces is expected to reduce energy consumption by 10% in 2012/2013, compared to 2009/2010. Calculations from DONG show that approximately 2,500 MWh/year can be utilised, on optimum utilisation. Equipment is expected to be established in 2014/2015, and the project is expected to be completed by 2015/2016. The project's completion has been deferred until 2016/2017	2016/2017




Objective	Target(s)	Expected to be completed
Sustainable use of resources Recovery of surplus heat in Herning 	Based on calculations from DONG showing calculated savings of 4,900 MWh/annually from reusing surplus heat from the furnace in the municipality's district heating plant, systems for reuse of surplus heat will be installed in Herning. 4,900 MWh corresponds to 250 households' annual consumption. The project is expected to be installed and commissioned during 2016/2017.	2017
Sustainable use of resources Online moisture measurement in Dyeing and Adhesion in Gram	Reduction of energy consumption via online moisture measurement in Dyeing and Adhesion in order to avoid over-drying. Expected to be implemented at the end of 2016.	2016
Prevention of pollution and promotion of cleaner technology Recovery of dye bath residue for thermal recovery in Gram 	Recovery using flocculation chemicals is not possible. Trials with and the establishment of biological purification were launched in 2014/2015, but have now been postponed indefinitely. The development of improved purification methods is taking place in cooperation with SDU. Purification methods are being developed within precipitation, flocculation, electrochemistry, evaporation and pure chemistry. The project is expected to be completed in 2019/2020.	2019/2020
Prevention of pollution and promotion of cleaner technology Phasing-out of LPG trucks in Gram 	Replacement of the last LPG truck with a modern new electrical truck. This will improve the working environment and environment, and eliminate the risk of having a gas tank system at the site. Expected to be implemented at the end of 2016.	2016
Prevention of pollution and promotion of cleaner technology Replacement of all lighting in Herning with LED 	Before 2020, all lighting in Herning must be replaced with LED lighting.	2020






HUMAN RIGHTS		
Objective	Target(s)	Expected to be completed
Fundamental employee rights (et al.) Implement the UN Guiding Principles	 Phase 1: Perform a risk assessment of all human rights and implement preventive measures. Expected to be completed in 2015/2016.  Phase 2: Influence first-line suppliers to implement the UN Guiding Principles and undertake the Due Diligence process. Expected to be completed in 2017/2018.  Phase 3: Influence first-line suppliers to undertake the Due Diligence process for their sub-suppliers. Expected to be completed in 2020.  After careful consideration, we have chosen to use external help for the risk assessment in Phase 1. The phase has therefore been deferred until 2016/2017.	Phase 1: 2016/2017 Phase 2: 2017/2018 Phase 3: 2020

LABOUR PRACTICES		
Objective	Target(s)	Expected to be completed
Workplace health and safety Replacement of shelves in Herning	Replacement of shelves is continuing until they have all been replaced. In the meantime, there is ongoing external inspection, to ensure that all shelves are safe.	2016/2017
Workplace health and safety Alarm overview in Herning	Alarms must be signposted in order to display the significance of the various alarms. This project should have taken place before August 2015, but is still in progress and is expected to be completed in mid-2016.	2016
Workplace health and safety Automatic control of chemicals addition in Gram	Automatic addition of chemicals will be established in the adhesive works. This will significantly improve the working environment and raise the quality level. Investigate opportunities for automatic addition in 2014/2015. The establishment target is expected to be in 2015/2016. Establishment has been postponed to 2016/2017 with expected completion in 2017.	2017
Workplace health and safety Focus on employee well-being	Purchase or development of tools to ensure greater focus on employee well-being via regular job satisfaction surveys, as well as follow-up on any issues revealed by the surveys. The process will be launched during 2015 and is expected to be implemented before the end of 2016.	2016
Workplace health and safety Adverse incidents and accidents	Measures must be taken to ensure that there are no adverse incidents and accidents in Herning and Gram. We define this as incidents resulting in at least one day's absence. The target is 0 adverse incidents and accidents by 2020 at the latest.	2020
Workplace health and safety Better and safer boiling at the Dyeing Kitchens in Gram	By streamlining the use of existing boiling vats and setting up a less alkaline boiling vat, the quality of various boiling processes will be improved, while preventing blocked filters and significantly improving the working environment. Expected to be implemented in 2016/2017.	2016/2017
Workplace health and safety Improve extraction and ventilation at the Dyeing Kitchen in Gram	Improving extraction and ventilation at the Dyeing Kitchen will ensure a better working environment for the department's employees. Expected to be implemented in mid-2016.	2016
Workplace health and safety Minimise manual cutting work at the cutting table in Gram	Installation of a 4-metre CAD/CAM system at the "4-metre cutting board" will minimise manual cutting work at the table. At the beginning of 2016, a system in Germany was investigated and tested with a selection of our carpets. Expected to be implemented at the end of 2016.	2016
Workplace health and safety New electrical hose pumps in Compound (tank stores) in Gram	New electrical hose pumps will replace the air-driven pumps at the tank stores, to replace the noise level. Expected to be implemented at the end of 2016.	2016
Workplace development opportunities Supplementary training offered to employees in Gram	In Herning, employees are offered voluntary supplementary training in Danish, Mathematics and IT during working hours, at full pay. A similar scheme will be established in Gram before 2017.	2017

