



People Heritage Food

Corporate Responsibility
Report 2015

ATRIA

Good food – better mood.

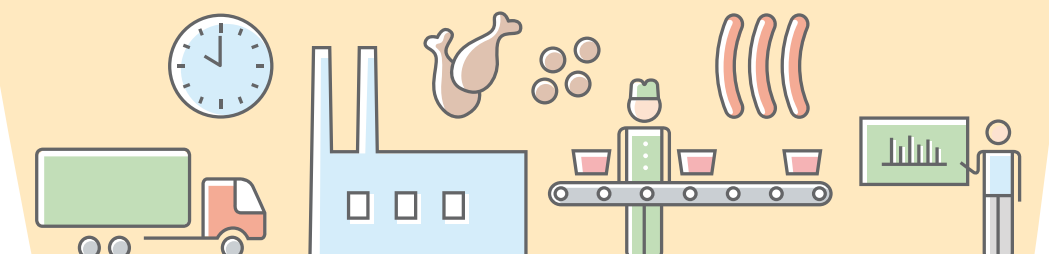
Corporate Responsibility Report 2015

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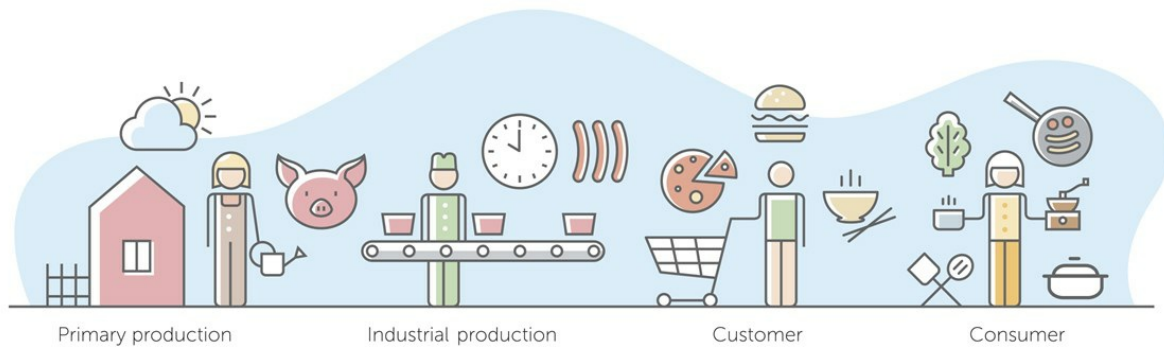
ATRIA

Good food – better mood.



Good food chain

Atria's good food chain covers the journey of food from field to table. The chain consists of four main stages: primary production, industrial production, customer and consumer focus.



Our corporate responsibility covers the entire chain - from field to table

Atria's corporate responsibility is visible for the entire journey through our chain, from primary production via the operations in our own plants to customers and the end users of products – consumers. We are in constant interaction with our various stakeholders for the entire journey through the food chain. Listening to stakeholders and taking their wishes into account is one of the main pillars of corporate responsibility.

Atria's corporate responsibility programme is called the Handprint programme and it covers the journey of food from field to table. We take responsibility for monitoring and improving animal welfare, and for the safety, nutritional value and healthiness of our products. We take environmental responsibility into account throughout the entire life cycle of our products, and we develop our employees' expertise and take care to ensure their well-being. Atria is a significant employer and creator of well-being in its region – we have a responsibility to ensure the competitiveness of our company now and in the future.

Atria's aim is to be open, interactive and transparent. We plan our communications in all channels in compliance with these principles and we are in constant interaction with society via social media. Join us on a journey that follows corporate responsibility work in Atria's chain from field to table. On the way, we will learn about our future objectives for developing corporate responsibility.



Food



People



Heritage

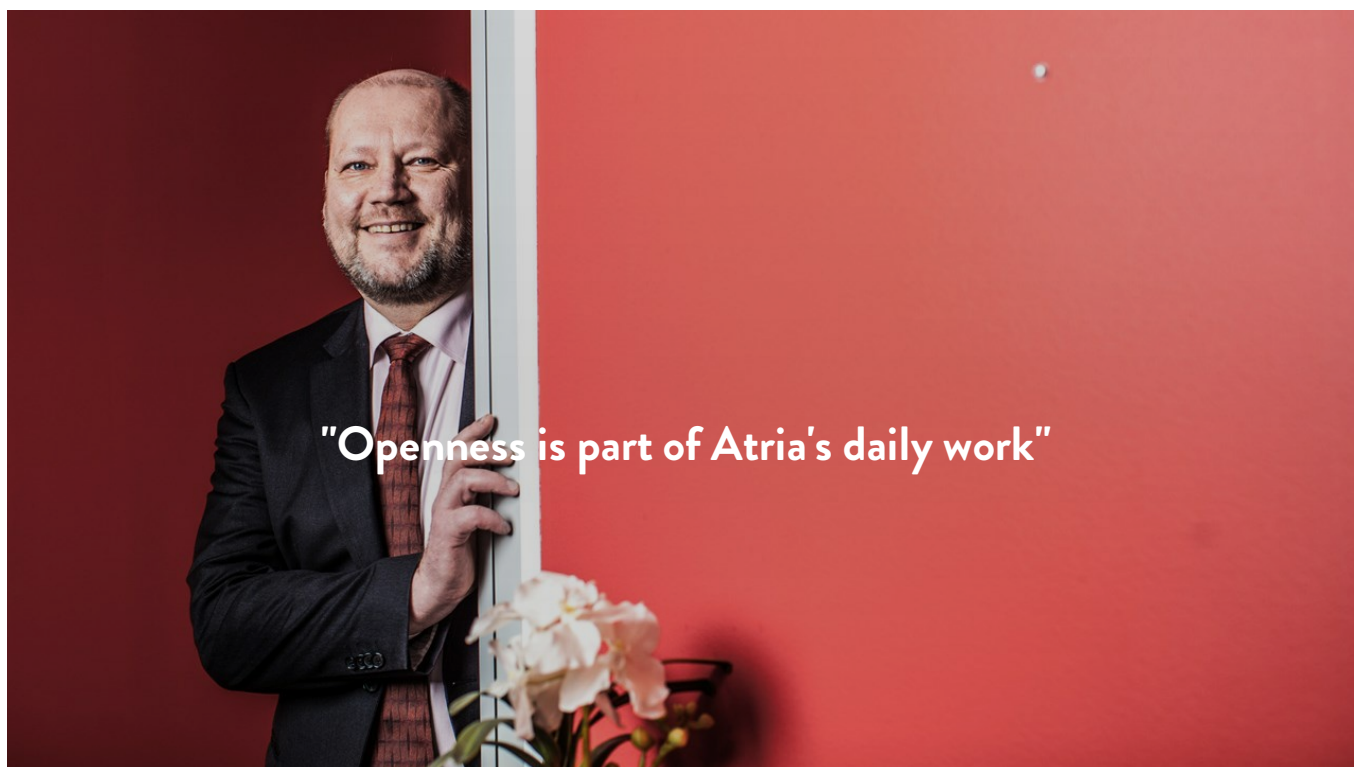
Atria – Finnish with international presence

Atria is a growing Finnish food company with an international presence. Its success is built on three pillars: food, people and heritage. Atria is one of the leading food companies in the Nordic countries, Russia and the Baltic region, with experience stretching over 110 years.

Atria's net sales in 2015 exceeds EUR 1,3 billion, and it employed an average of 4,270 personnel. The Group is divided into four business areas: Atria Finland, Atria Scandinavia, Atria Russia and Atria Baltic.

Atria's customer groups are consumer goods retailers, food service customers and the food industry. Atria also has a fast food concept based on its own brands.

[Atria's roots go back to 1903](#), when its oldest shareholding co-operative was founded. Atria Plc is listed on Nasdaq Helsinki.



"Openness is part of Atria's daily work"

Transparent operations are essential in the food sector, particularly in the meat industry. CEO Juha Gröhn, how would you describe the significance of openness and responsible conduct in general to Atria's business?

Atria is a large food company that produces food for hundreds of thousands of people in Finland, Sweden, Denmark, Russia and Estonia on a daily basis. I don't think I'm far off the mark in saying that everyone is interested in what their food tastes like. The majority of people also want to know where food comes from, what it contains and how it was made. And almost everyone is interested in the price of food, or the right price-quality ratio.

Atria must have – and we do have – a simple answer to all these concerns. It adds up to a long list of questions and answers that encompasses dozens of stages throughout the food chain, from the field to the consumer's table. People expect our entire chain to be transparent and open, and we are meeting these expectations. Openness is an integral part of Atria's responsible conduct and daily operations.

Particularly in the Nordic countries, people are interested in the origin of food and its raw materials. I can confidently say that Atria is a trailblazer in this industry in telling about the origin of meat and about the meat chain. By operating openly, providing information and contributing to an open and honest discussion, we can build trust between us and our stakeholders. This creates a win-win situation, despite the fact that certain matters may still need to be improved.

I think excellent daily operations form the foundation for Atria's corporate responsibility, as they do for nearly all other matters. They are a source of security and satisfaction not just for us at Atria, but also for customers and consumers, partners and shareholders.

Atria was able to consolidate its financial basis in 2015. For example, its equity ratio increased. However, the business environment was challenging from the perspective of growth and profitability. How would you describe it?

There were three key challenges in Atria's business environment: falling sales prices in Finland, historically low meat export prices and a shift in demand towards lower-priced products. This structural change in demand could be observed in all of Atria's home markets. There is naturally plenty of variation within product groups. For example, some convenience food segments showed strong development and growth was also seen.

Perhaps the most positive aspect of the year was growth in volumes: in Finland, Sweden and Denmark, more food was sold than in the previous year. However, more attention must be paid to the price of food and, thereby, to the profitability of the food chain as a whole, particularly in Finland.

Given the economic climate, Atria's results were reasonable. In recent years, we have made progress in productivity and process management in all of our business areas. Our net sales and EBIT decreased from the previous year. The two main reasons for this were the sale of the Falbygdens cheese business to Arla in Sweden and the weak exchange rate of the rouble against the euro.

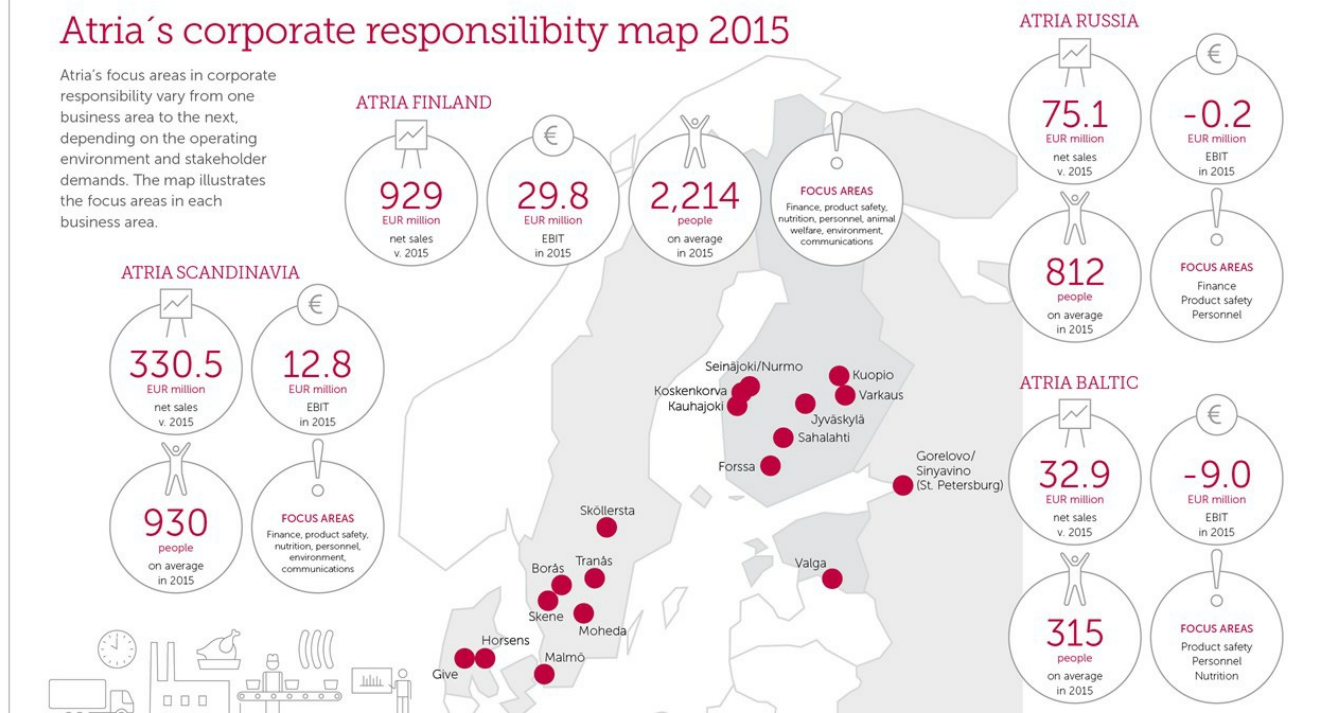
The name of Atria's new strategy for 2016–2020 is Healthy Growth. What kind of growth does it mean?

