

# Sustainability

**Sustainability issues are an important and integrated component of the business activities. NOTE works actively on issues affecting the environment, social conditions and its human resources, human rights and anti corruption. This work is conducted with the aid of applicable legislation, standards and other regulations.**

## NOTE's connection to UN Global Sustainable Development Goals, page references in the Annual Report



Social conditions and human resources, page 16.  
UN Global Compact, Principle 1, page 17.



Social conditions and human resources, page 16.  
UN Global Compact, Principle 6, page 18.  
Human resources, page 20–21.



Social conditions and human resources, page 16.  
UN Global Compact, Principles 1–6 and 10, page 17–19.  
Share data and owners, page 24–25.



UN Global Compact, Principle 6, page 18.  
Human resources, page 20–21.

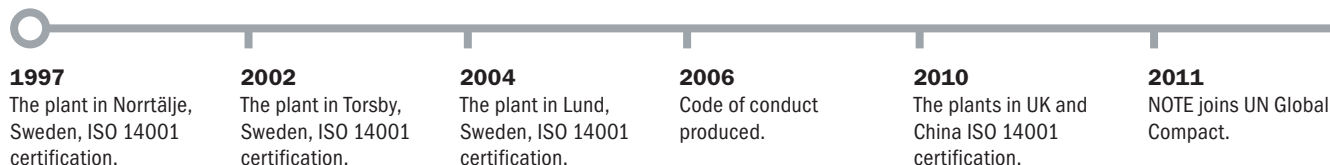


Environmental policy and working methods, page 15.  
UN Global Compact, Principles 7–9, page 18–19.



UN Global Compact, Principles 1–10, page 17–19.  
Human resources, page 20–21.  
Customer satisfaction survey, page 12.

## Timeline of NOTE's sustainability work



## Global Sustainable Development Goals

Global heads of state and governments adopted 17 Global Sustainable Development Goals at the UN summit on 25 September 2015. The links between these goals and NOTE's activities, targets and strategies are reported on the pages stated in the contents to the left.

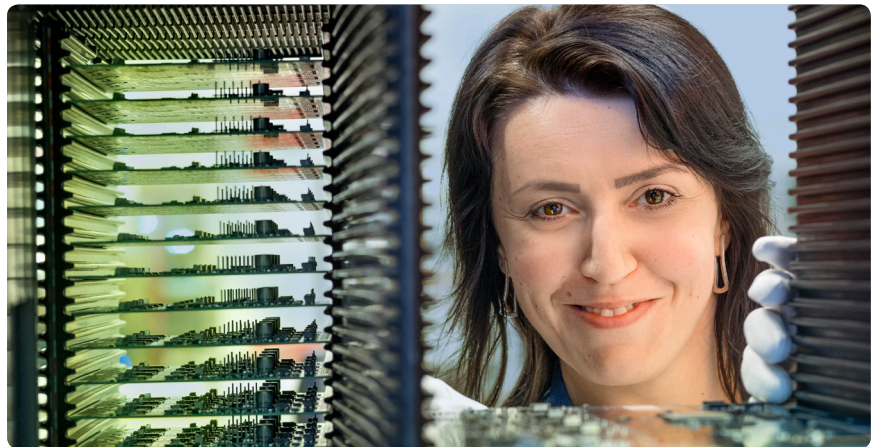
## Holistic view enhances business benefit

Working on an integrated footing on various sustainability issues is critical to effectiveness of overall results, and sustainability work involves all group companies. These questions include everything from appropriate conduct towards the company's stakeholders and helping customers choose components with good environmental and quality performance, to locating manufacture close to final markets, and limiting the environmental impact of transportation as far as possible.

Effective 2017, sustainability issues have been included in the annual survey sent to customers to identify the segments they regard as important to focus on. In tandem with improving its impact on the environment and wider society, NOTE endeavours to achieve responsible conduct on those markets where it operates.