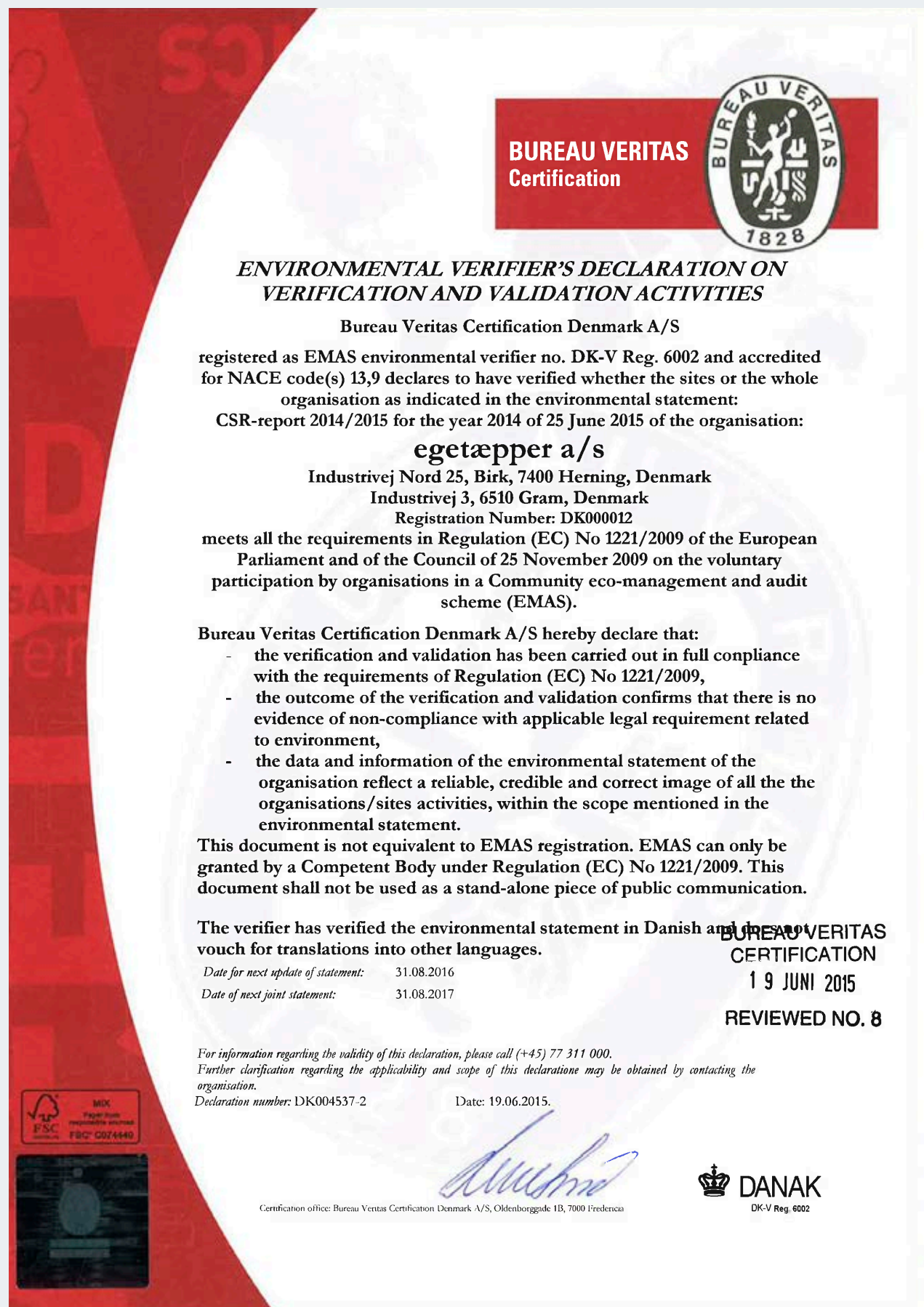
MANAGEMENT EXCELLENCE		
Objective	Target(s)	Expected to be completed
Decision-making processes and structure 100% implementation of DS 49001	The implementation of DS 49001 at the factories in Gram, Bentzon Carpets, Hammer Tæpper and Litspin in Lithuania will be included in the certification scope by no later than 2020.	2020
Decision-making processes and structure More women in management	 Board of Directors Within the next four years (measured from 2015) increase the ratio of female Board members from 25% to minimum 40% of the members of the Board of Directors elected by the AGM, currently 4 members. Managers 30% of all newly appointed managers must in future be women. By 2017, 30% of all managers must be women. In the longer term, we wish the breakdown between men and women at management level to reflect the general breakdown between men and women in the company. The targets are Group targets, but the adopted initiatives will be implemented with Herning as the starting point, and subsequently at the other locations.	Board of Directors 2019 Managers: 2017/2018
Decision-making processes and structure Mapping of employees in order to achieve more women in management	 Before the end of 2017 an overview must be achieved of all employees' functions, competences and training plans. This will contribute to identifying potential new managers and ensure relevant follow-up.	2017

