



ANNUAL
REPORT
2014

Sustainable business development

A modern Finnish telecommunications Group, DNA is committed to continuous business development, while considering the needs of its environment and stakeholders. As a responsible operator, we provide high-quality service to our customers, are a good employer and a reliable and innovative partner.

DNA considers it important to recognise the social and environmental impacts of its business in order to develop the business in a sustainable way. DNA monitors the effects of its business and the development and implementation of its corporate responsibility by means of corporate responsibility reporting and communicates about the focus areas of its corporate responsibility to its various stakeholders.

The body which ultimately accounts for DNA's corporate responsibility is the Board of Directors. It is responsible, for example, for approving DNA's corporate responsibility report annually. At Executive Team level, the Chief Financial Officer is mainly in charge of corporate responsibility. The CFO heads DNA's corporate responsibility group. DNA has a full-time Sustainability Manager who is responsible for promoting corporate responsibility at the Group level and issuing quarterly reports to the Executive Team.

Corporate responsibility objectives 2014

The table below contains a summary of the achievement of DNA's corporate responsibility objectives in 2014. DNA will review its corporate responsibility programme in 2015 and also plans to update the corporate responsibility objectives.

2014 theme	Measures	Status
Employee well-being and job satisfaction	<ul style="list-style-type: none"> Further expansion of the Genuine method of working in DNA's offices in Tampere, Turku and Rauma. Development of supervisors' skills was supported by one-on-one training and the introduction of a new mentoring programme. In the promotion of well-being at work, time management was a focus area. 	Ongoing
Energy efficiency and the environment	<ul style="list-style-type: none"> Modernisation of base stations continued: in excess of one third of the old base stations have been replaced by more energy-efficient models. 	Ongoing
Society	<ul style="list-style-type: none"> DNA continued to invest in the speed and coverage of 3G and 4G networks. Participation in the Diversity Charter Finland to promote equality and employment continued. Cooperation with children, the young and senior citizens, e.g. Children's Village, Innokampus and SeniorSurf 	Ongoing
Responsibility in the supply and delivery chain	<ul style="list-style-type: none"> Implementation of Supplier Code of Conduct continued as planned Responsibility survey for subcontractors 	Ongoing
Development of reporting	<ul style="list-style-type: none"> Materiality analysis, key metrics and the reporting model were specified according to the GRI G4 Sustainability Reporting Guidelines 	Ongoing

Services for a changing society

As a telecommunications operator, DNA plays an important role in society by providing important communication connections and maintaining infrastructure that is critical to the operation of the society. DNA builds top-grade connections, in terms of quality and speed, and thus promotes development of the information society.

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



Modern communications and entertainment services

DNA offers high-quality voice, data and TV services for communication, entertainment and work. In a digital society, there is a constant need for receiving and sharing data. Consumers and companies alike depend on reliable connections and communication services. Remote and mobile working with smart devices is increasing, as is sharing content in social media and the use of entertainment services.

Fast and comprehensive networks

Data transfer volumes in DNA's mobile networks expanded by more than 90 per cent in 2014. At the end of 2014, in excess of 300 per cent more data was transferred in DNA's 4G network than the year before. This growth was driven, among other things, by the growing supply and use of video, image and instant messaging services that benefit from the high speeds provided in modern networks. For its own part, DNA provides comprehensive high-speed connections by significant investments into the construction, development and maintenance of its network infrastructure.

The new method of working is effective and mobile

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

As a responsible operator, DNA considers the changing service needs of the working life, and develops smart solutions for data communication between devices.

Happy surfing for seniors

In October 2014, DNA organised a SeniorSurf event in cooperation with the local senior citizens' organisation Jakobstads Åldringvänner ry, the OP-Pohjola bank, the Social Insurance Institution of Finland (Kela) and the local telephone company JNT. During the event, senior citizens had the opportunity to try their hand at online banking on a tablet and familiarise themselves with Kela's online services, online magazines and other services. The devices and subscriptions were provided by DNA and JNT.

– Based on our dedicated telephone service for senior customers, they have no problem using online services, on tablets in particular, thanks to their large screens and the ability to adjust the text, images and volume to their needs. It is important to make devices and services available and easy to use, and support new users by all means possible, says Service Manager **Maria Hällis** from DNA's Pietarsaari senior customer service office.

Based on DNA's experience, apart from using online banking and other services, senior citizens enjoy the wide music selection and online TV services of TV channels.

Innovation competition to combat unemployment among the young

The Tartu ideaan ('Grasp an idea') innovation competition organised by Innokampus and DNA to identify new business ideas to combat unemployment among the young. More than 800 students took part in it.

The innovation that emerged a winner at the final is an application that uses mobile communications networks to connect location and patient data with one click of a button. It is called HätäAppu ('EmergencyApp').

"The idea stemmed from a genuine will to improve people's lives. The final was nerve-racking, but the presentation went better than we expected. This competition has been a great experience! It would be great too see the idea tested in practice," say **Mikael Remes**, **Eemeli Vapamaa** and **Otto Hanski** from the winning team.

The jury evaluated the originality, creativity, development potential and presentation of the ideas.

"Finland needs innovations, and we have excellent digital resources across the country. The winning team combined new technology and a topical issue in a clever way, remarked **Jukka Leinonen**, DNA's CEO and a member of the jury.

difficult to do so. Providing tailored services and smart solutions for senior customers as well as nationwide network coverage helps prevent digital exclusion of senior citizens.

Online safety of young users

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

In addition to safety education, DNA has participated in the national [Innokampus project](#) since 2012. The project aims to promote cooperation between learning institutions and businesses in Finland.