In short, it means growth in business volumes – in euros and in kilos – without endangering profitability. We need an organic element to growth in our current home market and with our current product groups, but we also keep an open mind towards new opportunities. Acquisitions could be one way of achieving growth.

We are driving Healthy Growth in seven focus areas. One of these is resource optimisation. In practice, this means careful and economical use of both natural and human resources and other factors of production. For example, valuable meat raw material must not be wasted in industrial processes. Besides technology, this requires the continuous development of competence and attitudes. When everyone involved in the long food chain does their work conscientiously, the impact is huge: products, jobs, the economy and the environment are all affected.

Atria's corporate responsibility map 2015

Atria's focus areas in corporate responsibility vary from one business area to the next, depending on the operating environment and stakeholder demands. The map illustrates the focus areas in each business area.



Corporate responsibility highlights 2015

Atria Finland

- Atria Finland completed an extensive survey of its stakeholders to identify their expectations with regard to corporate responsibility. Atria is seen as a reliable, experienced supplier, which customers, partners and employees will continue to work with.
- The principles of Atria's Way of Leading were incorporated into HR development tools: competence analysis, performance evaluations, supervisor training.
- Atria Finland methodically improved its employer image using various communications channels and forms of collaboration.
- Atria Finland continued to expand full traceability to various product groups. Atria Family Farms were highly visible in communications. Stating the name of the farm of origin on meat packaging increases the transparency and trust in the operations of the entire chain.
- The management system, which has received ISO 9001:2008 and ISO 14 001:2004 certification, was recertified on 16 December 2015 at all of Atria Finland's plants.
- The construction of new production facilities began in Nurmo next to the pig-cutting facilities. The new cutting facilities will improve productivity and enable products to be traceable. A project began at the Sahalahti plant to improve poultry production. Enhancing production efficiency also had an impact on personnel.

Atria Scandinavia

- Atria Scandinavia updated its corporate responsibility programme in 2015. 12 new objectives for 2020 were defined.
- The principles of Atria's Way of Leading were taken into use. Additionally, Atria Scandinavia carried out a personnel survey and used the results to draft an action plan within the framework of the Atria Way of Work. A standardised orientation programme for new employees was prepared.
- In autumn 2015, the Sköllersta plant's oil boiler was replaced with a pellet boiler, which will significantly reduce the plant's climate impact.
- In august Atria Scandinavia launched a new policy for nutrition and health. The policy summarizes the company's

ambitions concerning ingredients, additives and different product symbols.

- Constant attention is paid to the amount of salt in products. The number of products bearing the keyhole symbol (Nyckelhålet), which denotes healthy choices, increased to 34 per cent from 21 per cent in 2014 (excludes cold-smoked and cured products).
- Atria acquired Denmark's largest manufacturer of organic cold cuts, Aalbaek Specialiteter. Last year, Atria also concluded the sale of the Falbygden cheese business in Sweden.
- Atria Scandinavia started a new business unit Atria Meat that focuses on Finnish meat.

Atria Russia

- At Atria Russia, the focus areas of the Handprint programme have been developing personnel competence and management. Additionally, projects have been initiated to improve product safety and quality.
- Expertise related to the practices involved in the Atria Way of Work was expanded and the Atria Way of Leading was presented at management level.
- At the Gorelovo plant in St Petersburg, the efficiency of production processes was increased and investments were made in a new pizza production line.

Atria Baltic

- Atria Baltic focused on corporate responsibility measures intended to prevent the spread of African swine fever. Atria has introduced several precautions in order to prevent the disease from spreading into its production facilities, and is thereby managing the existing risk.
- Special attention was paid to the health and safety of personnel. Based on a personnel survey, an action plan for improving personnel well-being was prepared.
- As part of operational development, production was centralised at the Valga plant.



Stakeholders are important to Atria

Atria's [good food chain](#) consists of primary production, industrial production, customers and consumers. Stakeholders are strongly present in the food chain, all the way from raw material procurement to the finished products and their use. Listening to stakeholders and their wishes is one of the key pillars of corporate responsibility for Atria.

Atria uses various studies, surveys and analyses, as well as personal interaction with stakeholders to gain extensive knowledge of their expectations. However, what is most important is the development of operations in continuous and close interaction with stakeholders.

Consumers, customers, personnel, meat producers and shareholders are strategically important stakeholders to Atria. Other stakeholders include raw material and material suppliers, authorities, financial institutions, educational institutes and the media.

Since 2010, the principles, practices and results of Atria's responsible operations have been brought together in the Atria's [Handprint programme](#). Providing employees and external stakeholders with information on responsibility is also part of the Handprint programme – as is this Corporate Responsibility site.

Stakeholder responsibility plays a key role

Atria only deals with those primary producers and subcontractors, customers and other business partners who are known to be trustworthy and honest. The company favours partners who, in addition to offering a reasonable price and high quality, are able to demonstrate that they operate in accordance with ethically acceptable practices. For example, one of Atria's selection criteria for material and/or raw material suppliers is the quality of their environmental management system.

Partnership with customers means long-term cooperation in which both parties listen to and understand each other's needs, wishes and opportunities, also in relation to responsibility. Consumer preferences and wishes ultimately determine the product groups and products Atria supplies to retailers and other customers. Insights into consumer needs gained from research on consumer behaviour guide Atria's product development and marketing.

Atria's stakeholders

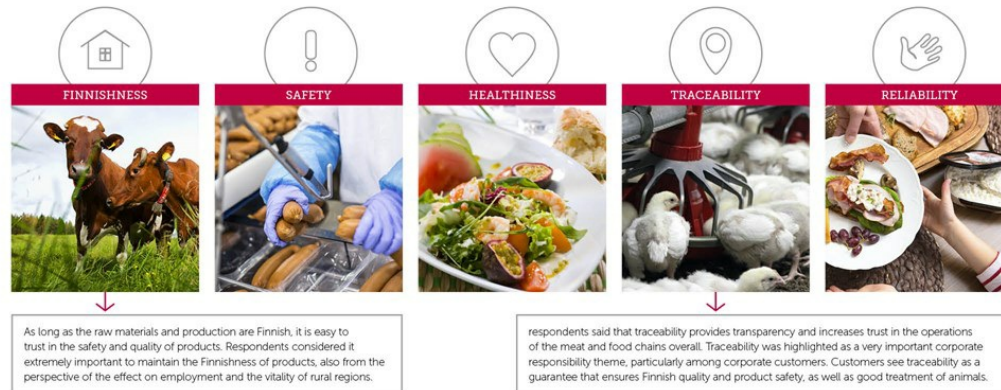
Stakeholder	Stakeholder's expectations	Atria's expectations	Interaction channels
Customers	<ul style="list-style-type: none"> • competitive prices • safety and quality • customer-oriented service • reliability in deliveries and in other activities 	<ul style="list-style-type: none"> • common operating models • implementation of the agreed actions • forecasts 	<ul style="list-style-type: none"> • personal interaction • marketing communications • visits, fairs and events • online services • social media • mass media • product launches • campaigns • customer magazines
Consumers	<ul style="list-style-type: none"> • products for consumer needs • affordable prices • safety and quality • reliability • ethically sound products 	<ul style="list-style-type: none"> • selecting Atria's products • confidence in and willingness to pay for the Atria brand 	<ul style="list-style-type: none"> • marketing communications • online services • social media • mass media • product launches • campaigns
Personnel	<ul style="list-style-type: none"> • pay • continuity of employment • social security benefits • comfortable and safe working conditions • opportunities for career advancement 	<ul style="list-style-type: none"> • work contribution • innovation 	<ul style="list-style-type: none"> • personal interaction • online services • mass media • appraisals • personnel surveys • training • seminars and events • personnel magazines • units' own communication channels
Meat producers	<ul style="list-style-type: none"> • reliable and long-term business partner • expert advice • competitive producer prices 	<ul style="list-style-type: none"> • commitment • raw material that meets the quality criteria • reliable and long-term cooperation 	<ul style="list-style-type: none"> • personal interaction • online services • social media • producer magazines • seminars and other events
Shareholders, investors	<ul style="list-style-type: none"> • return on investment • continuation of business operations • decision-making power • returns of capital 	<ul style="list-style-type: none"> • carrying the risk in the form of capital 	<ul style="list-style-type: none"> • personal interaction • annual report • online services • mass communication • General Meeting • Capital Markets Day • press and stock exchange releases
Financiers	<ul style="list-style-type: none"> • repayments of loans at the agreed time • reliability • continuity • debt-carrying capacity 	<ul style="list-style-type: none"> • agreed loan costs 	<ul style="list-style-type: none"> • annual report • online services • mass communication • press and stock exchange releases • personal interaction

Stakeholder	Stakeholder's expectations	Atria's expectations	Interaction channels
Authorities	<ul style="list-style-type: none"> • income from taxes • employment • international competitiveness • investments • openness • cooperation • consideration for the environment 	<ul style="list-style-type: none"> • legislation • public services such as hygiene monitoring and financing 	<ul style="list-style-type: none"> • personal interaction • annual report • online services • mass communication • stakeholder survey • seminars and events • cooperation with authorities • press and stock exchange releases
Subcontractors and partners	<ul style="list-style-type: none"> • reliable payment of invoices • long-term customer relationship • predictability and growing demand 	<ul style="list-style-type: none"> • delivery of factors of production such as raw materials, services and finished products of the agreed quality and in accordance with the agreed delivery terms 	<ul style="list-style-type: none"> • personal interaction • marketing communications • annual report • online services • mass media • stakeholder surveys • product launches • campaigns • seminars and events • research and development project
Opinion leaders and media	<ul style="list-style-type: none"> • transparency • industry expertise 	<ul style="list-style-type: none"> • influencing general opinion 	<ul style="list-style-type: none"> • personal interaction • marketing communications • annual report • online services • social media • customer magazines • press and stock exchange releases • media cooperation
Local communities and educational institutes	<ul style="list-style-type: none"> • employment • cooperation • taking care of the environment • trainee positions 	<ul style="list-style-type: none"> • skilled and motivated potential employees • public services such as training • infra technology 	<ul style="list-style-type: none"> • personal interaction • online services • mass media • seminars and meetings • visits • trainee positions and thesis positions • research and development projects
Research	<ul style="list-style-type: none"> • partner • research needs 	<ul style="list-style-type: none"> • reliable partner • specialist • research quality 	<ul style="list-style-type: none"> • personal interaction • mass media • seminars and meetings • visits • research and development projects

At the core of Atria Finland's corporate responsibility Finnishness and traceability

During summer 2015, Atria Finland asked its stakeholders to evaluate the company's corporate responsibility and set out their expectations about how corporate responsibility could be developed. More than 3,000 people responded to the online stakeholder survey.

The respondents highlighted the following aspects of Atria's corporate responsibility and food production:



More than 3,000 Finns gave their opinions about Atria's corporate responsibility and the core aspect was "a reliable Finnish company with safe, traceable products".

