



CORPORATE RESPONSIBILITY REPORT

2015



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DNA updated its CR objectives

DNA's corporate responsibility (CR) strategy and objectives were updated in the autumn of 2015. The customer is now even more at the core of DNA's corporate responsibility. DNA also specified climate objectives for its business.

In the spirit of the Paris Climate Conference, DNA committed to a more ambitious reduction of its greenhouse gas emissions. In November 2015, according to the new climate objectives, DNA began using renewable energy in its direct procurement of electricity. Green electricity is estimated to reduce the indirect greenhouse gas emissions from DNA's own energy consumption by 40 per cent by the end of 2016, which means about 13,000 tonnes less greenhouse gases per year. This amount equals about 2,000 trips around the world in a car.

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

Area	Objectives	Examples of measures in 2015
<p>Customer</p> <p>We look after the customer. DNA must understand what the customer needs and provide suitable solutions. The customer understands what can be achieved with DNA's services and is aware of key issues in the digital world.</p>	<p>DNA acts as an enabler in the society, making customers' lives more inspiring, productive and entertaining while also preventing digital exclusion.</p>	<ul style="list-style-type: none"> – DNA's responsibility strategy and objectives were updated, placing special emphasis on responsibility at the customer interface – New products and services were launched for consumers, such as the DNA TV and IPTV services – New products and services were launched for businesses, such as DNA Pouta, which allows a company to choose suitable cloud services - DNA and Sonera's shared network enables a quick construction of a 4G network in sparsely populated areas in Northern and Eastern Finland
<p>Society</p> <p>DNA plays a significant role in society by providing important communication connections and maintaining infrastructure that is critical to the operation of the society. Our continuously expanding networks consume a lot of energy. We want to be responsible and do our part to combat climate change.</p>	<ul style="list-style-type: none"> – While the expansion of DNA's networks continues, we aim to reduce our total emissions by 15 per cent by 2020 from the levels reported in 2014 – We will improve the energy efficiency of our radio network and reduce emissions from radio network in proportion to annual data transfer volumes by 80 per cent from 2014 levels by 2020 	<ul style="list-style-type: none"> – DNA's 4G and 3G networks were expanded by adding almost 3,000 base stations, some two thirds of which to the 4G network – DNA began using renewable energy in November 2015 – Modernisation of DNA's radio network continued as planned, improving energy efficiency – Investments in the energy efficient LTE technology help reduce emissions – Constructing and

		sharing a network with Sonera is more energy-efficient because the technology is shared
Meaningful work We will increase corporate responsibility know-how and understanding at DNA.	Each DNA employee is familiar with the key responsibility objectives and understands how they personally can help the company achieve them.	– DNA Group's Code of Conduct was updated – Code of Conduct training was updated and will be launched in 2016 – Internal communication about DNA's updated responsibility strategy and objectives got under way towards the end of 2015

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

New responsibility organisation

DNA changed the organisation of its responsibility towards the end of 2015. The cross-organisatory CR network was replaced by three new virtual teams: climate, innovations and responsible supply chain. Responsibility is also regularly discussed by the customer experience steering group and DNA's brand forum.

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. DNA has a full-time Sustainability Manager who is responsible for promoting corporate responsibility at the Group level and issuing reports to the Executive Team every six months.

Organisation of CR at DNA

Board of Directors' Audit Committee	The Audit Committee discusses corporate relationship issues based on proposals by the Executive Team.
DNA's Executive Team	The Executive Team monitors the productivity of DNA's operations and discusses factors with significant economic or other impact. The Chief Financial Officer is in charge of corporate responsibility at the Executive Team.
Sustainability Manager and the CFO	DNA's Sustainability Manager decides on the main principles of corporate responsibility together with the Chief Financial Officer, and is responsible for meeting the targets and implementing the measures related to corporate responsibility.
<ul style="list-style-type: none"> • Climate team • Innovation team • Responsible supply chain team • Customer experience steering group • Brand forum 	CR teams discuss and plan factors related to responsibility and decide on the implementation and responsibilities thereof.
Responsibility forum	Whenever necessary, the responsibility forum that comprises members of the responsibility teams is called to plan and prepare larger CR-related entities.

Our customers are our main responsibility

DNA elaborated its responsibility strategy in 2015. The new and updated approach places special emphasis on DNA's responsibility towards the customer.

Voice and data communications have become a necessity for people and the society at large: it is difficult to manage without good connections. However, consumers may find the product, service and solution offering of the telecommunication operator sector very complex and even difficult to understand. As an operator, DNA shares the responsibility of understanding the customer's needs and providing solutions that meet these needs. DNA also strives to inform the customer about these services and their possibilities as clearly as possible, and to help the customer identify key issues that they should be aware of in the digital world.

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

Striving to provide the highest-quality customer experience

After the brand renewal, DNA conveys a more unified brand identity to the customers: all products and services were brought under the DNA brand in 2015 and the DNA Store, DNA Business and DNA Welho brands were discontinued.