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

Senior citizen's service needs

Service needs of the society are changing due to the electrification of services and change in the population structure. According to [Statistics Finland](#), almost 20 per cent of Finns are 65 years or older: twice the amount recorded in mid-1970s and four times the amount recorded in the 1940s. The changing population structure creates a new and important customer group for businesses.

DNA's dedicated telephone service takes account of senior customers' special needs. Technical solutions, such as remote monitoring and smart meal services, help the elderly to live at home for longer. The availability of electronic services reduces the need to go out when it is

Objective: the most satisfied customers

DNA wants to make customers' lives more inspiring, productive and entertaining. DNA considers it important to offer connections, services and devices clearly, cost-effectively and easily to both business and consumer customers. This is particularly important in today's world, where the variety of services and mobile devices on offer can be daunting.

DNA's Customer Panel was renewed in 2014. After the renewal, the panel is better equipped to convey the customers' opinions and includes a large number of new members. DNA's Internet-based customer panel is one of the main interaction channels for consumer customers. This panel provides DNA with quick feedback and information on our customers' opinions, expectations and values.

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

DNA does well in the EPSI Rating study yet again

The 2014 EPSI Rating survey shows a dramatic rise in DNA's rating in the corporate client category. TDC, which forms part of DNA's corporate business, i.e. DNA Business, retained the lead it has held for many years in fixed-network data services' customer satisfaction. DNA Business placed first in mobile voice, too, and retained the top position in mobile broadband services. DNA Welho had the most satisfied private customers in the sector, in both the fixed-network broadband and pay-TV service categories. For more information, please see [DNA's website](#).

Customer satisfaction

Results of the EPSI Rating study, DNA and DNA Welho	2014	2013	2012	2011
Mobile communication services for consumers (DNA)	74	75.6	72.9	73.8
Fixed broadband services for consumers (DNA Welho)	74.2	72.2	71.9	69.4
Mobile broadband services for consumers (DNA)	71.7	71.3	69.3	67.0
Mobile broadband services for businesses (DNA)	74	68.5	65.7	65.3
Fixed broadband services for businesses (DNA)	71.1	67	65.8	65.8
Mobile broadband services for businesses (DNA)*	67.8	70.2	N/A	N/A
Pay-TV (DNA Welho)	69.1	72.8	71.3	67.4

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

DNA monitors the responsibility of its entire delivery and supply chain

DNA applies responsibility throughout the value chain from infrastructure investments and purchases to the final product and service delivered to the customer. Over the past years, DNA has enhanced responsibility in the supply and delivery chains and also taken into account the needs of its customers as regards the recycling of mobile devices, for example.

As a responsible company, DNA also expects its partners to take economic, environmental and social responsibility increasingly into consideration in their operations. DNA has enforced a Supplier Code of Conduct since 2012. The Code is added to all new supplier agreements and also applies to the supplier's subcontractors.

In 2014, DNA conducted a supplier responsibility survey to assess the responsibility of suppliers' operations. According to the survey, all suppliers are familiar with the concept of responsibility: 72 per cent of them adhere to corporate responsibility guidelines and 80 per cent monitor the responsibility of subcontractors.

Terminal device value chain and life-cycle from the consumer point of view



1. Responsibility in the supply chain

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

2. Expert advice

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

3. Energy-efficient networks

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

4. Environmentally friendly data centres

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

5. Safe disposal

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

6. Recycling of materials

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

Responsible principles guide financial decision-making

Profitability of business operations and good competitiveness are the cornerstones of economic responsibility and prerequisites for socially and environmentally sound business operations in the long term. The company pursues its financial objectives guided by responsibility principles: open and transparent communication, corporate governance and taking environmental and social responsibility into consideration when making financial decisions.

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

DNA issues quarterly financial reports and operates within the limits set by legislation and general agreements. DNA's financial statements are prepared in accordance with International Financial Reporting Standards (IFRS).

Domestic investments and employment

DNA's investments in 2014 came to EUR 149.6 million (EUR 128.4 million), or 17.9 per cent of net sales (16.8 per cent). Major individual items included investments in the 3G and 4G networks and in fibre and transfer systems.

Close to 100 per cent of DNA's operations take place in Finland, and DNA continues to have strong local presence in some 100 locations in Finland. At the end of 2014, the company employed 1,748 people and indirectly some 1,000 more. The number of DNA personnel increased by 185 employees in 2014. The increase is due to the transfer of TDC's Finnish personnel to the employ of DNA.

Over the past years, DNA has gained an increasingly important role as a regional employer. For example, DNA employs close to 50 customer service professionals in the city of Pietarsaari and almost 70 in the municipality of Taivalkoski. The company traditionally employs a young staff in its customer service and DNA Store functions. At the end of 2014, those under 25 accounted for some 20 per cent of customer service personnel. In DNA Stores, the figure was almost 50 per cent.

DNA drives innovation and new business

DNA actively supports innovation in Finland and works in close cooperation with many start-up companies and communities. DNA works together with these partners to create unique user experiences to consumers and business customers, leading the way in the commercialisation of new innovations. At the same time, DNA provides its partners with an opportunity to grow their business and visibility.