## NOTE's sustainability objective

The objective is to contribute to, and improve, the societies where NOTE



operates, by developing sustainable initiatives in our business. The group's shared values and policies are intended to lead, influence and direct the group's activities. NOTE complies with international standards and directives in the sustainability segment.

## Environmental policy and working methods

NOTE endeavours to achieve long-term, sustainable development by producing with the minimum possible environmental impact. NOTE strives to comply with, or exceed, applicable environmental legislation, and pursues continuous improvement in the environmental segment.

NOTE's environmental work complies with international ISO guidelines, under the ISO 14000 family of standards. All the group's manufacturing units hold ISO 14001 environmental certification

and are audited by internal and external resources. NOTE was one of the earliest companies in the sector to receive its first ISO 14000 environmental certification, back in 1997.

Despite variations in the environmental legislation of individual countries, NOTE has the constant ambition of all its plants following a consistent line of environmental work. Plants exchange best practice, best-in-class actions and proposals for improvement.

Manufacturing units sort the waste from consumables at source, and monitor energy consumption continuously. NOTE also applies environmental consideration to other parts of its business, through channels including discussions with its customers regarding sourcing materials and production setups.

Electronic scrap, glass and paper are recycled. NOTE conducts improvement

### 2012

The plant in Finland ISO 14001 certification.  
The plant in Estonia receives sustainability award from the Estonian Chamber of Commerce & Industry.

### 2013

The plant in Estonia ISO 14001 certification. This means all NOTE's plants are ISO 14001 certified.  
OHSAS 18001 implemented at the plants in Estonia and China.  
Human rights and Anti corruption policies produced.

### 2014

For the fifth consecutive year, the plant in Estonia is awarded the Silver Sustainable Business Index Award by the Responsible Business Forum.

### 2015

The plant in Finland OHSAS 18001 certification.

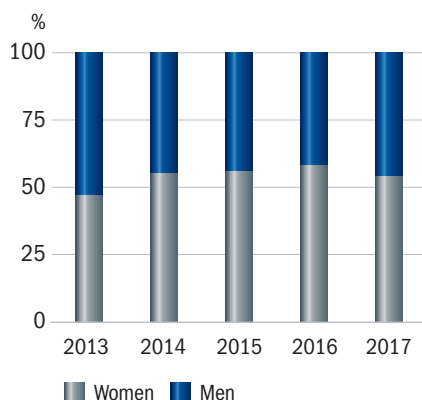
### 2017

Equality policy produced.  
The plant in Norrtälje, Sweden, nominated for Samhall's Visa vägen ('Show the Way') award.

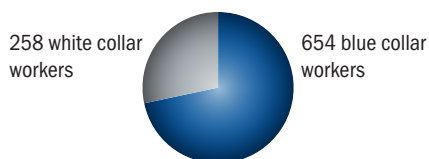
projects to reduce waste, energy consumption and CO<sub>2</sub> emissions. Corrugated board and combustible waste are compacted to minimise the amount of waste transport, which affects the environment. In its transport, NOTE also coordinates its freight agreements group wide to optimise transportation, and thus limit energy consumption and CO<sub>2</sub> emissions.

NOTE conducts regular environmental audits of strategic suppliers.

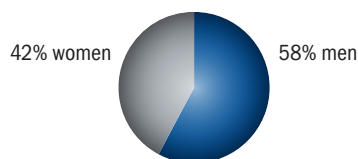
### Gender division group



### Division between blue collar and white collar workers



### Gender division managers



### Social conditions and human resources

NOTE endeavours to be an employer where everyone has an equal opportunity to work and develop. The group's collective competence is based on diversity, which helps bring a dynamic and different perspectives to work.

NOTE is opposed to all forms of discrimination. One tool for working on this and other issues is its whistleblower function.

All NOTE employees are entitled to collective bargaining agreements, and to form and join trade unions. Collective bargaining agreements are in place at most of NOTE's plants. Three plants also use OHSAS 18001 to guide their work. This far-reaching, global and verifiable standard in occupational health and safety involves auditing and certification conducted by an external party.