Customer experience was enhanced further in many ways. Customer service and other service channels work in closer co-operation now, and online services were renewed by introducing new, handy features, such as click and collect, which allows customers to buy products online and collect them from the local store. DNA also implemented single sign-on, which allows users to access several DNA services without having to login separately to each of them.

DNA's customer service development is guided by customer satisfaction, which is measured by means such as the Net Promoter Score (NPS). Both Consumer and Corporate Business experienced very positive customer satisfaction development in 2015. Investing in occupational well-being among customer service personnel improved customer satisfaction in both segments. Satisfaction was also improved by further development of training, coaching and customer service processes and systems as well as expansion of service advisor competence.

Moreover, the process that anticipates the contact streams in Consumer Business was improved, which also benefited shift planning. Customer service times improved as a result.

Corporate Business customer service performed a successful remote working pilot in 2015. DNA's remote working method, the Genuine method of working, will be implemented in Corporate Customer Services in early 2016.

DNA's EPSI Rating survey success continues

DNA's success in the EPSI Rating survey continued in 2015. The company topped the EPSI Rating survey results on mobile operators' customer satisfaction among corporate customers across the board. DNA's



Focus on customer experience

In the summer and autumn of 2015, more than 1,000 DNA employees formed "Paras duuni" ("Best job") working groups led by their peers to discuss the further development of their community. Customer experience was one of the themes under discussion, and more specifically, what each DNA employee can do to serve the customer even better.

Working group participants represented most positions at DNA, not just customer service. This helped bring home the fact that at the end of the day, everyone at DNA is working to provide even better customer experiences.

The initiative generated a myriad of new ideas, all of which have been processed and implemented where possible. Performance reviews and objective setting were among the areas enhanced based on the feedback from the groups. The initiative continues in 2016 with a new theme: "One, unified DNA", with the aim to unify the corporate culture further on the basis of DNA's values – fast, bold and straightforward.

corporate customers were the most satisfied in all three product categories: mobile voice, mobile broadband and fixed-network broadband.

Among consumer customers, DNA's customer satisfaction and customer loyalty improved in 2015, and DNA scored the top points for mobile broadband services for consumers.

For more information on the results, see our [website](#).

Customer satisfaction

Results of the EPSI Rating survey, DNA and DNA Welho	2015	2014	2013	2012	2011
Mobile communication services for consumers (DNA)	74.9	74.0	75.6	72.9	73.8
Fixed broadband services for consumers (DNA Welho)	71.7	74.2	72.2	71.9	69.4
Mobile broadband services for consumers (DNA)	73.3	71.7	71.3	69.3	67.0
Mobile communication services for businesses (DNA)	74.3	74.0	68.5	65.7	65.3
Fixed broadband services for businesses (DNA)	69.2	71.1	67.0	65.8	65.8
Mobile broadband services for businesses (DNA)*	73.5	67.8	70.2	N/A	N/A
Pay-TV (DNA Welho)	67.8	69.1	72.8	71.3	67.4

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

We promote digitalisation and competitiveness in Finland

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

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

Domestic investments and employment

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

DNA's investments in 2015 came to EUR 154.7 million (EUR 149.6 million), or 18.7 per cent of net sales (17.9 per cent). Major individual items included investments in the 3G and 4G networks and in fibre and transfer systems.

DNA has a strong local presence in some 100 locations in Finland. At the end of 2015, the company employed 1,674 people and indirectly some 1,050 more. The number of DNA personnel decreased by 57 employees in 2015. The decrease is due to the cooperative negotiations that took place after the acquisition of TDC's Finnish operations between August and October 2014 to establish a new DNA Business unit.

DNA is an important 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. Furthermore, the company traditionally employs young people in customer service and DNA Store functions. At the end of 2015, those under 25 accounted for some 20 per cent of customer service personnel. In DNA Stores, the figure was almost 50 per cent.

Economic value for stakeholders, EUR million

Generation of added value		2015	2014
From the customers	Net sales	828.8	833.5
Total generated added value		828.8	833.5
Distribution of added value		2015	2014
Goods and service suppliers	Materials and services as well as other operating expenses	498.5	530.1
Personnel	Salaries and remuneration as well as pension expenses	102.3	96.4
Public sector	Income tax, value added tax, personnel expenses as well as payments to the Finnish Communications Regulatory Authority	90.0	77.1
Financial sector	Interest expenses	12.5	11.3
Shareholders	Dividends for 2015*	40.1	30.0
Total distributed added value		743.4	744.9

* DNA's Board of Directors has proposed to the Annual General Meeting that a dividend of EUR 4.72 (3.54) per share be paid for the financial year 2015, EUR 40,062,746.40 in total (EUR 30,041,194.02).

DNA a main partner in the “HundrED – 100 Koulua” initiative

DNA is a main partner of the “HundrED – 100 Koulua” initiative that was launched in December 2015. The initiative brings the best education innovations together, develops 100 new operating models with the schools, providing a foundation for the best education in the world for the next 100 years.

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

“At DNA, we are particularly interested in the effect of digitalisation on schools and learning. This is a great opportunity to develop education in Finland and give it a new direction. This requires a touch of boldness simply because the future professions of our children may not even exist today,” says DNA’s CEO **Jukka Leinonen**.