Finns can avail of a new music service via DNA

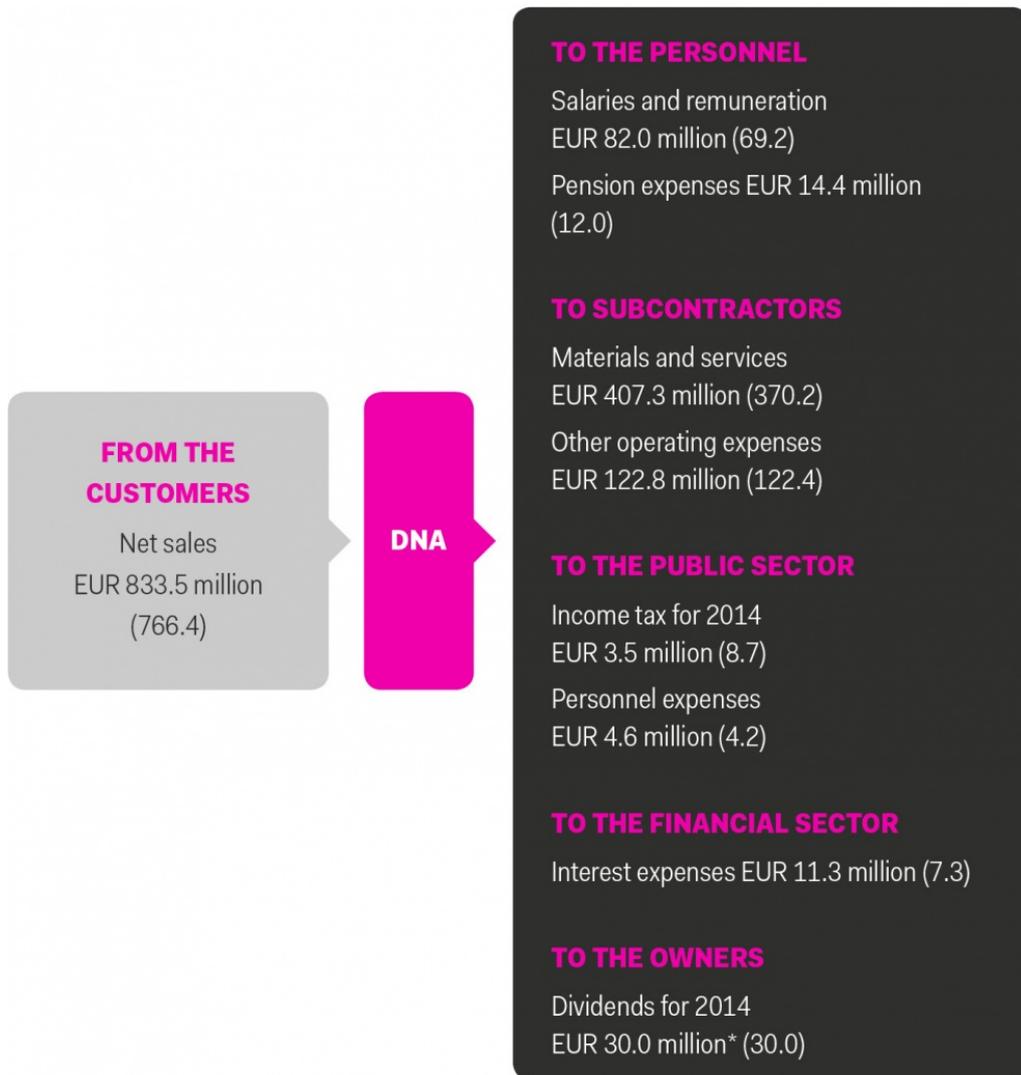
DNA signed an exclusive partnership agreement with music service Deezer in 2014. Deezer is different from competing music services for instance by employing more than 50 music editors around the world. This means that Deezer's lists will have more local music offering.

The impact of smart phones on the use of digital content, such as music, is particularly strong among young consumers (those aged between 15 and 24) who take advantage of mobile access to social media and music practically 24/7.*

Deezer's selection contains more than 30 million tracks, also rare tracks from global and Finnish musicians. Some 27,000 tracks are added to the service every day.

*A consumer study on digital contents conducted for DNA by an independent research company Add Value, 1,006 respondents, January 2014

DNA's economic impact on its operating environment



* DNA's Board of Directors has proposed to the Annual General Meeting that a dividend of EUR 3.54 per share be paid for the financial year 2014, EUR 30,041,194.02 in total.

A team of top experts

DNA's human resources management aims to establish a team of top experts at DNA, so that each and every task is performed by a dedicated and qualified person. This is the foundation for DNA's competitiveness. DNA aims to be one of the most desired employers in Finland.

Leadership that is based on DNA's values together with a boldly different corporate culture create competitive advantage in the constantly evolving industry. Employee satisfaction amidst the changes is one key indicator DNA is committed to.

In 2014, HR management focused on change management and supporting the personnel during organisational changes. TDC Hosting Ltd and Forte Netservices Oy merged with DNA Ltd in October 2014, and TDC Ltd Finland at the end of December 2014. The cooperation negotiations necessitated by this change were conducted in the autumn of 2014. As a result of the negotiations, 65 DNA employees were made redundant. Additionally, 15 employees left the company through voluntary arrangements, such as pension arrangements.

Change is also driven by the rapidly evolving telecommunications market. Thus, change management and continuous skills development will remain focus areas for HR management also on the long term. Skills development is an important part of the personal reviews and everyday leadership at DNA.

Support for supervisors' individual development

Supervisors' leadership skills was a focus area in skills development in 2014. DNA supports the development of supervisors' skills based on their individual needs. For example, DNA launched a new supervisor mentoring programme in 2014, to provide support for supervisors' individual development by means of discussions. Participants' experiences about mentoring were very positive, and the programme will continue in 2015.

For several years now, both DNA Ltd and DNA Store employees have had the opportunity to enrol in the JET qualification programme in leadership training. By the end of 2014, 95 persons in total had participated in the programme, 54 of which have acquired the qualification and four having completed a partial qualification. As of the spring 2014, DNA Store employees also have had the opportunity to work towards a specialist qualification in commerce through apprenticeship training. The first group of students consisted of 18 students.