CONSUMER ISSUES		
Objective	Target(s)	Expected to be completed
CONSUMER ISSUES Implement the Cradle to Cradle principles throughout the company	 By 2020 at the latest, develop production processes and product design that expand opportunities to recirculate all materials in a closed cycle. Engage in cooperation with companies that can reuse carpet waste in new ways. Apply the Cradle to Cradle principles in internal and external communication, so that employees can take ownership of the concept and understand the philosophy.	2020

LOCAL COMMUNITY DEVELOPMENT AND INVOLVEMENT		
Objective	Target(s)	Expected to be completed
Job creation and development of competences Practical training courses for young people with behavioural	  Hold at least 2 practical training courses per year with 9th grade lower secondary school pupils (or similar schools) with diagnoses such as ADHD, Asperger's, autism, etc. The practical training will be adapted to the young people's opportunities, aiming to give them an enjoyable practical training experience.	Ongoing
Job creation and development of competences Establishment of apprenticeships	 egetæpper in Herning and Gram currently employs 10 apprentices/trainees. By 2020 at the latest there must be 70% more, which is equivalent to 17 apprentices/trainees in total.	2020

FAIR OPERATING PRACTICES		
Objective	Target(s)	Expected to be completed
Promoting social responsibility in the value chain Implementation of the Code of Conduct	     Send egetæpper's Supplier Code of Conduct to key product suppliers, as well as our transport suppliers, and obtain their signed confirmation that they will work in accordance with this Code of Conduct; and at the same time collect information on their labelling schemes and management systems. We are still awaiting the signatures of a number of suppliers. The target has been deferred until 2016/2017.	2016/2017
Promotion of social responsibility in the value chain Centralised supply chain management	As the Group's other factories are included in the scope of DS 49001, centralised supply chain management will be established in an IT system. A fixed procedure is also being developed for the inclusion of the Code of Conduct in new collaboration agreements. Centralised supply chain management is expected to be implemented in 2016/2017. In mid-2016 the development and implementation of a new ERP system will commence, and is expected to handle centralised supply chain management. The target is therefore deferred until the ERP system is ready in 2017/2018.	2017/2018

APPENDIX 1: EMAS DECLARATION



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APPENDIX 4: SIGNIFICANT ENVIRONMENTAL IMPACTS AND EFFECTS¹⁹

Development, raw materials, production and emissions

We evaluate the raw materials used in carpet production not only when we develop new products, but also in the purchasing phase. Strict requirements are made, which are well in excess of the statutory requirements, and we undertake thorough market investigations in order to select products with low environmental impacts. As yarns, carpet bases, backing materials and packaging primarily consist of synthetic materials, they are considered to have a significant environmental impact. The dyes and chemicals that are considered to be toxic are likewise viewed as significant impacts. Based on this assessment, we seek to influence the supplier to show greater environmental responsibility.