DNA provides solutions for changing service needs

In a digital society, there is a constant need for receiving and sharing data. Remote and mobile working with smart devices is increasing, as is sharing content in social media and the use of entertainment services. DNA offers high-quality voice, data and TV services for communication, entertainment and work, and provides new solutions to meet the changing consumer needs.



Helping asylum seekers

DNA wants to extend a helping hand to those in need in the society. As a member of the Diversity Charter Finland, DNA wants to provide operator services to everyone, both Finns and other nationalities.

In the autumn of 2015, DNA donated Internet connections to more than 20 reception centres for asylum seekers maintained by the Finnish Red Cross across the country. DNA also donated prepaid subscriptions to almost 800 asylum seekers.

DNA became a business sponsor of the Startup Refugees initiative, which provides mentoring programs and funding to help refugees in Finland start their own businesses and integrate. In the autumn of 2015, DNA donated tablets to support the documentation of refugees' backgrounds and skills. This cooperation will continue in 2016.

For more information on DNA's support to charities, please see our [website](#).

Strong growth of mobile data volumes continues

Mobile data traffic volumes continued to grow rapidly in 2015. Data volumes in DNA's 4G network tripled between the end of 2014 and end of 2015. At the moment, up to 67 per cent of all data is transferred in the 4G network.

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. DNA makes significant investments in the network infrastructure, providing comprehensive high-speed connections.

By the end of 2016, DNA's 4G network will cover 99 per cent of the population.

Additional information: [Network infrastructure](#)

A shared network brings fast connections to sparsely populated areas

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

The construction got under way in 2015 in the Kuusamo area and quickly proceeded North. The network has already been completed in Eastern, Northern and Western Lapland and also covers most of Southern Lapland. The shared network has more than 500 base stations in Northern Finland. Network construction in Eastern Finland will commence in early 2016.

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. More information: [Strategy](#)

New way of working is effective and mobile

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

Things places high demands on the capacity and security of networks.

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

Online safety of young users

DNA has 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.

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

DNA values its stakeholders

DNA engages in active dialogue with its stakeholders. 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's Customer Panel was renewed and expanded in 2014. The Internet-based customer panel is one of the main interaction channels for consumer customers. It provides DNA with quick feedback and information on customers' opinions, expectations and values.

In addition to the customers, DNA's important stakeholders include personnel, shareholders, subcontractors and partners, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors.

Transparent advocacy

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

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

In 2015, DNA joined the [EU Transparency Register](#). The Transparency Register, or lobbyist register, has been introduced to answer basic questions such as these: what interests are being represented at EU level, who represents those interests and with what budgets. The register is jointly maintained by the European Parliament and the European Commission.

DNA is a member of the following organisations: European Competitive Telecommunications Association ECTA, Groupe Speciale Mobile Association (GSMA), the Finnish Federation for Communications and Teleinformatics (FiCom), the Service Sector Employers PALTA and Amcham Finland.

DNA sets climate objectives



As a Finnish telecommunications Group, DNA wants to be responsible and work towards reduction of emissions and increased energy efficiency. DNA has calculated its greenhouse gas emissions since 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.

DNA consumes a large amount of electricity, which means that the indirect greenhouse gas emissions from DNA's own energy consumption are significant. This is why DNA specified the following climate objectives in 2015:

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

In November 2015, in accordance with the new climate objectives, DNA began using renewable energy in its direct procurement of electricity. Green electricity is estimated to reduce the indirect greenhouse gas emissions from DNA's own energy consumption by 40 per cent by the end of 2016, which means about 13,000 tonnes less greenhouse gases per year. This amount equals about 2,000 trips around the world in a car.

The renewable energy purchased by DNA is hydro power and comes with a Guarantee of Origin. Hydro power is an emission-free energy source and as such, a good option in terms of reducing the climate impacts of DNA's business. However, renewable energy generation does have its problems and this also applies to hydro power. Hydroelectric plants can prevent the movement of migratory fish in rivers. Fish passages and ladders are constructed in Finland according to Finland's National Fish Passage Strategy to enhance the viability of migratory fish stocks. DNA is monitoring the situation and regularly assesses the origin of purchased electricity.

Climate risks assessed

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.

Energy efficiency in production

Modernisation of base stations in the mobile network proceeded as planned in 2015. Some 80 per cent 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. During the network upgrades, hundreds of radio units have also been relocated from inside the equipment facilities to the masts, removing the need for mechanical cooling. This saves significant amounts of energy.

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

Energy-efficient facilities and working methods

The new DNA House, 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 have earned an international LEED Gold certification as a recognition of the building's ecological energy and water consumption, materials used and emissions.

DNA conducted a mandatory energy review towards the end of 2015 in company offices and equipment facilities. While measures that can further improve energy efficiency and energy savings were identified during

the review, it indicated that as a whole, DNA Group's offices and equipment facilities are already quite energy-efficient.

DNA 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.