NOTE updated and improved its policy work in 2017. This included the production and implementation of an Equality policy. NOTE in Torsby, Sweden, in partnership with the local employment service, arranged a soldering training in the year, with job applicants getting a good opportunity to work after completing a skills test.

The plant in Norrtälje, Sweden, was nominated for Samhall's Visa vägen ('Show the Way') award. The winner is the employer and enthusiast that has done most to show the way towards a more sustainable labour market, with more people with disabilities having a job.

The jury citation read: *"You are breaking down outsidership, seeing the individual, and working for everyone to be treated equally."*

The Award has been made since 2008. Jan Scherman, Chairman of the Visa vägen Jury commented on the nominees for 2017: *"This year's nominees have really demonstrated that individuals and employers can make a difference."*

*By seeing possibilities and competences instead of difficulties and barriers, they are showing the way towards a labour market where more people find a place and fewer people are left out."*

### Respect for human rights and anti corruption

NOTE respects human rights and conducts itself to avoid breaches of them. In addition to the responsibility for its own operations, this also implies a responsibility for respecting human rights in business relations with the company's stakeholders. NOTE's Human rights policy has principles and standpoints that apply in labour law and equal opportunities.

NOTE's Code of Conduct formalises how the company expects its suppliers to conduct themselves within human rights, labour law, child labour, corruption and the environment. This is conveyed through the supply chain, and monitored in supplier audits.

NOTE's Anti corruption policy includes principles stating the group's standpoint on corruption. The policy also reviews segregation of duties, how internal controls are conducted, and stipulates a whistleblower procedure.

Consistent with previous years, and within the auspices of its internal control work, NOTE has a documented process for evaluating risk and compliance with policies. In 2018, the aim is to continue to reinforce policy work and encourage positive social progress in the locations where NOTE has a presence.

Full versions of NOTE's Code of Conduct, Human rights, Equality and Anti corruption policies are available at [www.note.eu](http://www.note.eu).

For more information on NOTE's business model and risk management, see the operational review on pages 8 and 13.

# UN Global Compact

**In 2011, NOTE became one of the first companies in its sector to join the Global Compact, which was started on a UN initiative.**

## The UN Global Compact's Ten Principles

The Global Compact has formulated ten principles affecting human rights, labour law, the environment and anti corruption. Member companies have undertaken to comply with these principles.

Each year, NOTE reports its COP (Communication on Progress) to the UN. This is a framework that defines how sustainability work is conducted within the group, and towards external stakeholders. The links to the UN's global sustainable development goals are one of the new features for the year.

NOTE's Code of Conduct is based on the Global Compact's ten principles and the full version is available on its website.



**HUMAN RIGHTS**

**PRINCIPLE 1: BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS**

### APPROACH

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006. NOTE endeavours to develop business with companies that have the corresponding ethical rules on accountability.

### RESULTS 2017

NOTE works actively and continuously to ensure compliance with its Code of Conduct.

In the year, NOTE encouraged existing and new customers and suppliers to join, or support, the UN Global Compact by communicating the significance of these issues. NOTE signed agreements with another four strategic and contracted suppliers (nine in 2016), who accepted NOTE's Code of Conduct or have their own, equivalent code.

NOTE conducted follow-up audits on 39 suppliers (12 in 2016) that had previously accepted NOTE's Code of Conduct and the ten principles of the UN Global Compact. The form used for supplier audits has been enhanced by adding more questions regarding human rights.

The share of sourcing from strategic and contracted suppliers increased from approximately 49 to approximately 55 percent (47 to 49 percent in 2016).

NOTE supported Doctors without Borders (MSF) in its work on giving people healthcare. This organisation treats vulnerable people affected by war, conflict or natural disaster. They currently conduct projects in over 70 countries.