"The number of respondents and the effort that the respondents went to was a positive surprise. It was great to see that Atria's corporate responsibility is acknowledged and people want to have their say,"

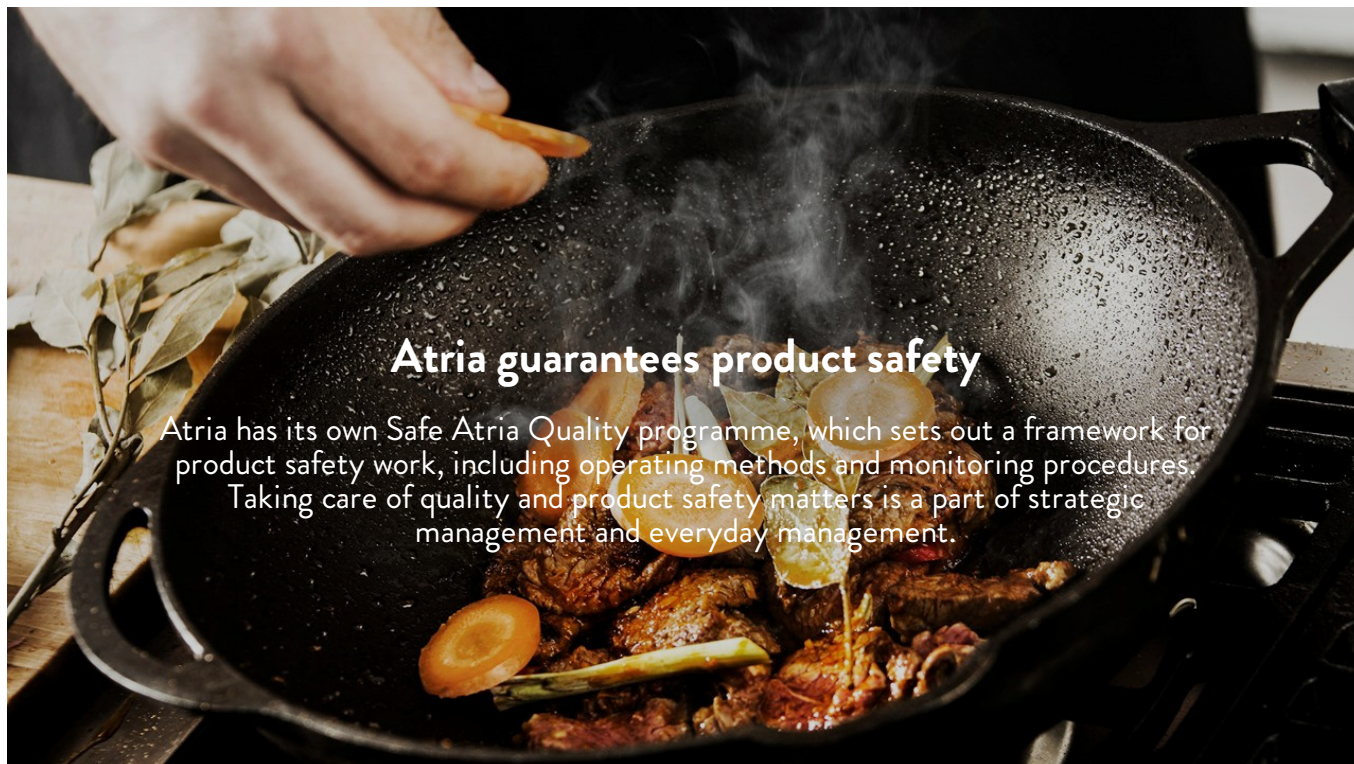
Eeva Juva,
Corporate Responsibility Manager,
Atria Finland

4/5

Half of the respondents gave Atria's corporate responsibility a grade of 4/5

3.7

Atria's corporate responsibility grade is highly positive. The average grade given by all of the respondents for Atria's corporate responsibility was 3.7/5.



Atria guarantees product safety

Atria has its own Safe Atria Quality programme, which sets out a framework for product safety work, including operating methods and monitoring procedures. Taking care of quality and product safety matters is a part of strategic management and everyday management.

SAFE ATRIA QUALITY MANAGEMENT



Statutory internal monitoring approved by the authorities

Based on the Hazard Analysis and Critical Control Point (HACCP) system

PRODUCT DEVELOPMENT

- Assessment of product safety risks associated with raw materials and processes, and determination of management procedures
- Description of the use of finished products and determination of shelf life

SUPPLY CHAIN

- The entire supply chain is required to comply with the Atria Code of Conduct
- All raw materials and other materials come from suppliers approved by Atria

PRIMARY PRODUCTION*

- Species-specific handbooks for producers
- Visits by veterinarians every 1–12 months
- Authorities ensure at slaughterhouses that animals are fit for transportation

* Applies to Atria Finland's operations.

PRODUCTION

- Maintenance of daily production hygiene and conditions
- Regular samples to ensure cleanliness
- Pathogen control
- Microbiological quality control
- Employee training
- Guidelines for exceptional situations

FINISHED PRODUCTS

- Traceability for each product lot based on dates
- Preparedness for product withdrawals



Atria is a leading company in responsible food production.



A member of Atria's management team is in charge of product safety and quality development. Development activities are managed by the Safe Atria Quality steering group, which contains expert representatives from primary production, production and productisation. The group is tasked with creating a quality policy and the strategies required to implement the policy, setting quality objectives, monitoring quality trends and organising development projects. The senior management reviews the results of Safe Atria Quality activities by business area annually.

Certified product safety systems – what are they and why use them?

All of the product safety management systems used by Atria's production plants are certified. A certified management system is proof of Atria's proactive attitude to food safety. Food safety systems are tools for developing the company's own operations. They also prove to our partners that we have systematic operating methods for managing food safety and that these have been externally audited.

Atria's quality and environmental systems

BA	Standard	System type	Manufacturing plants
Atria Finland	ISO 9001:2008	Quality system	Forssa , Helsinki (sales) , Jyväskylä , Kauhajoki , Nurmo , Sahalahti , Seinäjoki (sales)
	ISO 14001:2004	Environmental system	Forssa , Jyväskylä , Kauhajoki , Nurmo , Sahalahti
	FSSC 22000	Product safety system	Forssa , Jyväskylä , Kauhajoki , Nurmo , Sahalahti
		Organic production (EY) N:o 834/2012	Jyväskylä , Kauhajoki , Nurmo
	ISO/IEC 17025:2005	Laboratory accreditation	Kauhajoki, Nurmo
Atria Scandinavia	ISO 9001:2008	Quality system	Horsens
	ISO 14001:2004	Environmental system	Sköllersta
	ISO 22000:2011	Product safety system	Horsens
	FSSC 22000	Product safety system	Sköllersta, Tranås, Moheda, Borås, Horsens, Malmö, Skene
	IKEA WAY	Quality system	Sköllersta, Skene
		Organic production (EY) N:o 834/2012	Sköllersta, Tranås, Moheda, Borås, Horsens, Farre, Malmö
Atria Baltic	ISO 22000:2005	Product safety system	Valga, Vastse-Kuuste
	ISO/IEC 17025:2005	Laboratory accreditation	Valga
Atria Russia	FSSC 22000	Product safety system	Gorelovo
	ISO 22000:2005	Product safety system	Sinyavino

What is self-monitoring

The purpose of self-monitoring is to ensure that processes are functioning correctly and that products are safe for consumers.

Atria's self-monitoring system is based on the Hazard Analysis Critical Control Points (HACCP) system and supporting systems. Atria's self-monitoring system comprises a self-monitoring plan and process-specific HACCP plans. The self-monitoring plan describes matters that are common to all units. The supporting systems consist of monitoring good production practices and other monitoring required by law. Process- and site-specific procedures are described in separate documents, which are all included in Atria's quality manual.

Any potential hazards in the production process that could pose a risk to consumer health are identified and their severity and probability assessed. The assessment is conducted by the SAQ team nominated for the specific process and advice is provided by official veterinarians. The HACCP plan includes the documented inspection points and critical inspection points where operations are subject to guidelines. Supervisors are responsible for everyday self-monitoring. The effectiveness of the self-monitoring process is monitored using tests to control the microbiological and sensory quality of the products, along with monitoring of the quality of cleaning and internal audits. Process functionality is evaluated by the SAQ groups four times per year based on the aforementioned monitoring results and internal and external feedback. Additionally, the authorities constantly monitor Atria's self-monitoring in the plants themselves.

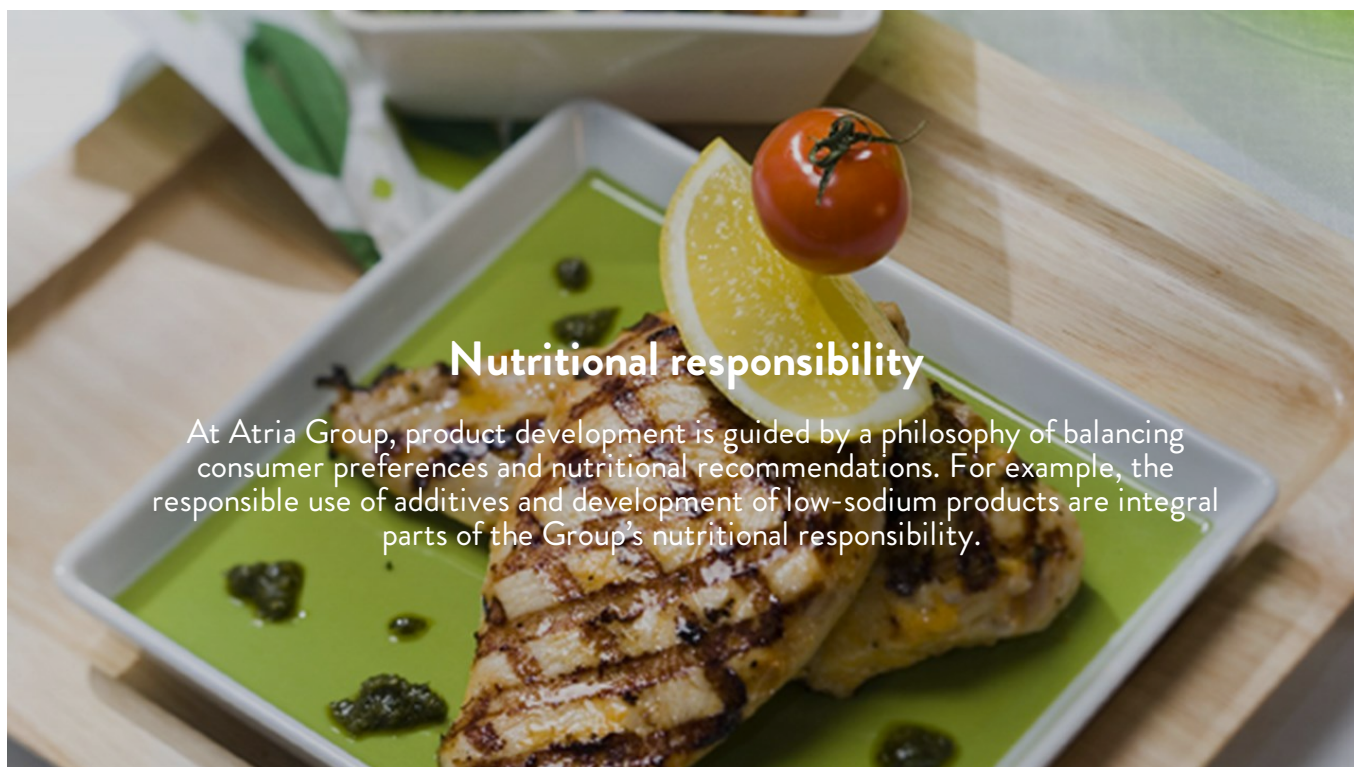
Key targets and results of the Safe Atria Quality programme

Atria Group

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> No product withdrawals. 	<p>Four withdrawals in total.</p> <ul style="list-style-type: none"> There were two public product withdrawals in Atria Finland. Both were due to inaccurate labelling of allergen risks. There were two withdrawals in Atria Scandinavia: Falbygdens Ost: Roquefort Papillon 32% and Aalbaek EKO Oxspiegelpölse. No public product withdrawals in Atria Russia and Atria Baltic 	<ul style="list-style-type: none"> Ensuring product safety and high-quality operations in all stages of the chain so as to eliminate the need for product withdrawals.