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

DNA also expects its partners to take economic, environmental and social responsibility 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 2015, DNA again conducted a supplier responsibility survey to assess the responsibility of suppliers' operations. Among other things, the survey results indicated that 85 per cent of DNA's subcontractors and suppliers address corporate responsibility in their strategy and 69 per cent have specified responsibility objectives that are monitored. In total, 73 per cent of them monitor the responsibility of their subcontractors and suppliers.

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



1. Responsibility in the supply chain

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

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 DNA TV subscriptions and the Deezer music 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 the base stations and radio network, for example.

4. Environmentally friendly data centers

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

6. Recycling of materials

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

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 creates competitive advantage in the constantly evolving industry. Employee satisfaction amidst the changes is one key indicator that DNA is committed to.

After the organisational changes that took place at the end of 2014, the focus in 2015 was on a stronger, unified corporate culture. Key initiatives in this area included coaching programmes in supervisors' leadership skills and the launch of the work community initiative.

Other important – and permanent – focus areas include continuous competence development and open interaction between personnel representatives and the personnel.

Significant improvement in job satisfaction

DNA participated in the Great Place to Work survey for the second time in 2015. The survey measures employee satisfaction and the company's employer image.

In comparison to 2014, the Trust Index of DNA's personnel was 67 per cent in 2015 (60 per cent in 2014), which according to the Great Place to Work institute is an exceptional year-on-year improvement in the large companies' category in Finland. In total, 78 per cent of DNA's employees considered DNA as a good workplace (69 per cent in 2014). Results improved across the board for the organisation as a whole.

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

Suggestions for improvements included, for example, that the company management could keep employees better up to date, involve employees more in decision-making and be more active in seeking out employees' suggestions and ideas and following up on them. The employees would like to see the company management (top management and supervisors) to be more active communicators in the organisation. While this area developed positively from the previous year, the employees would like to see this trend continue.

In 2015, 1,373 (997) DNA employees participated in the 2015 Great Place to Work survey, achieving a response rate of 79 per cent (69 per cent).

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

Customer service pilots the Genuine method of working

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.

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



Dream Christmas presents for SOS Children's Village

DNA employees in the cities of Rauma, Pori and Turku collected gift donations for the SOS Children's Village Kaarina and employees in the city of Lahti for the SOS Children's Village Tampere. Many children had named sports equipment as their dream present. DNA Peers visited the SOS Children's Villages before Christmas to deliver the presents.

DNA Peers are DNA 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 is the main partner of SOS Children's Village.

advantage of the flexibility by working at home.

The Genuine method of working was expanded further in 2015 according to plan with the aim of implementing it in all DNA facilities during 2017.

Personnel in Consumer Customer Services (technical support) and Corporate Customer Services took part in a remote working pilot in 2015. After a very successful pilot, the remote working model will be implemented in Corporate Customer Services in 2015, while flexible working pilots are set to continue in Consumer Customer Services.

In January 2016, DNA announced that it will participate in the Family-Friendly Workplace programme of the Family Federation of Finland which aims to support well-being at work by providing tools to companies and communities that promote the development of family-friendly practices. These practices improve job satisfaction and productivity at the workplace. DNA's Genuine method of working is one example of family-friendly practices at the workplace.

Support for supervisors' individual development

Supervisors' leadership skills remained a focus area in skills development in 2015. The supervisor mentoring programme continued in 2015 to provide support for supervisors' individual development by means of discussions. Participants' experiences about mentoring were very positive, and the programme will continue in 2016.

In 2015, DNA launched a coaching programme for all supervisors on leadership and labour law. The programme will also be incorporated in the induction process of new supervisors.

Advanced coaching needs are identified by means of 360-degree surveys and mentoring.

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 2015, 95 persons in total had participated in the programme, 64 of which have acquired the qualification and seven having completed a partial qualification. DNA Store employees also have the opportunity to work towards a specialist qualification in commerce through apprenticeship training. The first group of students consisted of 18 students and four of them have completed a partial qualification.

DNA employees develop their working community

In 2015, DNA employees were given an opportunity to influence the future development of their working community in the "Paras duuni" ("best job") initiative in which their peers led working groups discussing the future development of their jobs. Most DNA employees took part in the working groups during the summer and autumn. The initiative generated a myriad of development ideas, which were reviewed by the Executive Team.

DNA employees were also active participants in the implementation of DNA's brand renewal. DNA's new brand was launched in April 2015 and DNA Movie Experience events were organised in different parts of the country. Everyone at DNA was given the opportunity to consider the essentials of the DNA brand in small groups and create a short film about them. The best ones were celebrated at an Oscar-inspired gala at the end of the spring.

DNA promotes well-being at work

DNA promotes the well-being of its personnel with, for example, the Edenred Duo card, which provides exercise opportunities for the personnel, and by organising different activity clubs. A mindfulness course was piloted at DNA House in 2015. Participants were satisfied with the course and felt that it promoted their well-being at work. 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. DNA also offers its employees an accident insurance for recreational activities.

Focus areas in the further development of well-being at DNA in 2015 included the development of team skills in Customer Service and also throughout the organisation with various campaigns. DNA's HR experts were also actively available at different premises in Finland throughout the year. This was deemed useful and they will continue to visit different premises in 2016.