### GOALS 2018

Influence suppliers to accept NOTE's Code of Conduct and encourage customers and suppliers to join the UN Global Compact, or support its ten principles.

Continuously follow up on NOTE's Code of Conduct and the ten principles of the UN Global Compact in supplier audits.

Increase the share of sourcing from strategic and contracted suppliers by three percentage points.

Work to help children and uphold their rights, by supporting development organisations.

### PRINCIPLE 2: BUSINESSES SHOULD ENSURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES

### APPROACH

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

NOTE's Human rights policy has been implemented in all plants' business systems.

### RESULTS 2017

NOTE works actively and continuously to ensure compliance with its Code of Conduct internally. Internal audits were conducted to ensure compliance with relevant policies, laws and ordinances.

In the year, NOTE continued to work actively to reduce the usage of conflict minerals by helping customers select materials, to avoid this type of material.

### GOALS 2018

Continue to promote human rights internally and towards the company's stakeholders.



**LABOUR LAW**

**PRINCIPLE 3: BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHTS TO COLLECTIVE BARGAINING**

### APPROACH

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

All NOTE employees are entitled to collective bargaining, and to form, and join, trade unions. Collective bargaining agreements are in place at the majority of NOTE's plants.

NOTE's Human rights policy states the group's internal standpoints on this principle.

Three plants also use OHSAS 18001 as guidance for their work. This is a far-reaching, global and verifiable standard in occupational health and safety, with auditing and certification conducted by an external party.

### RESULTS 2017

NOTE works actively and continuously to ensure compliance with its Code of Conduct. In the year, NOTE encouraged existing and new customers and suppliers to join, or support, the UN Global Compact by communicating the significance of these issues.

NOTE signed agreements with another four strategic or contracted suppliers (nine in 2016), who accepted NOTE's Code of Conduct or have their own, equivalent code.

NOTE conducted follow-up audits on 39 suppliers (12 in 2016) that had previously accepted NOTE's Code of Conduct and the ten principles of the UN Global Compact. The results of audits indicate that suppliers are complying with relevant laws and regulations.

The share of sourcing from strategic and contracted suppliers increased from approximately 49 to approximately 55 percent (47 to 49 percent in 2016).

In the year, NOTE continued its work on reducing the usage of conflict minerals.

### GOALS 2018

Influence suppliers to accept NOTE's Code of Conduct, and encourage customers and suppliers to join the UN Global Compact, or support its ten principles.

Continuously follow up on NOTE's Code of Conduct and the ten principles of the UN Global Compact in supplier audits.

Increase the share of sourcing from strategic and contracted suppliers by three percentage points.

### PRINCIPLE 4: BUSINESSES SHOULD UPHOLD THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR

### APPROACH

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

As part of its business principles, NOTE and its customers' and suppliers' employees should enter employment and contracts of their own free will.

Three plants also use OHSAS 18001 as guidance for their work. This is a far-reaching, global and verifiable standard in occupational health and safety, with auditing and certification conducted by an external party.

NOTE's Human rights policy stipulates that employment with the company should always be voluntary. Additionally, work should always be conducted without compulsion or harassment, either physical or psychological.

### RESULTS 2017 AND GOALS 2018

See principle 3.



**PRINCIPLE 5: BUSINESSES SHOULD UPHOLD THE EFFECTIVE PROHIBITION OF CHILD LABOUR**

**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

NOTE complies with relevant laws and ordinances on child labour. NOTE does not employ children and does not collaborate with companies that use children as part of their workforce.

Three plants also use OHSAS 18001 as guidance for their work. This is a far-reaching, global and verifiable standard in occupational health and safety, with auditing and certification conducted by an external party.

The group's standpoints on this principle are stated in NOTE's Human rights policy.

**RESULTS 2017 AND GOALS 2018**

See principle 3.

**PRINCIPLE 6: BUSINESSES SHOULD UPHOLD THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION**

**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006. NOTE believes in a workplace where all employees have equal opportunities to work and progress. NOTE sees and benefits from all employees' specific competence and developmental opportunities, regardless of sex, ethnicity, sexual orientation, disability, age and social background.