Atria Finland

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> Communication of the Laatuvastuu quality system to consumers. FSSC 22000 certification for all of Atria Finland's production facilities. No product withdrawals. Reduction of instances of non-compliance detected during audits. 	<ul style="list-style-type: none"> Number of products marked with the Laatuvastuu (quality responsibility) label: 123 All of Atria Finland's production facilities are FSSC 22000-certified. There were two withdrawals in Atria Finland. More information can be found in the section "Atria Group, Results 2014". Instances of non-compliance detected during audits down by half, no serious instances of non-compliance. 	<ul style="list-style-type: none"> No serious instances of non-compliance detected during audits. Ensuring product safety and high-quality operations in all stages of the chain so as to eliminate the need for product withdrawals. Grade of "Good" or above in Oiva evaluations.



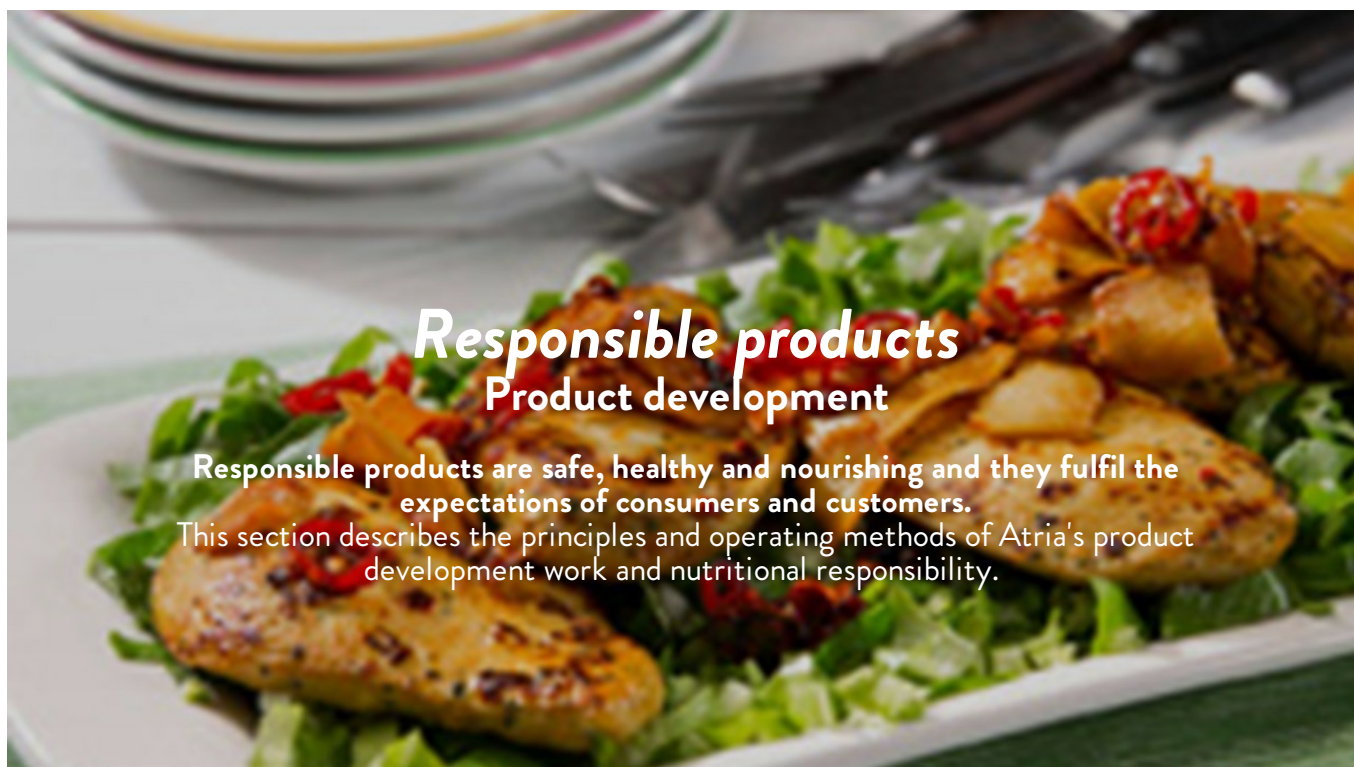
Nutritional responsibility

At Atria Group, product development is guided by a philosophy of balancing consumer preferences and nutritional recommendations. For example, the responsible use of additives and development of low-sodium products are integral parts of the Group's nutritional responsibility.

Nutritional responsibility policies



- The need for additives is assessed in terms of both consumer health and product safety. Only important additives necessary for product safety are used, and only if they all have a proven safety record. For example, sodium nitrite is necessary in meat products to ensure product safety. Necessary additives are assessed on a case-by-case basis. The most common purpose of additives is improving the product's shelf life. Atria actively monitors legislation and recommendations regarding additives.
- Salt is an essential ingredient in all meat and cold cut products. It is used to improve flavour, texture and shelf life, among other things. In many western countries, people consume unhealthy levels of salt. Atria complies with national recommendations on sodium content and aims to actively develop low-sodium products. At the end of 2015, Atria began using iodised salt in its products in accordance with recommendations issued by the National Institute for Health and Welfare to improve citizens' health.
- Atria Finland only uses Finnish meat in Atria brand products.
- Meat protein (a powder made of dried meat) is not added to products, and only GMO-free raw materials are used.



Responsible products

Product development

Responsible products are safe, healthy and nourishing and they fulfil the expectations of consumers and customers. This section describes the principles and operating methods of Atria's product development work and nutritional responsibility.



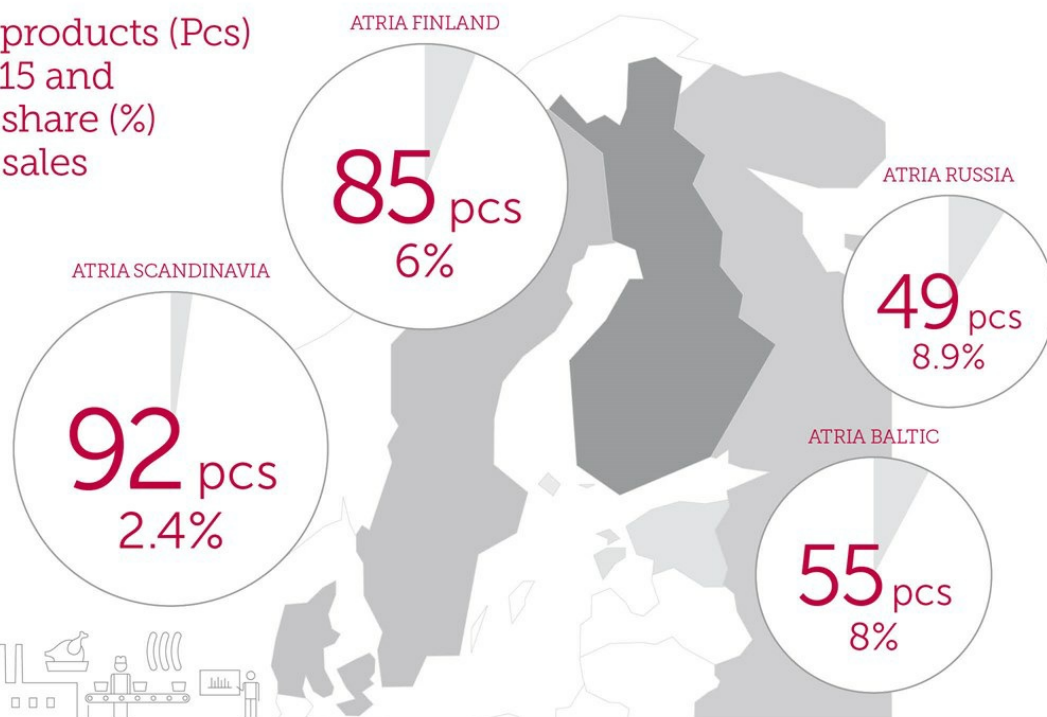
Product development takes account of the safety, healthiness and flavour of products, as well as the market need.

Atria's main product groups are fresh and consumer packed meat, meat products such as sausages and cold cuts, convenience foods and poultry products. Product development work encompasses further development of existing products and brainstorming and realisation of completely new products.

Strong market and consumer insight is key to the success of product development work. In 2014, Atria Finland established a new market data organisation known as the "Info Team" to ensure that all possible information on consumers and the market is made available in a form that helps all of Atria's experts to succeed in their work. The Info Team analyses matters such as how consumers' attitudes and changes in their cooking habits influence grocery shopping.

For example in the course of the year 2015 there were 85 new Atria products launched to the Finnish market, representing 6 per cent of all the sold Atria products in Finland.

New products (Pcs)
in 2015 and
their share (%)
of all sales



Key targets and results in terms of Atria's nutritional responsibility development

Atria Finland

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> ● Atria's communications about nutrition will be further improved, with a focus on revising the contents of Atria's website. ● Reduction of salt and introduction of new Heart Symbol products in all product groups. ● Updating the nutrition strategy. ● Participation in new projects that increase nutritional knowledge and are in line with Atria's research strategy. 	<ul style="list-style-type: none"> ● Atria's updated consumer website has features to enable people with special dietary requirements to search for food. ● The salt and fat content has been reduced in Food Service-sector products in accordance with recommendations for schools and institutes of higher education, and some of the recipe changes have also been used in retail products. ● Due to organisational changes, the nutrition strategy was not updated in 2015. The policies were considered up to date. ● No participation in new national development projects in 2015. 	<ul style="list-style-type: none"> ● Production of nutritional responsibility content for the website. ● In accordance with the recommendations of the Finnish National Institute for Health and Welfare, Atria will begin using iodised salt for reasons of national health.

Atria Scandinavia

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> ● Reduction of salt in cold cuts and sausage. ● Creation of uniform nutrition principles. 	<ul style="list-style-type: none"> ● 21 per cent of our meat products met the requirements for the keyhole salt criteria in 2014. This number increased to 34 per cent in 2015. ● Nutrition policy developed and launched in the organisation. 	<ul style="list-style-type: none"> ● Reduction of salt in cold cuts and sausage. 100 per cent of our meat products should fulfil the keyhole criteria for salt (excluding cold-smoked products and cured products where the process makes it impossible) by 2020. ● Implement the nutrition policy in our work. ● Increase the number of product groups containing products marked with the Keyhole symbol.

Targets 2015

- Increasing the use of domestic raw materials in products.
- Smaller package sizes for consumers.
- Reduction of salt and soy in products.

Results 2015

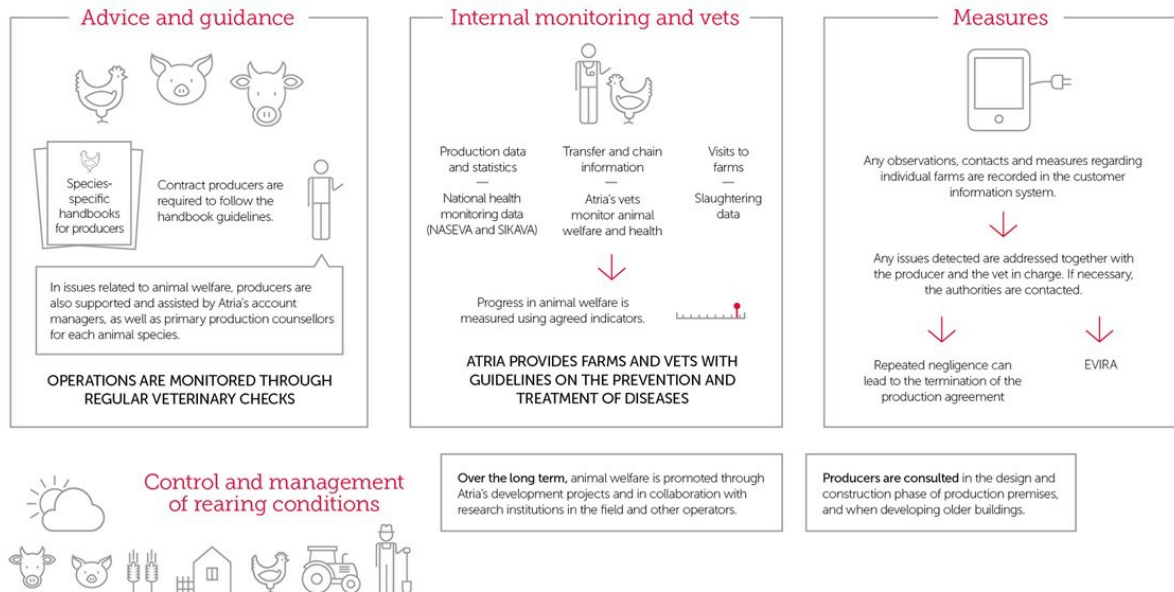
- Increasing the use of domestic raw materials in products (we expanded the use of Estonian raw material in grill products).
- Smaller package sizes for consumers (new premium line and 150g packages).
- Reduction of salt and soy in products: a long-term goal that we consider in everyday product development and proceed step by step.
- Reduction in the use of additives in products (we reduced the use of E120 in recipes).