DNA Peers continued to be active. They organised a Halloween-themed party and Oktoberfest for the personnel and a Christmas present collection for SOS Children's Village.

Leadership practices embrace diversity

DNA has been a member of FIBS and Diversity Charter Finland since early 2012. DNA was among the first members to sign the first Diversity Charter in Finland, and has been an active participant in the diversity charter network.

Diversity is a tangible part of every-day leadership at DNA. It is included in the company's view of what constitutes good leadership, alongside the principles of equality, non-discrimination and respect for and utilisation of different skill sets.

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

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

DNA's objectives in diversity management include:

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

DNA's diversity vision

Increased customer understanding and customer satisfaction

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

More versatile expertise

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

New ways of working and thinking expand

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

We adhere to our Code of Conduct and legislation

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

Reporting according to GRI guidelines

As in previous years, DNA continued to report on corporate responsibility according to the Global Reporting Initiative reporting model in 2015. This is DNA's sixth GRI report. With a reporting period of one calendar year, DNA publishes this GRI-compliant corporate responsibility report annually with the annual report. The previous report was published on 6 March 2014. DNA adopted the GRI G4 guidelines in 2014, and this is DNA's second G4-compliant corporate responsibility report.

DNA's CR reporting is based on the guidelines, principles and calculation methods specified by GRI. It includes the data for DNA Ltd, including DNA Store Ltd. Any deviations from or changes to the calculation limits are mentioned with each indicator. Similarly, any changes in measurement methods are mentioned with each indicator.

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

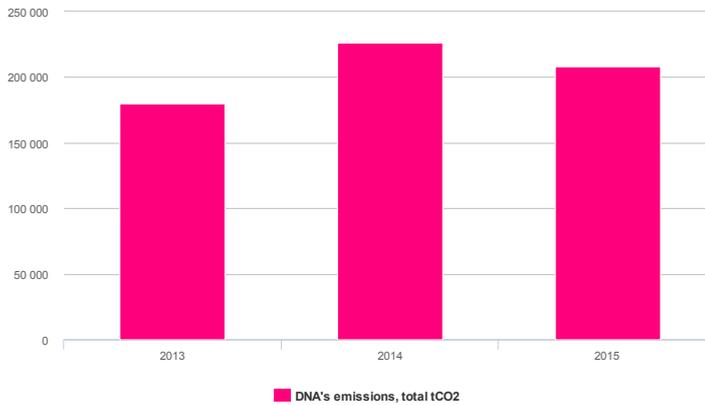
Requirement	More effective and competitive DNA	Added value to stakeholders
<ul style="list-style-type: none"> • Privacy and data security • Adhering to ethical business principles • Electronic waste • Responsible purchasing 	<ul style="list-style-type: none"> • Using and developing environmentally friendly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

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

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

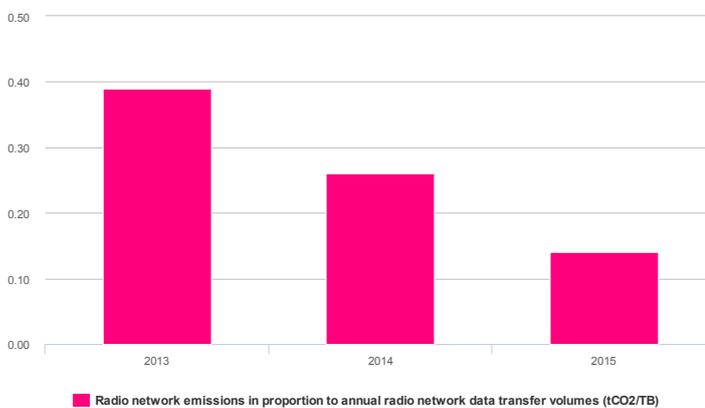
Environmental indicators

DNA's emissions, total tCO₂*



*Indicator includes Scope 1, Scope 2 (market-based) and Scope 3 emissions.

EN18 – Radio network emissions in proportion to annual radio network data transfer volumes (tCO₂/TB)*



*Indicator includes Scope 1, Scope 2 (market-based) and Scope 3 emissions.

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

	2015	2014	2013	2012	2011
Direct greenhouse gas emissions	662	835	1104	569	546

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

	2015*	2014	2013	2012	2011
Indirect greenhouse gas emissions	29,707**	30,101	28,846	25,863	31,564

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

**DNA monitors emissions from energy consumption with the market-based approach, which takes into account e.g. the Guarantees of Origin obtained by DNA. DNA's location-based emissions totalled 27,088 tCO₂, based on the specific carbon dioxide emissions from electricity production in Finland.

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

	2015	2014	2013	2012	2011
Scope 3, business travel*	853	743	616	721	934
Scope 3, total**	177,516	195,784	150,250	N/A	N/A

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

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

EN18 – Greenhouse gas emissions in proportion to net sales (tCO₂/MEUR)*

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

*Includes scope 1, 2 and 3 emissions.