NOTE's Equality policy states the company's principles governing equal opportunities and diversity, which are encouraged in all parts of its business. The company endeavours to achieve equal opportunities in terms of employment and working conditions, as well as developmental opportunities. The company pursues diversity on recruitment. Its working sentiment should feature respect and tolerance. If any instances of harassment or bullying are reported, the group will take action immediately.

Three plants also use OHSAS 18001 as guidance for their work. This is a far-reaching, global and verifiable standard in occupational health and safety, with auditing and certification conducted by an external party.

**RESULTS 2017**

NOTE conducted a group-wide employee satisfaction survey in the year. Based on responses, NOTE has formulated plans with clear activities and a schedule for execution. The results are also utilised in NOTE's future planning and development work.

NOTE produced and implemented an Equality policy in the year.

NOTE works actively and continuously to ensure compliance with its Code of Conduct.

In the year, NOTE encouraged existing and new customers and suppliers to join, or support, the UN Global Compact by communicating the significance of these issues.

NOTE signed agreements with another four strategic or contracted suppliers (nine in 2016), who accepted NOTE's Code of Conduct or have their own, equivalent code.

Follow-up audits were conducted on 39 suppliers (12 in 2016) that had previously accepted NOTE's Code of Conduct and the ten principles of the UN Global Compact. The results of audits indicate that suppliers are complying with relevant laws and regulations.

The share of sourcing from strategic and contracted suppliers increased from approximately 49 to 55 percent (47 to 49 percent in 2016).

**GOALS 2018**

Conduct a group-wide employee satisfaction survey and use its results in business processes.

Influence suppliers to accept NOTE's Code of Conduct and encourage customers and suppliers to join the UN Global Compact, or support its ten principles.

Continuously follow up on NOTE's Code of Conduct and the ten principles of the UN Global Compact in supplier audits.

Increase the share of sourcing from strategic and contracted suppliers by three percentage points.



**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

All NOTE's manufacturing units hold ISO 14001 certification and undergo internal and external audits.

NOTE's plants run improvement projects in the environmental segment, and measure a series of environmental factors such as electronic scrap, energy consumption and transport. All plants have environmental targets, which are monitored regularly.

NOTE is endeavouring to increase the share of sourcing from strategic and contracted suppliers. NOTE has a good understanding of these suppliers' environmental work, and can help them to evolve and improve in this segment.

**RESULTS 2017**

NOTE works actively and continuously to ensure compliance with its Code of Conduct.

NOTE's plants work on the basis of individual targets and circumstances in the environmental segment. A variety of initiatives are ongoing, including work lights that have been wholly or partly replaced with LED equivalents in the manufacturing units in Finland, the UK and Estonia, to save energy. Timers have been installed at certain plants to ensure lighting is not used unnecessarily.

Like many other plants in the group, the UK manufacturing unit has invested in a selective soldering machine. This has reduced tin slag, enabling a more environmentally friendly process than previously.

Additional fume cupboards have been sourced for the plants in Estonia and Torsby, Sweden, helping create a better, safer working environment.

The plant in Estonia has reviewed its ventilation and air humidity, sourcing new equipment. An investment has also been made in a separate storage facility for chemicals, to make processing safer.

The plant in Estonia also joined FOKA, whose primary purpose is to reduce emissions of prevalent greenhouse gases and ozone-depleting compounds.

Internal programs in waste sorting were conducted in the year, with improvements to waste sorting executed.

Coordination of return freight has been organised, enabling some freighting to reduce from once per week to once per month.

A REACH-EU regulation policy was prepared in the year, stipulating how NOTE works to comply with this EU regulation for handling chemicals. The complete policy is available at the website.

NOTE encouraged existing and new customers and suppliers to join, or support, the UN Global Compact by communicating the significance of these issues.