Targets 2016

- Greater emphasis on research into consumer habits.
- To complete the labelling adjustments according to EU Regulation No 1169/2011.
- A new product line for children without any E numbers and a new product line with higher meat content and fewer E numbers.
- Modernisation of packaging lines (lower material consumption), use of more innovative packaging.

ANIMAL WELFARE

Atria Finland's measures and practices



Animal welfare in Atria's chain

Treating animals well is the key to profitable and responsible production. Animal health and good output primarily depend on the professionalism of producers, good care of animals, systematic feeding and sound management of conditions. Atria ensures that animals are treated well in its chain by means of quality requirements included in its production contracts and the terms and conditions of animal purchases and sales. Atria has prepared production handbooks on each production species to assist producers; these handbooks provide clear guidance on the breeding, feeding, living conditions and health care of animals.

Atria's contract producers are required to comply with the instructions in the handbooks, and their operations are monitored through veterinary checks at intervals of 1–12 months, depending on the type of farm.



Animal welfare

No unnecessary pain

In the Atria meat chain, animals do not undergo any unnecessary painful physical alterations

Procedures considered necessary for the time being include male pig castration (to stave off boar taint) and calf de-horning. Male pigs are surgically castrated within five days of birth using pain analgesia. We are actively investigating alternative solutions to eliminate castration in the chain.

Calves are reared in freely roaming groups and sharp horns constitute a physical risk for other animals and a safety risk for carers. The Atria bovine service pays extra to have calves de-horned by a veterinary officer using analgesia in group rearing facilities. In Atria's chain, animals do not have their tails docked, chickens are not debeaked and bull calves are not castrated.



Pork marked with the Laatuvastuu (quality responsibility) label

Meat marked with the Laatuvastuu label is produced on farms that belong to a certified national programme concerning animal health and product safety. In practice, this means that the farms are constantly at the Sikava national level. All of Atria's contract farms are Laatuvastuu farms. When the producers provide chain information, they also provide assurance that all of the animals they send for slaughter are from locations that were at the Sikava national level on the date of collection for slaughter.

Laatuvastuu is based on the Sikava health care and monitoring system for pigs, which is maintained by Animal Welfare (ETT) and which enables information to be transferred between farms, industrial companies and veterinarians. Sikava is used to monitor the implementation of health care programmes, carry out health classifications for pig farms and communicate current affairs.



Animal welfare at Atria's chain

Animal welfare protects consumers

The health of Finnish animals is also a form of consumer protection

[A good disease status](#) and first-class animal welfare are among the greatest assets of Finnish production animals. Healthy and well-kept animals are the cornerstone of efficient, economical and safe domestic food production. Production animals receive very little medication by international comparison – particularly antibiotics – and the occurrence of drug residues in food is extremely rare. Antibiotics are not used for preventive treatment in Finland. Instead, diseased animals are treated with appropriate care, avoiding unnecessary medication. Drug dosages are determined by a veterinary officer who also oversees the pharmaceutical records and drug use at farms. The prudent use of antibiotics also reduces the emergence of strains of bacteria resistant to antibiotics. No growth enhancers or hormone preparations are used at Finnish farms.

Infectious animal diseases are systematically resisted in accordance with resistance programmes prepared in collaboration with Animal Welfare (ETT). Atria's preventive health care work has been fruitful. Decades of determined work has led to us completely eliminating porcine enzootic pneumonia, mange and dysentery from our pig chain. Salmonella has been identified extremely rarely in Atria's production animal chain, and deviations are subject to immediate intervention. All identified infections of salmonella are eliminated.

Key targets and results in terms of Atria Finland's animal welfare

AtriaSika (pigs)

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> • Research and monitoring of castration alternatives will continue • Research cooperation to promote animal welfare. • Reduction of full and partial slaughter rejections. • Development of the Sikava quality management system in industry collaboration. Changing the database and server platform of the Sikava system. • Further reduction of tail-biting. 	<ul style="list-style-type: none"> • Identifying a solution from among the castration alternatives has proven more challenging than anticipated. We continue to closely monitor developments in genetics and analytics. • The rate of whole carcass rejection (0.3 per cent) remained the same as in 2014. Partial rejections decreased to 7.0 per cent from 7.7 per cent in the previous year. • Laatuvaastuu operating procedures in use throughout Atria's chain. The database and server platform of the Sikava system changed. The new platform is more user-friendly, enabling better reporting and statistics. • Tail-biting decreased significantly last year. In 2014, tail-biting affected 2.3 per cent, while the figure for 2015 was 1.6 per cent. 	<ul style="list-style-type: none"> • Well-being: We are participating in the University of Helsinki's free-range pig-breeding project. The objective is to study and pilot functional free-range pig sties. • Biosafety: we are improving the management of biosafety risks in the chain, with the main focus on logistics and primary production farms. • Animal welfare: Developing, validating and deploying the welfare aspects of the Sikava/Laatuvaastuu system

AtriaSiipi (poultry)

<i>Targets 2015</i>	<i>Results 2015</i>	<i>Targets 2016</i>
<ul style="list-style-type: none"> • Management of risks associated with the import of chicks. • Changing the breed of the parent stock. • Welfare support. • Clarification of hatchery operations and improvement of the results of farms. 	<ul style="list-style-type: none"> • No infectious diseases were detected in quarantine investigations. • Ross 508 changed to Ross 308. The switch went well. • The majority of farms use one or more practices entitling them to welfare compensation. • Several actions taken in order to improve egg quality and hygiene. The quality of chicks has improved thanks to active advice, monitoring and breed changes. A more consistent flock produces eggs and chicks of more consistent quality. 	<ul style="list-style-type: none"> • Improving egg hygiene at rearing facilities. • Improving quality control at hatcheries • Continuous management of risks associated with imports.

Targets 2015

- Launch of the project "Traceability systems for the dairy and beef chain – transparent, verifiable and responsible primary production".
- Development of cattle health through the national cattle health database (Naseva) will continue. The main focus will be on the development of health care in production and summary reporting. The usability of information gained from health care visits for the financial planning of farms will be investigated.
- The development of logistics and the practices of rearing facilities in order to reduce respiratory infections as part of the future development projects in primary production.
- Advancing the use of rubber coating on slatted floors as part of primary production projects and farm-specific development work.
- Development of Atria's IT systems and their interfaces in order to improve the availability of animal welfare data.
- Continuing the Mycoplasma bovis research project.
- Completion of the investigation into the suitability of the visual assessment based QBA indicator, which is part of the WQ welfare standard, as a production development tool.

Results 2015

- The "Traceability systems for the dairy and beef chain – transparent, verifiable and responsible primary production" project got off to a promising start. The ground rules for safe operating practices were created e.g. for animal trading on special levels and on the national level. The Naseva electronic health certificate and health status report was prepared to support operating. Separate instructions were created for transactions involving animals for trading and slaughter.
- The Naseva information system was switched to a new platform. The new system enables better monitoring of animals on farms in regard to welfare, completed studies, disease status, administered medication, product safety and mortality.
- Data on Naseva health care visits was analysed. An evaluation was carried out to determine the suitability of the data for raising issues of animal welfare as part of marketing.
- The use of rubber coating on slatted floors was promoted at producer events and as a part of development work.
- The Mycoplasma bovis research project continued. The project has found that incidences of infection are decreasing in relation to the implementation of risk management activities.
- Investigation into the suitability of the visual assessment based QBA indicator, which is part of the WQ welfare standard, as a production development tool was completed. The good conditions evaluated on the basis of the A-Index were connected to good QBA scores received by cattle. Good QBA scores were connected to improved meat content on carcasses.

Targets 2016

- Finishing the "Traceability systems for the dairy and beef chain – transparent, verifiable and responsible primary production" project. A two-way interface will be created for Naseva to enable farms' health indicators to be transferred directly to transportation planning systems.
- A Naseva extra will be created for slaughter cows to support animal welfare and safe operating methods in the beef chain.
- Naseva summaries related to use of medication and chain-level monitoring of mortality will be further developed.
- Data that is produced by Naseva in relation to health care visits and that indicates levels of animal welfare will be put to use.
- Continuing the Mycoplasma bovis research project. A resistance strategy, farm-specific instructions for avoiding infection and managing risks on infected farms, both on the farm itself and as a part of animal trading, will be prepared in collaboration with Animal Health (ETT). The financial impact of M. bovis infections on the beef chain will be assessed.
- Productive Beef Production - development projects: Improving cow-rearing facilities and logistics operating procedures to reduce rates of respiratory infection and using rubber coating on slatted floors will be promoted to improve foot health and comfort when cattle lie down.
- Participation in work related to limiting rates of respiratory infection in the "Calf-breeding problems and alternatives for change" project: evaluation of the impacts of breeding methods, logistics operating procedures and immunisation programmes.

Personnel responsibility

Atria is a large international food company which operates in the whole food chain – from field to the table. In Finland Atria employs some 2,200 professionals, in Scandinavia 930, in Russia 810 and in Baltic 300. All Atria employers have a common Atria Way of Work which gives guidelines for the everyday work.

EMPLOYEE WELL-BEING AT ATRIA



Development of skills



Promoting well-being



Fair pay

The work and HR activities at Atria are guided by the Atria Way of Work values defined by the employees. Managers are guided by Atria Way of Leading values, defined in 2015.



Atria Way of Work

We focus on consumers and customers

We are hungry for success

We deliver quality

We enjoy our work

Employee's skills and well-being form the basis for the quality of Atria's activities and products.





Personnel responsibility **Well-being at work**

Atria recognises the importance of occupational well-being and working capacity.

Employee's own resources

We observe:

- Physical and mental resources
- Sufficiency of resources in the future

Achievements:

- In Atria Finland the average retirement age of employees is 63 and the rate of absence due to illness is 5%.

Professional competence

We take note of:

- Targets and basic duties
- Skills now, skills in the future and learning at work

Our target:

- Focus on personal development of all employees and learning at work.
- [Read more on developing skills](#)

Functionality of the work community

We make observations:

This is what we do:

- Opportunities for each employee to influence the direction of his/her own work
- Receiving feedback
- Support from supervisors
- Support from colleagues and atmosphere

- Thanks to the personnel survey, performance evaluations, initiative practices, occupational safety practices and regular information events, employees are able to give feedback as part of continuous, systematic development.

Working conditions

We pay attention to:

Methods:

- Tools and methods
- Working-time arrangements
- Health and safety at work
- Burden of work and distributing the burden within the work community

- Every Atria employee can launch initiatives and can report dangerous situations.
- Atria uses systematic, standardised occupational safety and occupational health practices. These practices are preventive measures aiming to maintain occupational health throughout employees' careers.





Personnel responsibility **Developing skills**

Skilled, motivated employees guarantee safe, tasty products

The quality of all of the company's operations and products depends on the personnel. The well-being of personnel is also a key factor for Atria's sustainable growth. Only satisfied, healthy personnel can create a working atmosphere and employer image that make it possible to recruit skilled and motivated personnel.