The Genuine method of working expands

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

Top tips for effective remote working

Jarmo Laaksonen from DNA Business is an old hand at remote working. He works effectively at his hammock at home or on board a train from Helsinki to Turku. He shares his top tips on how to make a day at the home office very productive. Jarmo's top tips:

1. Utilise the cloud: Keep your work documents and files in the cloud so that you can access them easily and securely regardless of time, place and device.
2. Give space for creativity: Routines can kill your creativity. Working alone and staring at the computer screen eight hours straight is definitely not the way to do it!
3. Plan your day: The most frustrating remote working day is a day spent working on this and that and the other thing with nothing to show for it at the end of the day.

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

In 2014, DNA expanded the Genuine method of working according to plan in Tampere, Turku and Rauma. The expansion will continue in 2015.

DNA's employees take pride in their work

In 2014, DNA decided to join the Great Place to Work survey for three years. The survey measures employee satisfaction and the company's employer image. In total, 997 people participated in the first survey, achieving a response rate of 69 per cent.

DNA measured the Trust Index for the first time with the result of 62 per cent. In total, 71 per cent of DNA's employees considered DNA as a good workplace.

In the Great Place to Work survey, DNA's strength included competence of management, employees' freedom to take responsibility for their own job, sufficient resources and equipment for performing tasks and taking pride in your work.

Suggestions for improvements include management's communication about important issues and changes, opportunity for special recognition of your work, meaningful work and the employees' opportunity to participate in decision-making that involves their own work and workplace.

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

DNA Peers promote a healthy working atmosphere

DNA Peers are employees who volunteer to promote well-being at work and employee satisfaction at DNA premises. They organise various fun events and campaigns for the personnel. DNA Peers remained very active in 2014, organising a range of events from the children's Christmas party and sport events to test groups for DNA products.

DNA Peers play an important role as brand and good will ambassadors.

Time management in focus in well-being at work

DNA continued to implement tried and tested methods in 2014 to promote occupational health and well-being. The popular well-being at work day was organised again, but this time it spanned an entire week. During the week, employees could participate in different events and get information on personal management and time management in particular. Other focus areas included healthy diet, effects of sedentary work and ergonomics.

DNA promotes the well-being of its personnel with the DNA Liikkuu ('DNA Moves') card, which provides exercise opportunities for the personnel, and by organising different activity clubs. The quit smoking campaign that was organised with occupational health and safety continues.

DNA provides employees with a wide selection of healthcare and medical services in excess of the level required by law. DNA personnel can avail themselves of health services provided by, for example, specialists, gynaecologists, occupational physiotherapists and psychologists. The implementation of the early response model continued in 2014 by offering supervisors the opportunity for peer discussions.

Reporting (GRI)

This section includes information about DNA's energy efficiency and environmental and social indicators. In this section, you can take a closer look at DNA's corporate responsibility reporting. In addition, this section includes DNA's GRI content index.

DNA meets its environmental responsibilities

DNA considers it important to recognise the environmental impacts and risks of its business and to adapt operations according to the principles of sustainable development. DNA meets its environmental responsibilities by developing new, environmentally friendly technologies and offering customers the opportunity to reduce their carbon footprint through flexible Internet and mobile communication services.

Energy efficiency in production

Modernisation of base stations in the mobile network proceeded as planned in 2014. In excess of one third of the old base stations have been replaced by more energy-efficient models. The project is expected to be completed by 2017. The new system requires fewer devices, thereby reducing relative energy consumption. Hundreds of radio units have also been relocated from inside the equipment facilities to the masts, omitting the need for mechanical cooling, which saves energy significantly.

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

Climate change and the ICT sector

As a Finnish telecommunications Group, DNA wants to be responsible and work towards reduction of emissions and increased energy efficiency. DNA calculated its greenhouse gas emissions for the first time in 2012 to identify the direct effect of DNA's operations on climate change. According to the results, most of the greenhouse gas emissions originate in production, i.e. the electricity consumption of DNA's radio network and transfer equipment as well as the maintenance of their equipment facilities.

According to the [GeSI SMARTer 2020](#) report, ICT solutions can help in cutting global greenhouse gas emissions by 16.5 per cent by 2020. This is why DNA considers it important to consider climate change in its operations.

DNA also wants to consider the options available for adjusting to currently prevailing effects of climate change. To this end, DNA has assessed its climate risks, covering effects of phenomena such as rainstorms and floods on DNA's operations as well as the business impact and opportunities of regulation and changes in consumer behaviour.



DNA's office facilities earn an award

In early 2014, DNA received an award from the Finnish Facility Management Association FIFMA ry, which recognised DNA House as facility implementation of the year in 2013. DNA House was selected because of the consideration given to HR point of view in facility renewal.

"This recognition is for all of us at DNA. Employees have been actively involved in the development of the new operating model with a great, positive can-do attitude. I would like to express my thanks to everyone at DNA – achievements like this require cooperation," says DNA's Administrative Director **Vesa Vuoti**.

"Personnel surveys and the opinion poll in Oiva signalled that the new facility concept works well. Work is more flexible, boosting employee motivation and commitment. All of this supports the new kind of working environment we are creating. We are well positioned to enhance our employer image now," DNA's VP, Corporate Communications **Vilhelmiina Wahlbeck** points out.

Facilities and working methods

The new DNA House that was completed in the autumn of 2012 was constructed by YIT according to its [Energy genius](#) concept. Energy-efficiency of the building was carefully considered already in the design and construction phase. DNA's headquarters has earned an international LEED Gold certification as a recognition of the building's ecological energy and water consumption, materials used and emissions.

In 2014, DNA again conducted a study on the effects of the Genuine method of working on CO2 emissions from work-related travel. According to the results, emissions from work-related travel can be cut by some 40 per cent annually when employees work remotely at home for example. Over the past years, DNA has encouraged personnel to use web conferencing and other similar tools, which has reduced work-related travel. In four years, DNA's CO2 emissions from air travel have dropped from 278 tonnes to 165 tonnes.