NOTE signed agreements with another four strategic and contracted suppliers (nine in 2016), who accepted NOTE's Code of Conduct or have their own, equivalent code.

Follow-up audits were conducted on 39 suppliers (12 in 2016) that had previously accepted NOTE's Code of Conduct and the ten principles of the UN Global Compact.

The results of these audits demonstrate their suppliers are complying with relevant laws and ordinances.

The share of purchasing from strategic and contracted suppliers increased from approximately 49 to approximately 55 percent (47 to 49 percent in 2016).

**GOALS 2018**

Continued progress towards still more environmentally friendly production and environmental transportation. Continue to reduce waste volumes.

Influence suppliers to accept NOTE's Code of Conduct and encourage customers and suppliers to join the UN Global Compact, or support its ten principles.

Continuously follow up on NOTE's Code of Conduct and the ten principles of the UN Global Compact in supplier audits.

Increase the share of sourcing from strategic and contracted suppliers by three percentage points.

**PRINCIPLE 8: UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY**

**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

All NOTE's plants hold ISO 14001 certification and undergo internal and external audits.

The group works actively on developing guidelines and methodologies designed to minimise the group's negative environmental impact. Employees are encouraged to participate in this process.

NOTE is endeavouring to increase the share of sourcing from strategic and contracted suppliers. NOTE has a good understanding of these suppliers' environmental work and can help them to evolve and improve in this segment.

**RESULTS 2017 AND GOALS 2018**

See principle 7.

**PRINCIPLE 9: ENCOURAGE THE DEVELOPMENT  
AND DIFFUSION OF ENVIRONMENTALLY  
FRIENDLY TECHNOLOGY**

**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006. All NOTE's plants hold ISO 14001 certification.

NOTE takes a positive view of developing environmental technology and actively supports new manufacturing methods and components that are more environmentally friendly. NOTE conducts environmental audits when introducing new equipment, technology and logistics solutions. Experience is shared between the group's plants.

An environmental perspective is considered jointly with customers when tailoring product manufacture. NOTE has implemented a database for identifying RoHS, Reach and conflict minerals in components.

NOTE is endeavouring to increase the share of sourcing from strategic and contracted suppliers. NOTE has a good understanding of these suppliers' environmental work, and can help them to evolve and improve in this segment.

**RESULTS 2017 AND GOALS 2018**

See principle 7.

**ANTI CORRUPTION**



**PRINCIPLE 10: BUSINESSES SHOULD WORK  
AGAINST CORRUPTION IN ALL ITS FORMS,  
INCLUDING EXTORTION AND BRIBERY**

**APPROACH**

NOTE has been using its Code of Conduct, which supports the ten principles of the UN Global Compact, since 2006.

NOTE has an anti corruption policy, including a whistleblower procedure, which has been implemented in all plants' business systems.

NOTE encourages employees to resolutely counter all forms of corruption, extortion and bribery. Simultaneously, NOTE expects the corresponding attitudes from its customers and suppliers. NOTE does not accept any gifts, whether to customers or from suppliers, other than items of lesser value.

NOTE's Purchasing policy includes the prohibition of bribery and corruption, with sourcing managed according to ethical rules.

NOTE has group-wide and local authorisation procedures expedient for its business.

**RESULTS 2017**

NOTE works actively and continuously to ensure compliance with its Code of Conduct.

NOTE continued to enhance its internal control processes in the year. NOTE conducted internal follow-ups and audits of its Anti corruption policy, and verified that its authorisation processes are functioning. No observations were made in these audits.

No instances of suspected corruption were reported through the whistleblower procedure.

In the year, NOTE encouraged existing and new customers and suppliers to join, or support, the UN Global Compact by communicating the significance of these issues.

NOTE signed agreements with another four strategic and contracted suppliers (nine in 2016), who accepted NOTE's Code of Conduct or have their own, equivalent code.