We use several different indicators to monitor the occupational well-being of our personnel. Our personnel survey has shown that the dedication of Atria's personnel is significantly higher than in organisations in general. The most significant strengths of Atria are the employer image, motivation and management culture. The largest positive changes relate to fair remuneration and effective decision-making.

How does Atria develop employees' skills?

- Every production employee has a work guidance card, which is reviewed during every occupational well-being meeting
- Office-based employees undergo a skills analysis known as Oskari, which is reviewed as part of the annual appraisal
- The focus is on learning at work
- Business-orientation
- Proactiveness and planning
- Making use of internal experts

Atria's key social responsibility results and targets regarding employee well-being

Atria Group

Result 2015

- Common targets and process for employer branding at Group level.
- An employee survey was run in every BA and development actions connected to Atria Way of Work (=values)
- Development of Atria Group Leadership according to the Atria Way of Leading – information about the principles and implementation in tools.
- Employees' expertise in relation to meat technology was boosted at the Atria Meat Technology seminar.
- Developing uniform indicators for measuring occupational health and safety across Atria Group.
- Launch the Way of Work and Way of Leading in performance evaluations and the employee survey.

Targets 2016

- Continued: taking into account within the Group the consistency of communications related to Atria's employer image and corporate communications. More methodical collaboration between HR and communications.
- Atria's Way of Leading: Group-level coaching for Atria Way of Leading trainers.
- Atria's Way of Leading: a standardised, Group-level foundation course and module structure in each business area.
- Further developing consistent occupational safety operating practices.
- Atria's Way of Leading: trains Atria's supervisors on the principles of leadership at Atria and how the principles can be seen in terms of tools.

Atria Finland

Results 2015

- Improving employer image communication and the supporting materials and content: methodical construction of an employer image using various communications channels and forms of collaboration.
- Further improving the recruitment process with a focus on electronic tools.
- The principles of Atria's Way of Leading have been incorporated into HR development tools: competence analysis, performance evaluations, supervisor training.
- Further developing occupational safety management and practices.
- Managing employee well-being: encouraging employees to maintain their working capacity.

Targets 2016

- Recruitment: applying a new interview model when recruiting seasonal employees.
- Further improving the culture of occupational safety: updates to tools, monitoring and HR development.
- To reduce total rate of absence due to illness (including all accidents) from 5.67 per cent (2015) to 5.50 per cent.
- To reduce accident frequency (LTA1) from 49 (2015) to 30.
- Strategy-oriented training for all personnel groups in accordance with the training plan.
- Atria's Way of Leading: ensuring that the principles are visible in all supervisory tools and training events. Building separate training modules.
- Investment in the pig line: personnel involved in planning and realisation.

Atria Scandinavia

Results 2015

- Started implementation of the Atria Way of Leading principles.
- Conducted an employee survey and an action plan based on the results, using the Way of Work framework.
- Introduced e-learning training modules.
- Introduced a common orientation programme for new employees.
- Increased the rate of internal recruitment to 42 per cent.
- Atria Scandinavia launched online stakeholder training.

Targets 2016

- Internal recruitment: increase from 42 per cent to 45 per cent
- Increase the number of women in managerial positions: increase from 21 per cent to 23 per cent
- Safety: reduce accident frequency from 20 per million hours to 10.
- Rate of absence due to illness: reduce the rate from 5.7 per cent to 5.5 per cent.

Atria Russia

Results 2015

- Climate survey implementation, improvement action plan.
- WoW Awareness, WoL launch at all managerial levels.
- Company reorganisation support with no labour disputes.
- PE and talent management continues.

Targets 2016

- Support competitiveness and attractiveness in the labour market / Retention of human resources.
- Introduction of WoL and WoW into corporate culture.
- Internal communication and cooperation improvement.
- PE, talent management, T&D activities continue.
- Adjustment of HR and business processes in view of major labour legislation changes.

Atria Baltic

Results 2015

- Launch of the new salary and working time calculation software.
- Renewing occupational health & safety instructions and risk analysis.
- Completion of the employee engagement survey – development actions done.

Targets 2016

- Health & Safety at work: deploying Atria's Group-level practices at Atria Baltic.
- Familiarising supervisors with the principles of the Atria Way of Leading – the principles are visible in various HR tools (performance evaluations, recruitment)

Employee well-being 2015

Atria group employed on average 4,271 people*

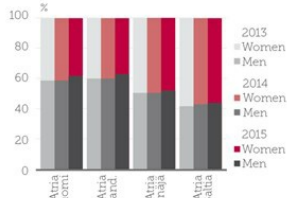


* Employed on average
Isocalculated based on full-
time equivalent (FTE).
** Including seasonal workers.

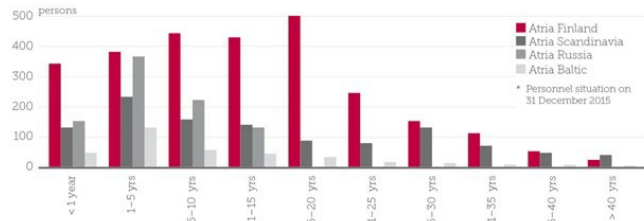
Total number of new employee 1,873**



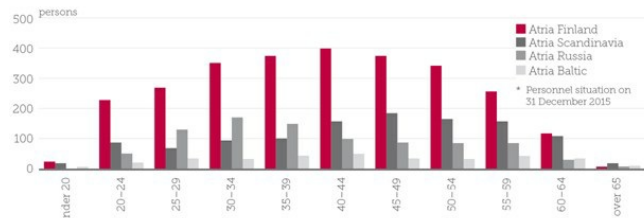
Proportion of women/men



Service structure*

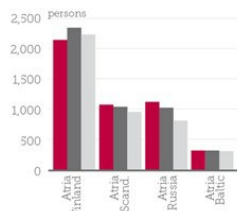


Age structure in Atria Group*

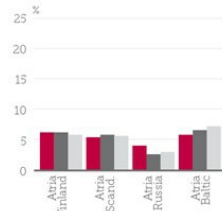


Employee well-being 2015

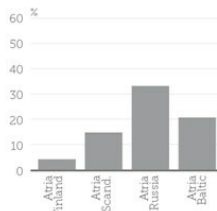
Average number of personnel



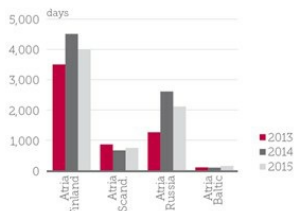
Sickness absences of regular working time



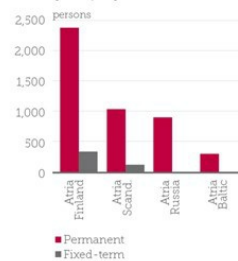
Rate of full-time employee turnover



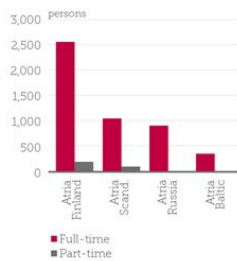
Total number of training days



Total number of employees by employment contract*



Total number employees by employment type*





Atria employees are committed to their work

Atria carried out a Group-wide personnel survey at the beginning of 2015. The Group-wide response rate was an impressive 80.1%. In terms of employee job satisfaction, Atria falls into class AA, meaning that the company is at a good level. The responses also show that the employees are highly committed and are willing to recommend Atria as an employer.

The results vary by business area, and country-specific development measures based on the results constitute a key outcome of the survey. The goal is to integrate key development areas into day-to-day operations.

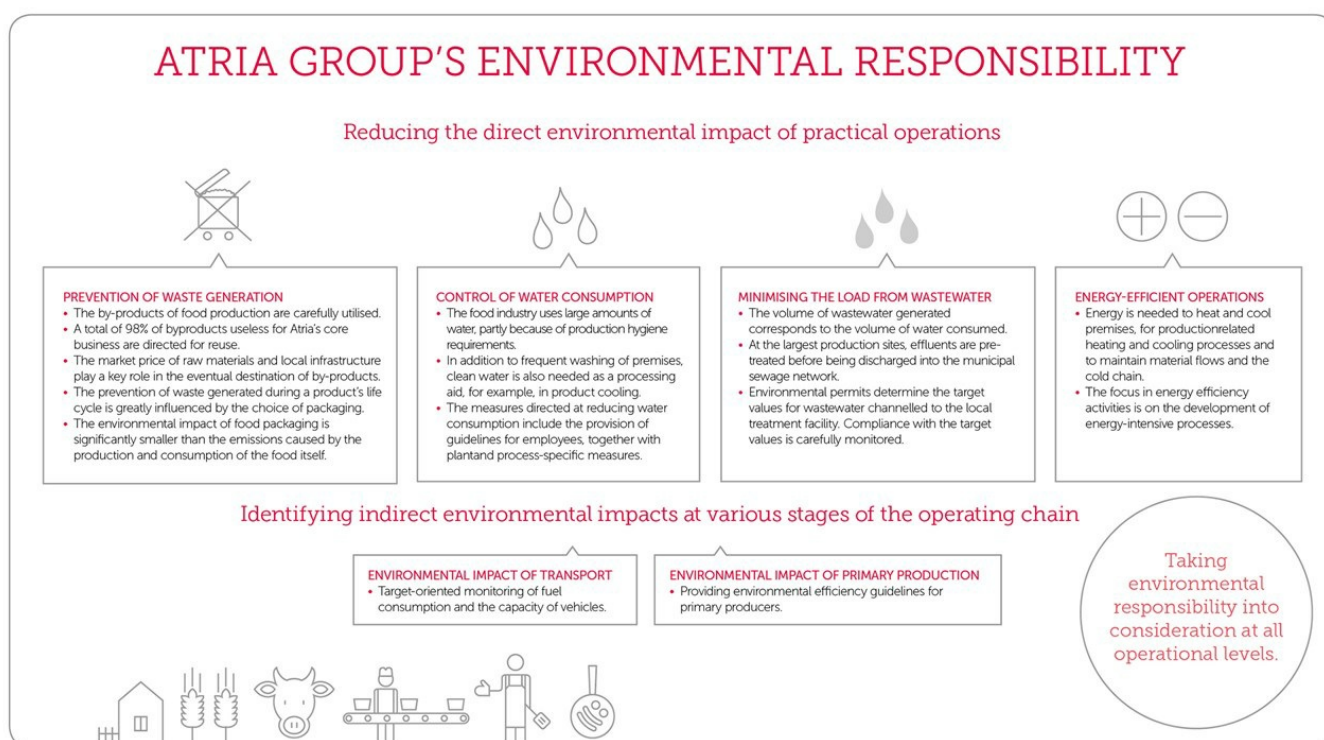
The development measures and positive aspects arising from the personnel survey have been linked to the Atria Way of Work values. The employees themselves have defined the Way of Work values which guide day-to-day work and HR activities at Atria.