Environmental indicators

EN3 – Energy consumption within the organisation (terajoules)

	2014	2013	2012	2011
Total consumption of non-renewable fuels*:				
- Diesel and gasoline	6.6	6.3	6.3	5.8
- Fuel oil	1.4	1.5	1.6	0.9
Consumption of renewable fuels	N/A	N/A	N/A	N/A
Electricity consumption	368	355	346	369
Heat consumption	16	21	19	29
Cooling consumption	N/A	N/A	N/A	N/A
Steam consumption	0	0	0	0
Energy sales	0	0	0	0
Total energy consumption	391	384	373	405

*The calculation presumes that fuel used by DNA's vehicles is from non-renewable sources.

EN4 – Energy consumption outside of the organisation (terajoules)

	2014
Total energy consumption outside of the organisation in terajoules	1.3

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

EN15 – Direct greenhouse gas emissions (scope 1) (tCO₂)

	2014*	2013	2012	2011
Direct greenhouse gas emissions	835	674	569	546

*Includes data of DNA Group, excluding TDC Finland Oy that became part of the DNA Group in the middle of the reporting period 2014.

EN16 – Indirect greenhouse gas emissions (scope 2) (tCO₂)

	2014*	2013	2012	2011
Indirect greenhouse gas emissions	29,492	28,846	25,863	31,564

*Includes data of DNA Group, excluding TDC Finland Oy that became part of the DNA Group in the middle of the reporting period 2014.

EN17 – Other indirect greenhouse gas emissions (scope 3) (tCO₂)

	2014***	2013	2012	2011
Scope 3, business travel*	743	616	721	934
Scope 3, total**	147,509	150,250	N/A	N/A

*Business travel emissions are included in the total emissions figure for 2013 and 2014.

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

***TDC Finland Oy's data includes company-owned cars but not airline travel.

EN18 – Greenhouse gas emissions intensity (tCO₂/MEUR)*

	2014	2013
Emissions in proportion to net sales	213	235



* Includes scope 1, 2 and 3 emissions.

EN23 – Total weight of waste by type and disposal method (tonnes)*

	2014**	2013	2012
Hazardous waste, total***	26	6	14
Other waste, total	698	510	703
Recyclable waste	531	398	N/A
Combustible waste	121	80	N/A
Disposable waste	46	32	N/A
Total, all waste	724	516	717

*Waste reporting is based on data received from the waste operator. The amount of waste has increased since 2013 because technology was changed and old devices recycled in 2014.

**Includes data of DNA Group, excluding TDC Finland Oy that became part of the DNA Group in the middle of the reporting period 2014.

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

Social responsibility indicators

Type of employment contract

Type of employment contract	2014*	2013	2012	2011
Open-ended	1,710	1,537	1,403	1,015
Fixed-term	29	26	24	20
Total	1,739	1,563	1,427	1,035

*DNA Group figures, including TDC Finland Oy

Type of employment

Type of employment	2014*	2013	2012	2011
Full-time	1,651	1,468	1,336	997
Part-time	88	95	91	38
Total	1,739	1,563	1,427	1,035

*DNA Group figures, including TDC Finland Oy

Gender structure

By gender	2014*	2013	2012	2011
Women	717	668	611	333
Men	1022	895	816	702
Total	1,739	1,563	1,427	1,035

*DNA Group figures, including TDC Finland Oy

Age structure

By age group	2014*	2013	2012	2011
< 25	5%	5%	6%	3%
25-34	31%	32%	31%	27%
35-44	32%	32%	31%	37%
45-54	22%	22%	23%	25%
55-64	9%	8%	9%	8%
Total	100%	100%	100%	100%

*DNA Group figures, including TDC Finland Oy

Share of women (%) per personnel group

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

*DNA Group figures, including TDC Finland Oy

DNA's materiality analysis updated

In 2014, DNA updated the materiality analysis, key metrics and the reporting model according to the GRI G4 Sustainability Reporting Guidelines. The analysis of material topics was based on how they affect DNA's ability to create added value with its business. As a result of the analysis, DNA's material topics were specified as follows*:

Requirement	More effective and competitive DNA	Added value to stakeholders
<ul style="list-style-type: none"> ● Privacy and data security (G4-PR8) ● Adhering to ethical business principles (G4-SO3-5, G4-PR7, G4-PR9) ● Electronic waste (G4-EN23) ● Responsible purchasing (G4-EN32, G4-LA14, G4-HR10) 	<ul style="list-style-type: none"> ● Using and developing environmentally friendly solutions (G4-EN3-4, G4-EN15-18, G4-EN27) ● Online safety of young users ● Economic benefits to stakeholders and the society (G4-EC1-4) ● Service availability 	<ul style="list-style-type: none"> ● Investments in networks and the society (G4-EC7, G4-EC9) ● Customer satisfaction and customer service (G4-PR5) ● Good employer (G4-LA1-6, G4-LA8-12, G4-HR3)

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

*Corresponding GRI G4 aspects in brackets.

Reporting according to GRI guidelines

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

DNA's corporate responsibility reporting is based on the guidelines, principles and calculation methods specified by GRI. The reporting includes the data for DNA Ltd, including DNA Store Ltd and Forte Netservices Oy. Any deviations from or changes to the calculation limits are mentioned with each key figure. Similarly, any changes in measurement methods are mentioned with each figure.

The GRI indicators in this report have been reviewed by the Board of Director's Audit Committee. DNA's Sustainability Manager is responsible for developing reporting with a horizontal corporate responsibility group.