Follow-up audits were conducted on 39 suppliers (12 in 2016) that had previously accepted NOTE's Code of Conduct and the ten principles of the UN Global Compact.

The results of these audits demonstrate their suppliers are complying with relevant anti corruption laws and ordinances.

The share of purchasing from strategic and contracted suppliers increased from approximately 49 to approximately 55 percent (47 to 49 percent in 2016).

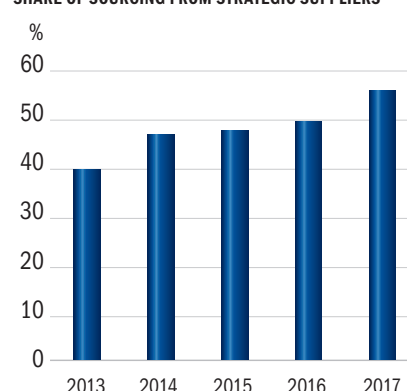
**GOALS 2018**

Influence suppliers to accept NOTE's Code of Conduct and encourage customers and suppliers to join the UN Global Compact, or support its ten principles.

Continuously follow up on NOTE's Code of Conduct and the ten principles of the UN Global Compact in supplier audits.

Increase the share of sourcing from strategic and contracted suppliers by three percentage points.

**SHARE OF SOURCING FROM STRATEGIC SUPPLIERS**



This is our **Communication on Progress** in implementing the principles of the United Nations Global Compact and supporting broader UN goals.

We welcome feedback on its contents.

*We reinforced our work on sustainability issues in 2017, and are noticing how interest in these issues, primarily in the environment, is increasing among our customers. We're proud of our work on the UN Global Compact and are attempting to influence our business environment positively.*

Per Ovrén, CEO & President

# Human resources

**NOTE's business is built on solving customers' complex problems every day. Apart from robust, industrial processes, it's the employees—with their ingenuity, commitment and drive to help customers—who create the strength of the organisation.**

NOTE possesses a global organisation with operations in Sweden, Finland, the UK, Estonia and China. One of its key missions is to develop the interaction between plants. This work is done through channels including a number of functional forums, in segments including quality, sourcing, accounting and sales. NOTE works continuously on harmonising its working methods and monitoring tools, as well as clarifying guidelines. Its improvement and development processes involve many employees group wide. NOTE continuously monitors business-related key performance indicators such as ongoing central and local improvement projects.

The workforce was upsized and downsized in the year to cope with demand fluctuations and to implement rationalisation. Overall, the workforce decreased by 64 employees. Staff turnover was 16 percent in the group overall, of which 9 percent was in the European plants.

## Training

To assure quality and competence in the electronics assembly process, several NOTE plants maintain long-term collaborations with external partners in soldering and electronics assembly training. Usually, these packages involve practical work and the certification of qualified electronic assemblers.

Several NOTE plants offer opportunities for University and college students to write their masters' dissertations.

## Employee of the Month

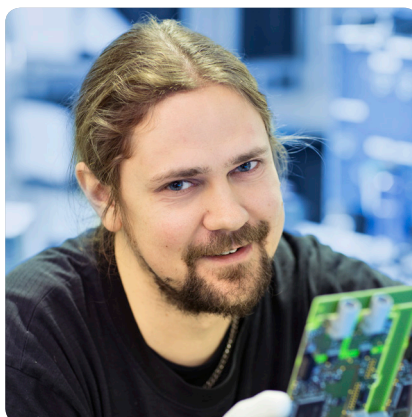
Achieving the goal of being the best collaboration partner in the sector, with leading delivery precision and quality for a competitive overall cost, demands a lot

from everyone involved. To recognise the people that have contributed something really special, NOTE has an Employee of the Month award. This might be someone who has 'gone the extra mile,' or been a great ambassador for NOTE.

One further ambition of this award is to make an extra contribution to a greater feeling of solidarity within the group and

share real examples of how the employees conduct themselves when they perform at their best, towards customers or colleagues, for example.