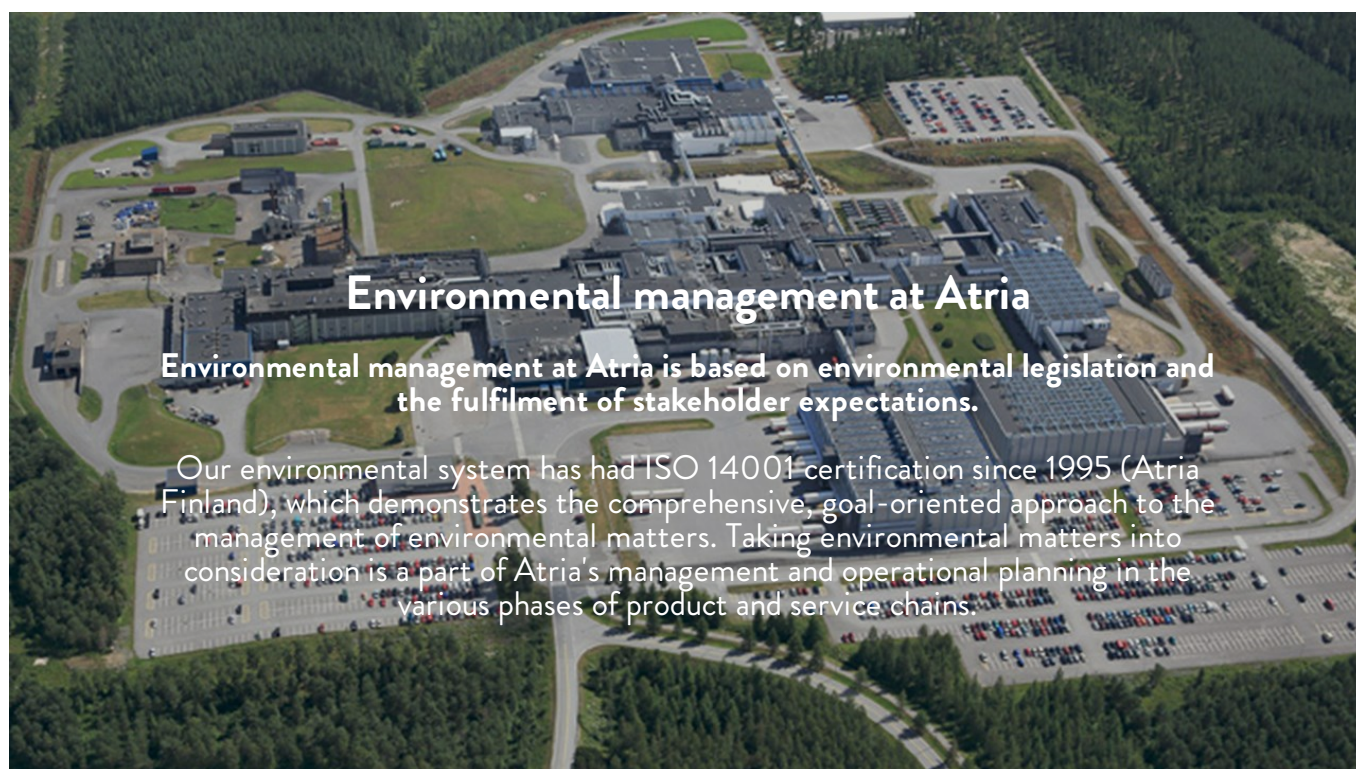
Last year saw the coming of Atria's Way of Leading programme, aimed at improving the management culture in Atria Group. Management policy involves interaction, participation and development. Next step will be incorporating the principles of Atria's Way of Leading into HR development tools: competence analysis, performance evaluations and supervisor training.



Environmental responsibility

Respecting the environment and using natural resources sustainably in all phases of food production and consumption is the responsibility of all of us. At Atria, we consider it important to reduce our own direct environmental impact and we require our partners to operate in an environmentally responsible way. Atria is most able to make a difference in terms of its energy and water consumption, while also preventing material and food waste.





Key results and targets in terms of Atria's environmental responsibility

Atria Group

Targets 2015–2017

- Management of direct environmental impacts.
- Identification of environmental impacts throughout the production chain and promotion of eco-efficiency.
- Standards compliance – no warnings issued by the authorities.
- Adjusting operations to comply with the requirements of the Energy Efficiency Directive.

Results 2015

- Atria Group enhanced the efficiency of energy use in relation to production by 2 per cent. There was also an improvement of 3 per cent in terms of water consumption.
- Part of continuous operational improvement.
- In the reporting period, no leaks were reported, no warnings were issued by the authorities and no compulsory measures were imposed.
- See measures specific to the business areas.

Atria Finland

Targets 2015–2017

- Measures in accordance with the requirements of the Energy Efficiency Directive (EED).
- Preparing the Management System for ISO 50001 certification.

Results 2015

- Energy review undertaken at Atria Finland's largest unit, Nurmo, in 2015.
- Specification work has begun to prepare the Management System for ISO 50001 certification.
- No warnings were issued by the authorities and no compulsory measures

- Standards compliance in operations.

were imposed. No repeated deviations from the wastewater limit values stated on the environmental permit. Nine incidents of disruption were reported by the wastewater pretreating system in Kauhajoki and corrective measures have been initiated.

Atria Scandinavia

Targets 2015–2017

- Energy efficiency.
- Measures in accordance with the requirements of the Energy Efficiency Directive (EED).
- Ensuring recycling throughout the business.
- Reduction of wastage.
- Calculating the climate impact of production.

Results 2015

- The oil boiler in Sköllersta has been replaced by a pellet-based boiler. This is expected to reduce annual carbon dioxide emissions by approximately 4,600 tons.
- The company's own personnel have carried out energy reviews in all of the production plants in Sweden.
- Recycling takes place in all of the production plants and offices insofar as is financially and environmentally appropriate.
- Efforts are made to further reduce wastage. For example, the rate of wastage in Sköllersta previously amounted to 0.71 per cent of production volumes but this has now decreased to 0.51 per cent.
- Work has begun to calculate climate emissions. A calculation system has been acquired for this purpose and climate data is currently being collected.

Atria Russia

Targets 2015–2017

- Water utilisation efficiency
- Energy efficiency

Results 2015

- Water consumption in relation to production has become 7 per cent more efficient.
- As a result of improvements to the efficiency of production processes at the Gorelovo plant, energy efficiency has improved by 5 per cent.

Atria Baltic

Targets 2015–2017

- Energy efficiency
- Water utilisation efficiency

Results 2015

- Centralisation of production at the Valga plant. Energy efficiency improved by 8 per cent.
- Water consumption in relation to production has become 20 per cent more efficient.



Environmental aspects of products

How do Atria's products affect the environment?

We have rough information about the magnitude of the environmental impact of different primary production methods and product groups. Assessing the environmental impact of individual products is not, in our view, a sensible undertaking as [food production is part of a more significant whole](#) in which the correct choices must be made. The environmental impact of Atria's products is minimised by choices made in procurement e.g. purchasing nationally-produced meat raw material and by processing the meat in a way that maximises material efficiency. Care is also taken to ensure that production lines are energy-efficient.

We continuously monitor the environmental efficiency of our production lines. In the industry, the highest quantity of energy and water is consumed by highly processed products, such as precooked meat products. However, processing raw materials so that they meet different consumer needs and situations reduces overall raw material wastage and, therefore, also reduces the environmental impact of products. We work to reduce food wastage at all stages of the food production chain.

Tangible respect for resources

At Atria, environmental responsibility means tangible operational development. That is why we measure the direct environmental effects of our operations, including energy consumption, water consumption and wastewater values, and we have set targets for improving measurable results in these areas. We report annually on the achievements we have made in the field of environmental efficiency as part of our Corporate Responsibility Report.

We have not yet considered it appropriate to simplify the environmental impact of our products throughout their entire life cycles in such a way that it could be condensed into a single label on the packaging. Instead, we aim to use this website and dialogue in social media channels to communicate the overall environmental impact related to our products and provide information on how we are able to influence this.



Consumers' responsibility

Why the food waste is such a relevant environmental indicator when talking about food?

Packaging materials

Consumers feel that the most tangible environmental effect of feed is the product packaging. However, packaging has an important role. The packaging must protect the product on its journey from the packaging plant via the shop to the consumer's home. This is also an effective way to prevent food waste. Atria develops optimal solutions for its products in such a way that the overall environmental impact of the packaged product is taken into consideration. The size and shape of packaging must address the customer's usage needs in the shop and the consumer's requirements when the product is used. Atria's packaging materials and principles Atria chooses its packaging solutions in compliance with a waste hierarchy that aims to prevent waste from being produced.

1. The primary function of packaging is to protect the product and inform the consumer of the product's characteristics, thereby preventing food waste.
2. Material efficiency of packaging. We are looking for the most technically and economically functional solution using the minimum possible amount of packaging material without compromising on the primary function of packaging.
3. Environmental friendliness of packaging material. The third most important factor is to look for environmentally friendly packaging materials, such as recyclable materials, for use in packaging solutions.
4. All of Atria's packaging can either be recycled or used to generate energy.

Healthy environment

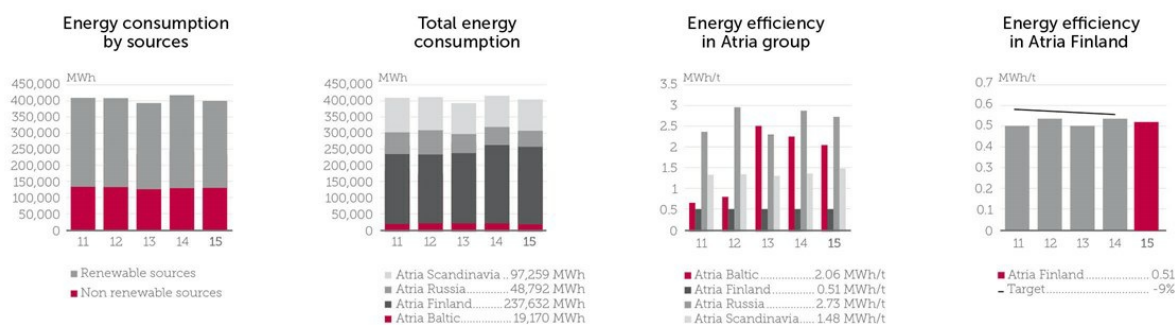
The key objective in the environmental strategy period is to support business through a controlled use of natural resources. The objectives have been adapted to changes in the business environment, of which the most significant continue to be the advancement of energy efficiency and the prevention of waste generation.

Energy consumption

The heat and steam needed by Atria are generated using natural gas, wood-based renewable fuel, peat and fuel oil. In electricity consumption, the ratio of renewable and non-renewable sources of energy depends on the market situation and is determined computationally using Energiakolmio Oy's statistics.

In the period under review, total energy consumption decreased by 3.2 per cent and consumption in relation to the kilograms produced by 1.9 per cent.

Results of active environmental work 2015



Water consumption

At Atria, clean water is indispensable for the operation of processes and washing of production facilities. The origin of water does not have a major environmental impact in Atria's operating environment, but the adequacy of water and pumping capacity are critical for Atria's operations. That is why the company aims to constantly increase water efficiency and work with local entities to secure an uninterrupted supply of water.

Atria Finland uses the most water, and its absolute water consumption decreased by six per cent in the period under review. However, Atria Finland uses water efficiently compared to other national industry players.

Consumption at Atria Scandinavia increased by eight per cent and Atria Russia decreased as much as 14 per cent. The entire

Group's absolute water consumption decreased by four per cent. Aggregate water consumption relative to production output in the three business areas decreased by three per cent.

Wastewater

Of all wastewater generated by Atria, 80 per cent is pretreated at production plants before being flushed into the municipal sewage network. Plant-specific environmental permits determine the threshold values for wastewater quality. The plants monitor compliance with the values carefully. A predictable, stable organic load in wastewater is important to the operation of wastewater treatment plants.

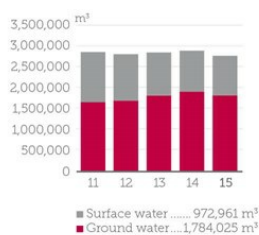
In the period under review, BOD7* load and wastewater quality was in compliance with the permit requirements.

The reported BOD load value is a sum of the amount of wastewater and the average BOD7 levels measured over one year. As BOD7 values are not measured in all business areas, their load has been estimated in reporting on the basis of loads generated by similar facilities.