GRI content index

GRI	Indicator	Reference	External assurance
General standard disclosures			
Strategy and analysis			
G4-1	CEO's review	CEO's review	-
G4-2	Description of key impacts, risks and opportunities	CEO's review , Operating environment , Strategy , Board of Director's Report	Financial Statements and Board of Director's Report have been audited
Organisational profile			
G4-3	Name of the reporting organisation	DNA Ltd	-
G4-4	Primary brands, products and services	Primary brands are DNA and WELHO. For products and services, see Year 2014 and Business	-
G4-5	Location of organisation's headquarters	Consolidated financial statements: Note 1 The Group in brief	Financial Statements and Board of Director's Report have been audited
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Almost 100 per cent of DNA's operations occur in Finland. In July 2011, DNA acquired Forte Netservices Oy. Forte mostly operates in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in notes to the consolidated financial statements, 33 Related party transactions .	Financial Statements and Board of Director's Report have been audited
G4-7	Nature of ownership and legal form	DNA in figures . See Shares and shareholders in the financial statements	Financial Statements and Board of Director's Report have been audited
G4-8	Markets served	Almost 100 per cent of DNA's operations occur in Finland. In July 2011, DNA acquired Forte Netservices Oy. Forte mostly operates in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in note 33 Related party transactions .	Financial Statements and Board of Director's Report have been audited
G4-9	Scale of the organisation	Number of personnel 31 Dec 2014: 1,739	Financial Statements and Board of Director's Report have been audited

G4-10	Total number of employees by employment contract, region and gender	On 31 December 2014, DNA Group employed 1,739 people, 1,710 of which had open-ended contracts and 29 had fixed-term contracts. 1,651 worked full time and 88 part time. Social responsibility indicators	-
G4-11	Percentage of employees covered by collective bargaining agreements	All DNA Group staff are covered by the applicable collective bargaining agreements specific to each employee category. Service and production employees are covered by the collective agreement in the energy-ICT-networks sector, and administrative and managerial employees by the collective agreement for salaried and senior salaried employees in the ICT sector.	-
G4-12	Description of the organisation's supply chain	Customer and value chains	-
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Board of Directors' Report	Financial Statements and Board of Director's Report have been audited
G4-14	Explanation of whether and how the precautionary principle is applied	Risk management	-
G4-15	Endorsement of externally developed economic, environmental and social charters, principles or other initiatives	In autumn 2010, DNA signed the Finnish Code of Conduct for Safer Mobile Use by Younger Teenagers and Children as well as the European Framework for Safer Mobile Use (SMF) by younger teenagers and children. In 2012, DNA signed the Finnish Diversity Charter and joined the Diversity Charter Finland.	-
G4-16	Memberships in associations and advocacy organisations	DNA is a member of various associations, including the Service Sector Employers PALTA, the Finnish Federation for Communications and Teleinformatics (FiCom), the European Competitive Telecommunications Association ECTA and Groupe Speciale Mobile Association (GSMA). DNA is also a member of FiBS and Diversity Charter Finland. DNA engages in active communication with various authorities and political decision-makers.	-
Identified Material Aspects and Boundaries			
G4-17	Entities included in the organisation's consolidated financial statements	Business . See also Development per business segment and notes to the consolidated financial statements: 17 Investments in associates and 33 Related party transactions	Financial Statements and Board of Director's Report have been audited
G4-18	Process for defining report content	DNA has determined the contents of its 2014 CR report according to the G4 materiality process. See Corporate responsibility reporting at DNA for more information on the materiality analysis process.	-
G4-19	Material aspects	DNA has determined the contents of its 2014 CR report according to the G4 materiality process. See Corporate responsibility reporting for more information on the materiality analysis process.	-
G4-20	Aspect boundary within the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. For environmental responsibility, the reporting covers the Group excluding TDC Finland Oy, which was acquired by DNA in the middle of the reporting period 2014.	-
G4-21	Aspect boundary outside the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. For environmental responsibility, the reporting covers the Group excluding TDC Finland Oy, which was acquired by DNA in the middle of the reporting period 2014.	-

G4-22	Explanation of the effect of any re-statements of information provided in earlier reports	Any deviations from or changes to the calculation limits are mentioned with each key figure. See Reporting (GRI)	-
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	Any deviations from or changes to the calculation limits are mentioned with each key figure. See Reporting (GRI)	-
Stakeholder engagement			
G4-24	List of stakeholder groups engaged by the organisation	DNA's important stakeholders include customers, personnel, shareholders, subcontractors, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors.	-
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholders have been specified by the CR steering group as part of updating the materiality assessment. DNA's important stakeholders include customers, personnel, shareholders, subcontractors, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors.	-
G4-26	Approaches to stakeholder engagement	Customer and value chains , Changing society	-
G4-27	Key topics and concerns that have been raised through stakeholder engagement	Corporate responsibility reporting at DNA	-
Report profile			
G4-28	Reporting period	The GRI report is published annually with the Annual Report.	-
G4-29	Date of the most recent previous report	6.3.2014	-
G4-30	Reporting cycle	Annually	-
G4-31	Contact point for questions regarding the report or its contents	Contacts	-
G4-32	GRI content index	GRI content index	-
G4-33	Policy and current practice with regard to seeking external assurance for the report	DNA's corporate responsibility report 2014 has not been subjected to external assurance. DNA's auditor has audited the Financial Statements and Board of Director's Report.	-
Governance			
G4-34	Governance structure and committees	Corporate governance	-
G4-35	Division of Responsibilities	Corporate responsibility reporting at DNA	-
G4-36	Executive-level positions with responsibility for economic, environmental and social topics	Corporate responsibility reporting at DNA , Contacts	-
G4-37	Processes for consultation between stakeholders and the highest governance body	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives are invited to the meetings of the extended Group Executive Team. See Corporate governance and internal control	-
G4-38	Composition of the highest governance body and its committees	Corporate governance and internal control	-
G4-39	The Chairman of the Board's role in the organisation	The Chairman of DNA Ltd's Board of Directors is not an executive officer. See Board of Directors and Members of the Board of Directors	-
G4-40	Nomination and selection processes for the Board of Directors and its committees	See Board of Directors for information on the nomination and selection process of Board and committee members	-