As a production company, we consume a lot of resources. This makes it all the more important to systematically reduce our consumption of electricity, gas and water. Our atmosphere is affected by emissions of CO₂ and NO_x, and our water consumption affects groundwater levels.

In connection with production we seek to optimise the utilisation of resources in order to reduce the total consumption of resources and the overall volume of waste. Before purchase, new production equipment is assessed to ensure that, as far as possible, the most environmentally-sound technology is used.

The production processes discharge dust, odours and emissions to the surrounding environment. These impacts primarily affect neighbours to egetæpper's factories. Emissions from process plant where processing temperatures are equivalent to or exceed 75° C, and if such emissions are subject to current statutory provisions, are considered to be significant. Emissions from dyeing, glueing and fixation plant at egetæpper are considered to be significant.

Wastewater and waste are also environmental impacts that are subject to statutory requirements and which are evaluated annually with a view to improving and/or minimising them.

We therefore optimise waste for recycling on a regular basis. Where thermal recovery is concerned, the external environment is affected by greenhouse gases and acidification, because CO₂, NO_x and SO₂ are given off during the incineration process. However, we choose to incinerate waste at large incin-

eration plants, where the incineration process is most efficient and therefore has the least possible impact on the environment. The packaging we use is cardboard or plastic. Plastic packaging is made from polyethylene and polypropylene and is therefore considered to have a significant environmental impact, as these plastic products are produced from oil, which is a non-renewable resource.

Working environment

The working environment is assessed continuously on the basis of workplace evaluations (APV), safety inspections, accidents and near-misses. APV take place every third year, and last took place in Herning in 2014. Gram undertook APV in 2015. Noise is considered to be significant if it is subject to statutory provisions or grievances are raised.

Transport

Transport of products is associated with certain environmental impacts, e.g. CO₂ emissions.

Product information, fitting and applications

The environmental management system ensures that our products are subject to extensive testing and subsequent declarations in terms of quality and environmental characteristics.

egetæpper recommends that only floor adhesives with the lowest possible emissions are used to glue carpets. These are called the EC1-classified floor adhesives. Other types of floor adhesive are considered to contribute with significantly higher environmental impacts.

Other environmental impacts

In cooperation with the local municipalities, it has been assessed that the external noise from egetæpper in Herning does not exceed the requirement in the environmental permit from Herning Municipality. In Gram, the external noise from egetæpper does not exceed the requirement from Haderslev Municipality.

In general concerning egetæpper's emissions, the values for organic and inorganic substances comply with all of the limit values laid down in guideline no. 2/2001 from the Danish Environmental Protection Agency.

¹⁹ Environmental impacts and effects are related to the factories in Herning and Gram.

APPENDIX 5: CALCULATION BASIS AND DATA SOURCES FOR CO₂ CALCULATIONS

As previously stated, the result for the year in the greenhouse gas accounts is always compared with a base year, to show the development over time. If there is extraordinary activity during the financial year, e.g. due to the expansion of production, the emissions related to the extraordinary activities are accounted for separately and added to or deducted from the base year's greenhouse gas accounts, so that the greenhouse gas accounts still present a reliable picture compared to the base year. This year we have changed the base year, since in future we will include Hammer Tæpper A/S, and the subsidiary in the USA concerning air travel and transport. The former factory in Vejle has also been removed completely from the greenhouse gas accounts, as it has now been sold.

The greenhouse gas accounts are based on a number of data sources that make it possible to convert our energy consumption to CO₂ emissions.

The CEMAsys calculation programme is generally applied. CEMAsys complies with international standards and meets the requirements of the Greenhouse Gas Protocol. For electricity, the Energinet.dk declaration and the 125% method are used to calculate Danish emissions. The district heating plants' own emissions are used to calculate egetæpper's district heating emissions. Where possible, factors for the individual countries are applied. Transport by air and rail is divided into national and international transport. Via Egencia supplies egetæpper with environmental accounts for CO₂ emissions from air travel ordered via the head office in Herning and Hammer Tæpper. To calculate goods transport for Herning and Gram, we have applied the Climate Compass, which is an Internet-based calculation model developed by the Confederation of Danish Industry, the Danish Business Authority and FORCE.

APPENDIX 6: UN'S 17 GLOBAL GOALS





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THE URGE TO EXPLORE SPACE

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