EN3 – Energy consumption within the organisation (TJ)

	2015*	2014	2013	2012	2011
Total consumption of non-renewable fuels**:					
- Diesel and gasoline	7.2	6.6	6.3	6.3	5.8
- Fuel oil	1.2	1.4	1.5	1.6	0.9
Consumption of renewable fuels	N/A	N/A	N/A	N/A	N/A
Electricity consumption	422.9	367.5	355.0	346.0	369.0
Heat consumption	21.6	15.9	21.0	19.0	29.0
Cooling consumption	3.5	N/A	N/A	N/A	N/A
Steam consumption	0.0	0.0	0.0	0.0	0.0
Energy sales	0.0	0.0	0.0	0.0	0.0
Total energy consumption	456.3	391.5	383.8	373.0	404.7

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

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

EN4 – Energy consumption outside of the organisation (TJ)

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

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

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

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

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

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

Social responsibility indicators

Type of employment contract

Type of employment contract	2015	2014	2013	2012	2011
Open-ended	1,626	1,710	1,537	1,403	1,015
Fixed-term	48	29	26	24	20
Total	1,674	1,739	1,563	1,427	1,035

Type of employment

Type of employment	2015	2014	2013	2012	2011
Full-time	1,636	1,651	1,468	1,336	997
Part-time	38	88	95	91	38
Total	1,674	1,739	1,563	1,427	1,035

Gender structure

By gender	2015	2014	2013	2012	2011
Women	676	1,022	668	611	333
Men	998	717	895	816	702
Total	1,674	1,739	1,563	1,427	1,035

Age structure

By age group	2015	2014	2013	2012	2011
< 25	3%	5%	5%	6%	3%
25–34	31%	31%	32%	31%	27%
35–44	35%	32%	32%	31%	37%
45–54	22%	22%	22%	23%	25%
55–64	9%	9%	8%	9%	8%
Total	100%	100%	100%	100%	100%

Share of women (%) per personnel group

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

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 Directors' Report have been audited
Organisational profile			
G4-3	Name of the reporting organisation	DNA Ltd	-
G4-4	Primary brands, products and services	Primary brand is DNA. For products and services, see Year 2015 and Business	-
G4-5	Location of organisation's headquarters	Consolidated financial statements: Note 1 The Group in brief	Financial Statements and Board of Directors' Report have been audited
G4-6	Number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	Almost 100 per cent of DNA's operations occur in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in notes to the consolidated financial statements, 31 Related party transactions	Financial Statements and Board of Directors' Report have been audited
G4-7	Nature of ownership and legal form	DNA in figures . See Shares and shareholders in the financial statements	Financial Statements and Board of Directors' Report have been audited
G4-8	Markets served	Almost 100 per cent of DNA's operations occur in Finland. Finnish operations are supported by some sales and service employees in other countries. See DNA's subsidiaries in notes to the consolidated financial statements, 31 Related party transactions	Financial Statements and Board of Directors' Report have been audited

G4-9	Scale of the organisation	Number of personnel 31 Dec 2015: 1,674	Financial Statements and Board of Directors' Report have been audited
G4-10	Total number of employees by employment contract, region and gender	On 31 December 2015, DNA Group employed 1,674 people, 1,626 of which had open-ended contracts and 48 had fixed-term contracts. 1,636 worked full time and 38 part time. Social responsibility indicators	-
G4-11	Percentage of employees covered by collective bargaining agreements	All DNA Group staff are covered by the applicable collective bargaining agreements specific to each employee category. Service and production employees are covered by the collective agreement in the energy-ICT-networks sector, and administrative and managerial employees by the collective agreement for salaried and senior salaried employees in the ICT sector.	-
G4-12	Description of the organisation's supply chain	Supply chain	-
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	Board of Directors' Report	Financial Statements and Board of Directors' Report have been audited
G4-14	Explanation of whether and how the precautionary principle is applied	Risks and risk management	-
G4-15	Endorsement of externally developed economic, environmental and social charters, principles or other initiatives	In autumn 2010, DNA signed the Finnish Code of Conduct for Safer Mobile Use by Younger Teenagers and Children as well as the European Framework for Safer Mobile Use (SMF) by younger teenagers and children. In 2012, DNA signed the Finnish Diversity Charter and joined the Diversity Charter Finland. In 2015, DNA joined the EU Transparency Register.	-
G4-16	Memberships in associations and advocacy organisations	DNA is a member of various associations, including the Service Sector Employers PALTA, the Finnish Federation for Communications and Teleinformatics (FiCom), Amcham Finland, the European Competitive Telecommunications Association ECTA and Groupe Speciale Mobile Association (GSMA). DNA is also a member of Corporate Responsibility Network FIBS and Diversity Charter Finland. DNA engages in active communication with various authorities and political decision-makers. Stakeholder relations	-
Identified material aspects and boundaries			
G4-17	Entities included in the organisation's consolidated financial statements	Business . See also Development per business segment and notes to the consolidated financial statements: 16 Investments in associates and 31 Related party transactions	Financial Statements and Board of Directors' Report have been