G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided	As stipulated by law, a member of the Board of Directors shall be disqualified from the consideration of a matter that involves a conflict of interest. See Board of Directors	-
G4-42	The Board of Directors' role in setting purpose, values and strategy	Strategy, Corporate governance and internal control	-
G4-44	Board of Directors' performance evaluation	Usually, the Board of Directors carries out an internal self-evaluation of its operations once per year, but did not do so in 2014.	-
G4-45	Board of Directors' role in the identification and management of risks	The Board of Directors monitors DNA's CR performance according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors and Risk Management	-
G4-46	Board of Director's role in reviewing the effectiveness of the organisation's risk management processes	The Board of Directors monitors the effectiveness of DNA's risk management process according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors , Corporate responsibility at DNA and Risk management .	-
G4-47	Risk assessment frequency	The Board of Directors monitors the effectiveness of DNA's risk management process according to the same principles that apply to the monitoring of DNA's other operations. See Board of Directors , Corporate responsibility at DNA and Risk management .	-
G4-48	Highest committee or position that formally reviews and approves the sustainability report	Corporate responsibility at DNA	-
G4-49	Process for communicating critical concerns	CR related critical concerns are communicated to the Board of Directors.	-
G4-50	Critical concerns reported to the Board of Directors	No concerns specific to corporate responsibility have been reported during the reporting period.	-
G4-51	Remuneration policies for the Board of Directors and senior executives	DNA's remuneration principles do not specify a linkage between the organisation's corporate responsibility performance and compensation for members of the Board of Directors and senior executives. For more details on remuneration, see the following notes to the consolidated financial statements: 14 Earnings per share and 10 Employment benefits and number of personnel See also Salary and remuneration .	Financial Statements and Board of Director's Report have been audited
G4-53	Details on how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives are invited to the meetings of the extended Group Executive Team. See Corporate governance and internal control and Salary and remuneration .	-
Ethics and integrity			
G4-56	Values and principles	Strategy, Corporate responsibility, Customer and value chains	-
G4-58	Mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity	DNA Group's operational instructions are based on ethical principles and apply to every DNA employee. They align the Group's values, operating methods and communication channels and also specify the action to be taken when questions arise. They form the upper-level guidelines which are specified in more concrete terms in the company's operating policies. DNA's Board of Directors approves the ethical guidelines, which are updated every two years or so. DNA's ethical principles instruct employees to report any concerns about unethical or unlawful behaviour to a supervisor, HR or the legal department.	-

Specific standard disclosures

Management Approach			
	Disclosure of Management Approach (DMA)	Corporate responsibility at DNA , Corporate responsibility reporting at DNA	-
Economic responsibility			
G4-EC1	Direct economic value generated and distributed	See DNA's economic impact on its operating environment: Profitability and competitiveness . For more information, see Consolidated income statement .	Financial Statements and Board of Director's Report have been audited
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	DNA conducted a large-scale climate change risk assessment in the autumn of 2013. The company also completed its first disclosure in the Climate Disclosure Project (CDP). See: Energy efficiency , Environmental indicators	-
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Notes to the consolidated financial statements: 2 Accounting principles and 25 Defined benefit plan	Financial Statements and Board of Director's Report have been audited
G4-EC4	Significant financial assistance received from government	In 2014, DNA did not receive financial assistance from government.	-
G4-EC7	Development and impact of infrastructure investments and services supported	Profitability and competitiveness , Network infrastructure	-
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Currently, DNA does not collect data regarding proportion of spending on local suppliers at significant locations.	-
Environmental responsibility			
G4-EN3	Energy consumption within the organisation	Energy efficiency , Environmental indicators	-
G4-EN4	Energy consumption outside the organisation	Energy efficiency , Environmental indicators	-
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental indicators	-
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental indicators	-
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental indicators	-
G4-EN18	Greenhouse gas (GHG) emissions intensity	DNA has continuously reduced emissions from its radio network in proportion to annual data transfer volumes. The GHG intensity ratio for 2014 was 213. In 2014, the types of GHG emissions included in the intensity ratio are scope 1, 2 and 3 emissions. Environmental indicators	-
G4-EN23	Total weight of waste by type and disposal method	Environmental indicators	-
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Customer and value chains , Energy efficiency , Environmental indicators	-