A winner is selected each year, and in 2017, the Employee of the Year was Tia Mellberg from Finland. Meet Tia, and some of the other monthly winners, below.



### Andreas Antonsson

NOTE is investing in new technology, which makes Andreas's work easier and enables him to develop. Andreas is a machine operator, focusing on thru-hole mounting, and has been working at NOTE in Torsby, Sweden, since 2007.

*"I've really developed in my time here. Before starting at NOTE, I didn't know much about the electronics sector or machine processing before, but I do now,"* Andreas explains.

His duties involve everything involving selective soldering processes such as maintenance, programming and operating the machine.

*"The problem-solving that can occur in a machine process is what I like most about my job, primarily because I can use creativity to find solutions and run specific products,"* he concludes.



### Katarina Gunnarsson

As the HR Manager of NOTE in Norrtälje, Sweden, Katarina's duties are very varied. She runs payroll for several group companies, and has also had a lot of input in the health and safety work at the plant. She views dialogue with her colleagues as one of the most enjoyable parts of her work, because it brings new knowledge every day and is an important source of her personal development.

*"My colleagues are a big contributor to my job satisfaction, but also help make my work so varied. No two days are ever alike,"* she explains.

She thinks that sharing so much with her colleagues has its ups and downs, and on occasion, can be a little scary. But overall, she thinks it's positive. In her 22 years with the company, Katarina has tried a lot of different duties, and enjoys her current position best.

Katarina adds: *"I also like the fact that there's no self-importance here. That's helped create strong solidarity, which I think is a big success factor."*

### Employee satisfaction survey

The employee satisfaction survey of the year was redesigned to give a clearer view of leadership, and an insight into how operations are working day to day. It's important that every employee feels that they can deliver value-added to customers, understanding how to achieve this, and why. NOTE created a plan of clear

activities, with a schedule for execution, based on responses. The outcome is being analysed and utilised in NOTE's future planning and development work.

For more information on human resources, refer to page 40 of the formal annual accounts.



#### Tia Mellberg

Everything started with a summer job at NOTE in Hyvinkää, Finland, which Tia really enjoyed. Now, eight years later, she's still there.

*"NOTE listens to its people and there's flexibility between employer and employee. We've got a great working environment and the people who work here are fantastic,"* she says.

Tia's job has changed over the years. Where previously, she worked mostly on incoming freight, she now works as an operator in surface mounting, mounting components. She has sharpened her skills on the surface mounting machine, which is one of the things she values most highly at work. Her varied base of experience has also helped Tia understand each product's journey before it comes to the customer, because she knows the stages, and has started to understand the process.

*"I'm always learning new things and am improving my work. I also like the high tempo and variation in duties, such as working on different types of machines,"* she explains.



#### Forrest Qin

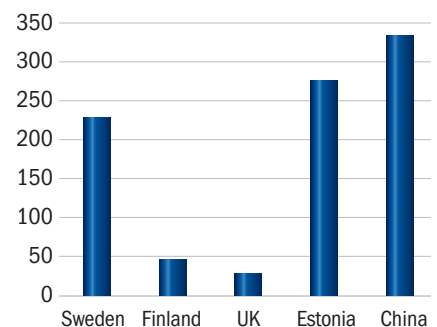
Current and new business customers are still interested in working with NOTE, and Forrest Qin is one of the reasons for this success. Forrest has been a Project Manager at NOTE's plant in China for three years, focusing on current business customers' growth.

*"We try to satisfy customer needs, and adapt our solutions optimally,"* explains Forrest. It's a difficult balance to strike, but Forrest is flexible and takes on new challenges positively.

Forrest has really developed during his time at NOTE, which is very much due to his colleagues. The collaboration between plants, and his own input, has helped him grow into his professional role.

*"NOTE is always striving to get better. I get room to develop, and I've also got a lot of friends here. They're like my family,"* concludes Forrest.

### Average number of employees by country



### Average number of employees

# 912