audited

G4-18	Process for defining report content	DNA has determined the contents of its 2015 CR report according to the GRI G4 materiality process. The materiality analysis was performed in 2014. Reporting (GRI)	-
G4-19	Material aspects	DNA has determined the contents of its 2015 CR report according to the GRI G4 materiality process. The materiality analysis was performed in 2014. Reporting (GRI)	-
G4-20	Aspect boundary within the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. The boundary is specified by DNA Group's financial reporting. This is why DNA's responsibility reporting for 2015 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA Ltd owns 49 per cent of Suomen Yhteisverkko Oy shares. DNA's financial reporting for 2015 includes 42 per cent of Suomen Yhteisverkko Oy's figures. Correspondingly, the responsibility reporting includes 42 per cent of the electricity consumption of the radio network of Suomen Yhteisverkko Oy.	-
G4-21	Aspect boundary outside the organisation	Internal boundary: For economic and social responsibility reporting, the scope is DNA Group. The boundary is specified by DNA Group's financial reporting. This is why DNA's responsibility reporting for 2015 includes the electricity consumption of the radio network of Suomen Yhteisverkko Oy. DNA Ltd owns 49 per cent of Suomen Yhteisverkko Oy shares. DNA's financial reporting for 2015 includes 42 per cent of Suomen Yhteisverkko Oy's figures. Correspondingly, the responsibility reporting includes 42 per cent of the electricity consumption of the radio network of Suomen Yhteisverkko Oy.	-
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. Stakeholder relations	-
G4-25	Basis for identification and selection of stakeholders with whom to engage	Stakeholders have been specified as part of updating the materiality analysis. DNA's important stakeholders include customers, personnel, shareholders, subcontractors, civic organisations, authorities and political decision-makers, the media, financial and insurance markets, labour market organisations and other organisations as well as competitors. Stakeholder relations	-
G4-26	Approaches to stakeholder engagement	Customer, Stakeholder relations	-
G4-27	Key topics and concerns that have been raised through stakeholder engagement	Reporting (GRI)	-

Report profile			
G4-28	Reporting period	The GRI report is published annually with the Annual Report.	-
G4-29	Date of the most recent previous report	6 March 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 2015 has not been subjected to external assurance. DNA Ltd's auditor has audited the Financial Statements and Board of Director's Report.	-
Governance			
G4-34	Governance structure and committees	Corporate governance and internal control	-
G4-35	Division of Responsibilities	Corporate responsibility at DNA	-
G4-36	Executive-level positions with responsibility for economic, environmental and social topics	Corporate responsibility at DNA , Contacts	-
G4-37	Processes for consultation between stakeholders and the highest governance body	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives attend meetings of the Extended Executive Team. See Corporate governance 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	The Board of Directors carries out an internal self-evaluation of its operations once per year. The self-evaluation report for 2015 was discussed in a Board meeting.	-
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 Risks 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 Risks 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 Risks and risk management .	-
G4-48	Highest committee or position that formally reviews and approves the sustainability report	Corporate responsibility at DNA	-
G4-49	Process for communicating critical concerns	Critical CR 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 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: 13 Earnings per share and 9 Employment benefits and number of personnel . See also Governance - Salary and remuneration report .	Financial Statements and Board of Directors' Report have been audited
G4-53	Details on how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Shareholders exercise their shareholder power in the General Meeting. DNA's Board of Directors does not have an employee representative. Personnel representatives attend meetings of the Extended Executive Team. See Corporate governance and internal control and Salary and remuneration report .	-
Ethics and integrity			
G4-56	Values and principles	Strategy , Corporate responsibility at DNA , Customer	-
G4-58	Mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity	DNA's employees are guided by DNA Group's Code of Conduct. It specifies the Group's values, operating methods and communication channels and also the action to be taken when questions arise. The Code of Conduct is the upper-level guideline which is specified in more concrete terms in the company's operating policies. DNA's Board of Directors approves the Code of Conduct, which is updated every other year or so. The Code of Conduct was updated in 2015 and the practical implementation will take place in 2016. DNA's Code of Conduct instructs 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 , Contacts	-

Economic responsibility			
G4-EC1	Direct economic value generated and distributed	See DNA's economic impact on its operating environment, Society . For more information, see consolidated income statement .	Financial Statements and Board of Directors' Report have been audited
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	DNA conducted a large-scale climate change risk assessment in the autumn of 2013. Climate , Environmental indicators	-
G4-EC3	Coverage of the organisation's defined benefit plan obligations	Notes to the consolidated financial statements: 2 Accounting principles and 24 Defined benefit plan	Financial Statements and Board of Directors' Report have been audited
G4-EC4	Significant financial assistance received from government	In 2015, DNA did not receive financial assistance from government.	-
G4-EC7	Development and impact of infrastructure investments and services supported	Society , Network infrastructure	-
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Currently, DNA does not collect data regarding proportion of spending on local suppliers at significant locations.	-
Environmental			
G4-EN3	Energy consumption within the organisation	Climate , Environmental indicators	-
G4-EN4	Energy consumption outside the organisation	Climate , Environmental indicators	-
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental indicators	-
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental indicators	-
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental indicators	-
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environmental indicators	-
G4-EN23	Total weight of waste by type and disposal method	Environmental indicators	-
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Supply chain , Climate , Environmental indicators	-
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	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 2015. 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.