G4-EN32	Percentage of new suppliers that were screened using environmental criteria	<p>DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to environmental legislation and regulations. Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2014. The exact percentage is not currently available.</p> <p>The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.</p>	-
Social responsibility			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	DNA Group's rate of employee turnover was 6.27 per cent in 2014. (In 2013, the rate was 8.7 per cent). The figure does not include fixed-term employment contracts or internal transfers.	-
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	DNA Ltd provides the same benefits to all employees, regardless of employment type. The benefits and policies of DNA's sales organisation, DNA Store Ltd, apply to all DNA Store employees regardless of employment type.	-
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	During operational changes, DNA has observed the minimum notice periods for the applicable collective agreements.	-
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	DNA Ltd has a statutory labour protection committee that consists of regional labour protection delegates. The committee members include five labour protection delegates, including DNA Store delegate, and the labour protection officer. The committee has quarterly meetings.	-
G4-LA6	Type of injury and rate of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	The Group-level relative rate of absenteeism was 4.9 per cent in 2014 (3.9 per cent in 2013). There were no work-related fatalities. There were 26 work time injuries (11 in 2013) and 34 working days were lost due to work-related reasons (4 in 2013). 62 per cent of the work time injuries occurred on the way to or from work.	-
G4-LA8	Health and safety topics covered in formal agreements with trade unions	DNA believes that statutory labour protection activities in Finland cover LA9 requirements. DNA's labour protection committee 2014 has one labour protection delegate per office, a labour protection officer as well as representatives from office and human resource management. The committee meets once a quarter. A typical agenda includes reviewing areas such as accident, sick leave and overtime statistics, and dealing with possible occupational safety issues, for example, based on feedback from employees.	-
G4-LA9	Average hours of training per year per employee per gender, and by employee category	Average hours of training/employee for men/women in 2014. DNA Ltd: Senior salaried employees 16/19, salaried employees 9/14, workers -/19, managers 9/18. DNA Welho Ltd: Senior salaried employees 30/10, salaried employees 1/6, workers -/3, managers -/15. DNA Store Ltd: Senior salaried employees -/16, salaried employees 7/8, workers -/ -, managers -/39. Forte Netservices Oy: Senior salaried employees -/12, salaried employees 12/1, workers -/ -, managers 16/8. Average/personnel, entire Group: 11.	-
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	By the end of 2014, six groups of employees have participated in the JET qualification programmes in leadership training (includes the latest group that started in March 2014), some 95 participants in total, of whom 54 have completed the programme. Two groups from DNA Store Ltd have completed the qualification programme in store supervision (some 20 participants) and a group of DNA customer service employees have completed the qualification programme in store supervision (10 participants). DNA signed an agreement on transition training with Salpaus Further Education that commences in the spring of 2015.	-

G4-LA11	Percentage of employees receiving regular performance and career development reviews	DNA Ltd, DNA Welho Ltd and Forte Netservices Oy have conducted performance reviews with all permanently employed persons not on a leave and temporary and agency employees whose employment continues until the end of the year under review. DNA Store Ltd arranges sales-related performance reviews with employees, as required. These reviews focus on the development of sales skills and competence. Supervisors' performance reviews were conducted with a 360-degree survey (214 supervisors.)	-
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	One of the six members of DNA's Board of Directors was a woman between 1 January and 20 March 2014. Two of the six members of DNA's Board of Directors were women between 20 March and 31 December 2014. One of the nine six members of DNA's Board of Directors was a woman during the reporting period. Members of the Board, Social responsibility indicators	-
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to responsible labour practices and related legislation and regulations. Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2014. The exact percentage is not currently available. The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	-
G4-HR3	Total number of incidents of discrimination and corrective actions taken	No incidents of discrimination occurred at DNA in 2014.	-
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to human rights legislation and regulations. Supplier Code of Conduct was included in a significant proportion of new procurement and logistics agreements signed in 2014. The exact percentage is not currently available. The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	-
Society			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	DNA's ethical principles ban any corruption. DNA has issued separate guidelines for the giving and receiving business gifts. The company does not have a separate risk assessment process for corruption.	-
G4-SO4	Communication and training on anti-corruption policies and procedures	DNA's Sustainability Manager has trained DNA personnel in DNA Group's anti-corruption policies and procedures. Practical implementation of ethical principles is repeated among personnel every couple of years. Next update and implementation cycle will take place in 2015.	-
G4-SO5	Confirmed incidents of corruption and actions taken	There were no incidents of corruption at DNA in 2014.	-
G4-SO6	Total value of political contributions by country and recipient/beneficiary	DNA Group does not support any political parties, politicians or similar institutions. According to this policy, DNA did not provide any political contributions in 2014.	-

G4-S07	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes	DNA Ltd operates according to competitive regulations. During the reporting period, neither the Group nor any of its wholly-owned subsidiaries were subject to legal actions for violation of competition legislation. However, the Finnish Competition and Consumer Authority carried out an inspection at DNA Ltd in November 2014 in relation to the network partnership announced by DNA and TeliaSonera Finland on 20 August 2014. Inspections under the Competition Act are part of the normal operations of the Finnish Competition and Consumer Authority. The fact that an inspection is carried out is not an indication of guilt on the part of the audited organisation. The inspection has not been completed (as of 31 December 2014).	-
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	DNA has not been subject to sanctions apart from those reported under G4-PR7 in 2014.	-
G4-PR5	Results of surveys measuring customer satisfaction	Customer and value chains	-
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	In August 2014, as a result of proceedings initiated by the Consumer Ombudsman, the Finnish Market Court prohibited DNA from marketing its pay-TV services to consumers at a certain price without simultaneously clearly stating the information specified in the Market Court decision. The Market Court also issued a conditional fine of EUR 100,000 to DNA. The Court did not order the payment of the conditional fine. In November 2014, DNA entered into commitments with the Consumer Ombudsman in particular in relation to the information provided on the data transfer rate variation of broadband connections in the marketing of subscriptions.	-
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	According to the Finnish Act on the Protection of Privacy in Electronic Communication, telecommunications operators shall notify the Finnish Communications Regulation Authority (Ficora) of significant information security violations or threats to information security in their network and communication services. DNA issued under five so-called CERT notifications to Ficora in 2014. The notifications concerned a potential information security threat to customers, or a human error that caused customer data to be visible to a third party for a short period of time. DNA processed the cases specified in the CERT notifications immediately to minimise any inconvenience caused to the customers. DNA considers the data security of both consumer and business customers a top priority in all its operations.	-
G4-PR9	Monetary value of significant fines for non-compliance with regulations concerning the provision and use of products and services	DNA has not been ordered to pay any major fines for non-compliance with laws and regulations concerning the provision and use of products and services during the reporting period.	-

Contacts



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