Social responsibility	
G4-LA1	<p>Total number and rates of new employee hires and employee turnover by age group, gender and region</p> <p>DNA Group's rate of employee turnover was 11.1 per cent in 2015. (In 2014, the rate was 6.3 per cent). The figure does not include fixed-term employment contracts or internal transfers.</p>
G4-LA2	<p>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations</p> <p>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.</p>
G4-LA4	<p>Minimum notice periods regarding operational changes, including whether these are specified in collective agreements</p> <p>During operational changes, DNA has observed the minimum notice periods for the applicable collective agreements.</p>
G4-LA5	<p>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</p> <p>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.</p>
G4-LA6	<p>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</p> <p>The Group-level relative rate of absenteeism was 4.9 per cent in 2015 (4.9 per cent in 2014). There were no work-related fatalities. There were 20 work time injuries (26 in 2014) and 22 days were lost due to work-related reasons (34 in 2014). 60 per cent of the work time injuries occurred on the way to or from work.</p>
G4-LA8	<p>Health and safety topics covered in formal agreements with trade unions</p> <p>DNA believes that statutory labour protection activities in Finland cover LA8 requirements. DNA's labour protection committee 2015 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.</p>
G4-LA9	<p>Average hours of training per employee per gender, and by employee category</p> <p>Average hours of training/employee for men/women in 2015: DNA Ltd: Senior salaried employees 17/17, salaried employees 10/11, workers -/-, managers 31/17. DNA Welho Ltd: Senior salaried employees 5/12, salaried employees 3/5, workers -/-, managers -/6. DNA Store Ltd: Senior salaried employees -/40, salaried employees 18/33, workers -/-, managers -/60. Average/personnel, entire Group: 12</p>
G4-LA10	<p>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings</p> <p>By the end of 2015, six groups of employees have participated in the JET qualification programmes in leadership training, some 95 participants in total, of whom 64 have completed the programme and seven have a partial qualification. Two groups from DNA Store Ltd completed the qualification programme in store supervision (some 20 participants) and a group of DNA customer service employees have completed a further qualification in sales (10 participants). In total, 14 persons are working towards a specialist qualification in commerce, four of whom have a partial qualification. DNA signed an agreement on</p>

		transition training with Salpaus Further Education that was organised in the spring of 2015.	
G4-LA11	Percentage of employees receiving regular performance and career development reviews	DNA Ltd and DNA Welho Ltd have conducted performance reviews with all permanently employed persons 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 (231 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	Two of the six members of DNA's Board of Directors were women during the reporting period. One of the nine members of DNA's Executive Team was a woman. Members of the Board, Executive Team, Social responsibility indicators	-
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	DNA's supplier agreements include the Supplier Code of Conduct according to which suppliers agree to adhere to 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 2015. The exact percentage is not currently available.	-
		The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	No incidents of discrimination occurred at DNA Group in 2015.	-
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 2015. The exact percentage is not currently available.	-
		The Supplier Code of Conduct is based on the UN Declaration on Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. Environmental responsibility considerations are also included. The Supplier Code of Conduct also applies to the suppliers' subcontractors.	
Society			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	DNA's Code of Conduct bans any corruption. DNA has issued separate guidelines for the giving and receiving 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 the Code of Conduct is repeated among personnel every couple of years. The Code of Conduct was updated in 2015 and practical implementation will take place in 2016.	-

G4-SO5	Confirmed incidents of corruption and actions taken	There were no incidents of corruption at DNA in 2015.	-
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 2015.	-
G4-SO7	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. According to the Competition Act, the Finnish Competition and Consumer Authority carried out an inspection at DNA Ltd on 4 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. FCCA issued a decision on 5 November 2015, stating that the network partnership of DNA and TeliaSonera creates concrete benefits to residents in Northern and Eastern Finland. However, the authority also expressed concern that the network partnership may restrict competition in the mobile communications market. As a result, DNA and TeliaSonera offered FCCA commitments that ensure competition and FCCA closed the inspection after these came into force.	-
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	In 2015, DNA was not ordered to pay any fines or other sanctions for non-compliance with laws or regulations.	-
G4-PR5	Results of surveys measuring customer satisfaction	Customer	-
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	In 2015, no court decisions were issued in relation to DNA's marketing, nor did the Market Court issue any conditional fines.	-
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	According to the Finnish Information Society Code, telecommunications operators shall notify the Finnish Communications Regulatory Authority (Ficora) of significant information security violations or threats to information security in their network and communication services. DNA issued less than five so-called CERT notifications to Ficora in 2015. The notifications concerned a human error that caused a small amount of customer data to be visible to a third party for a short period of time. DNA processed the cases specified in the CERT notifications as soon as possible to minimise any inconvenience caused to the customers. DNA considers the data security of both consumer and business customers a top priority in all its operations.	-

G4-PR9	Monetary value of significant fines for non-compliance with regulations concerning the provision and use of products and services	DNA has not been ordered to pay any major fines for non-compliance with laws and regulations concerning the provision and use of products and services during the reporting period.	-
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Contacts



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