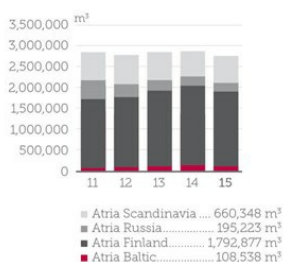
**The BOD7 value illustrates the amount of oxygen required for the microbiological oxidation of organic material over seven days.*

Results of active environmental work 2015

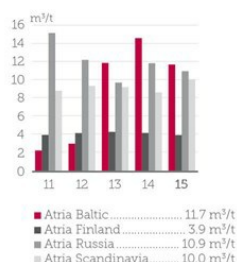
Total water withdrawal by source



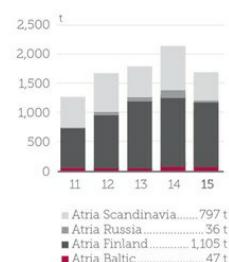
Total water withdrawal by business area



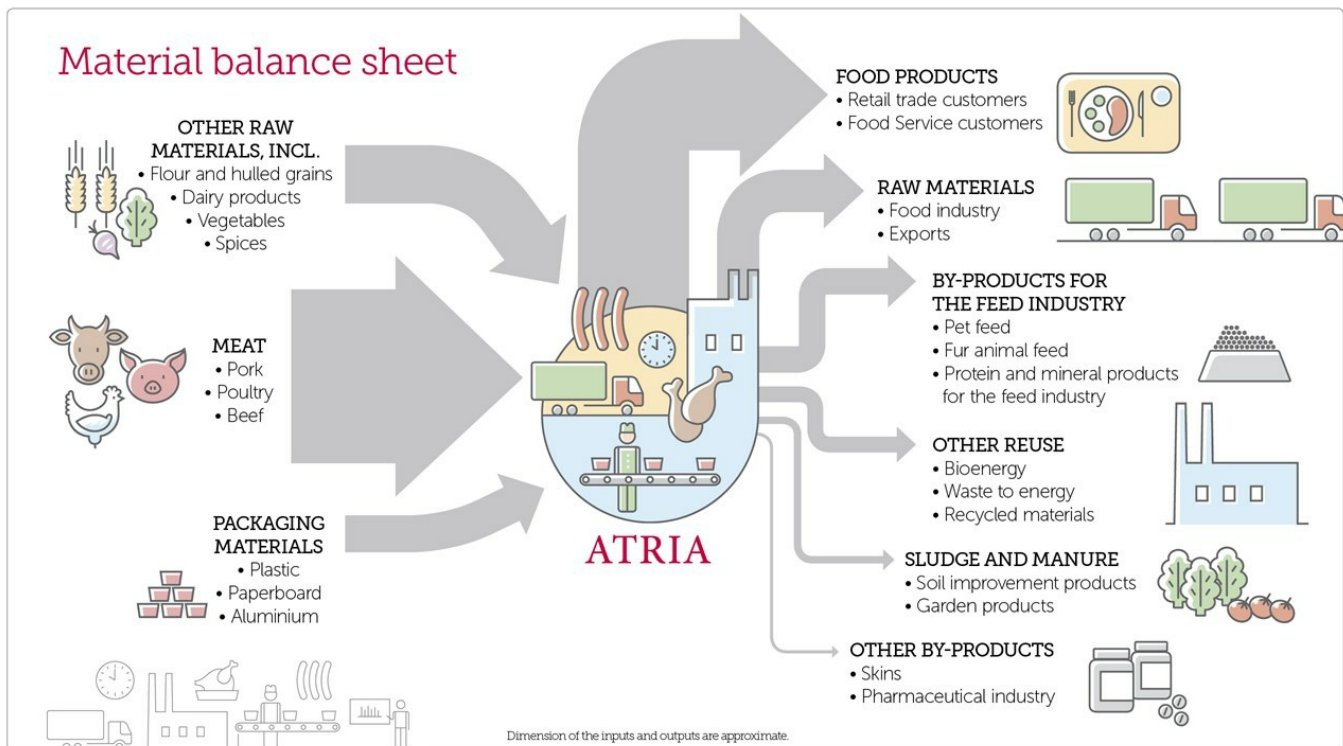
Water utilisation efficiency



BOD7-emissions total



Material balance sheet



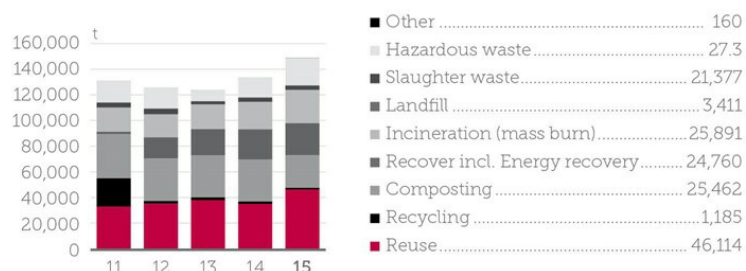
Material-efficient food production

About 98 per cent of the by-products of Atria's core operations are channelled to reuse. Of all incoming materials, only about one per mille ends up as waste to landfill or hazardous waste for which there is no use.

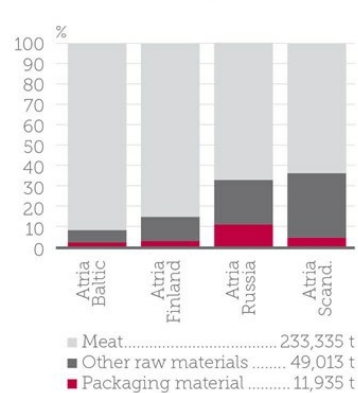
The market price of raw materials and local infrastructure play a key role in the eventual destination of by-products. The prevention of waste generated during a product's life cycle is greatly influenced by the choice of packaging.

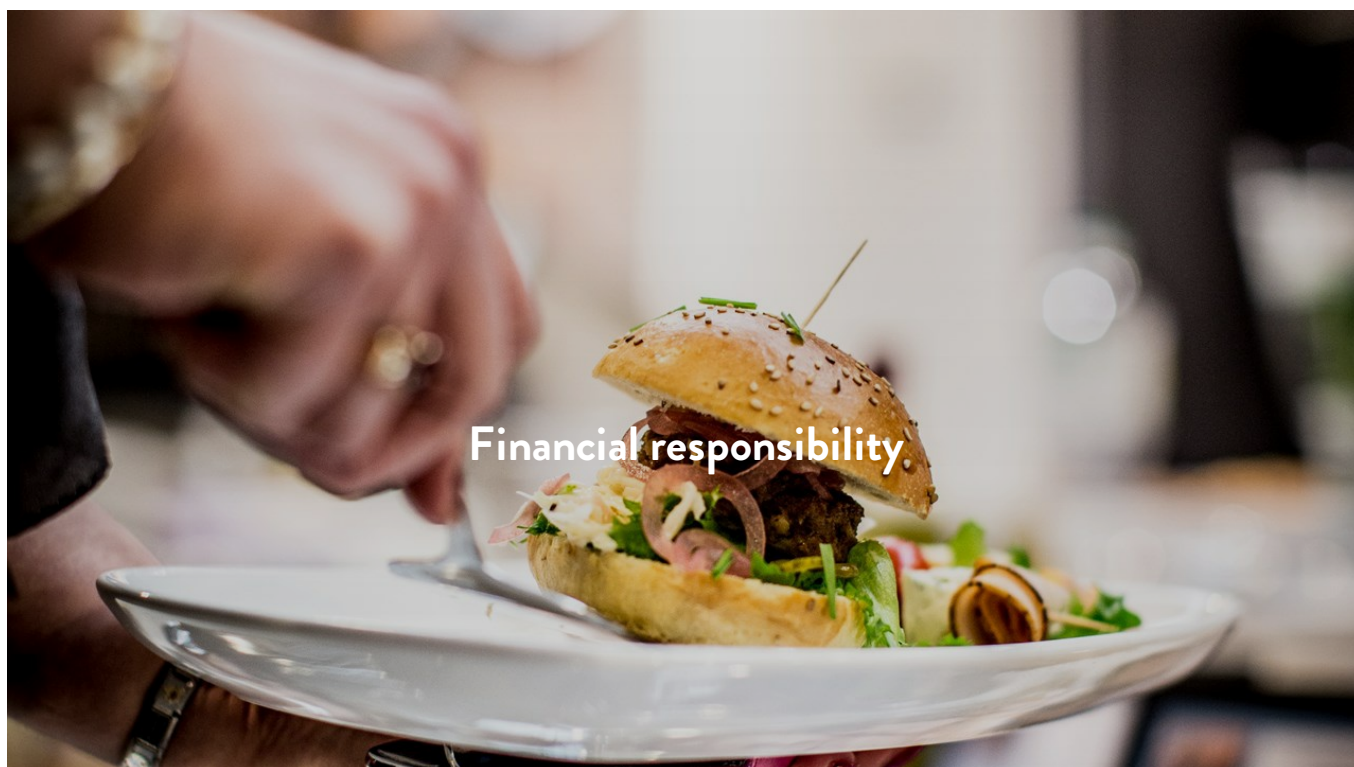
Results of active environmental work 2015

Total amount of waste by type and disposal method



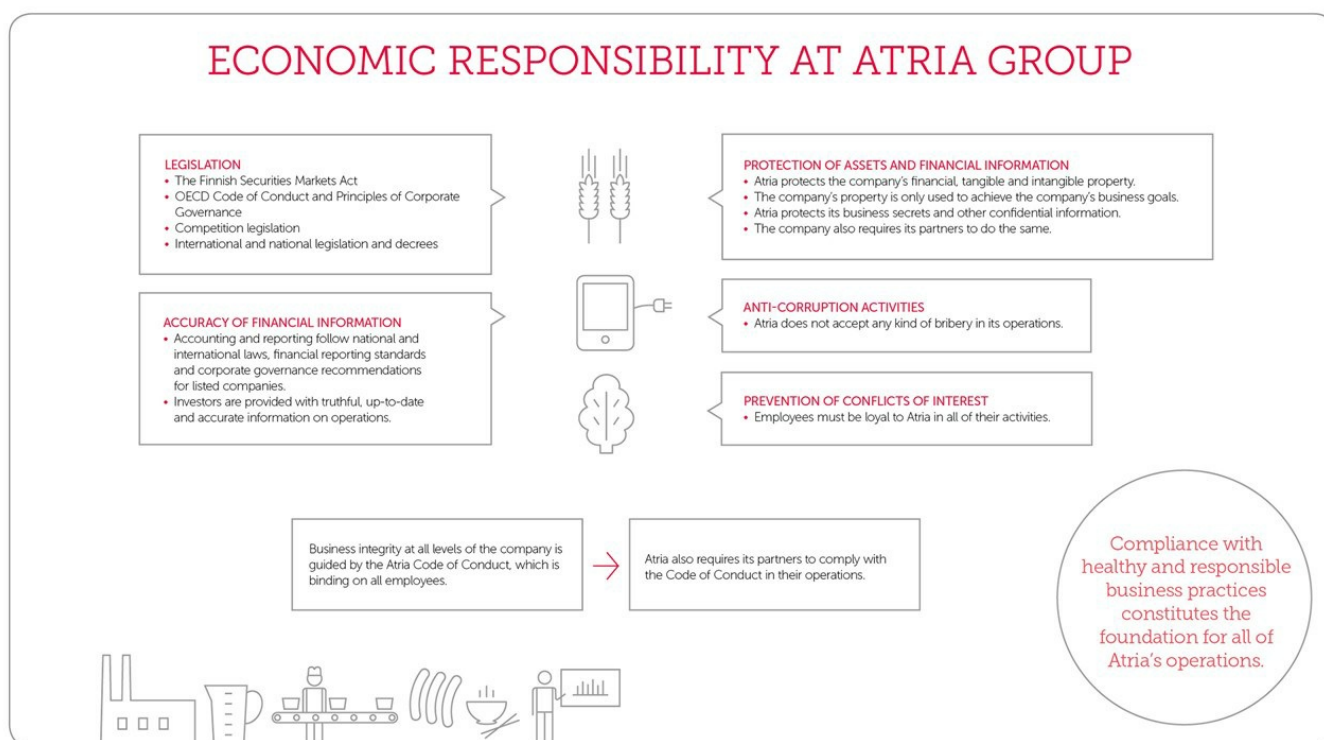
Used raw materials and packaging material





Financial responsibility

Financial responsibility at Atria means achieving financial targets so that it produces long term added value to the stockholders but also to the other stakeholders. Welbeing locally and in the society is of utmost importance as well.





Financial responsibility

Memberships in organisations

Atria Plc is a member

- **in Finland:** of the Finnish Food and Drink Industries' Federation (ETL), the International Chamber of Commerce, the Norden Association promoting official and unofficial cooperation in the Nordic region, as well as the Pellervo Confederation of Finnish Cooperatives.
- **in Sweden:** of the food industry employers' association Livsmedelsföretagen, Kött och Charkföretagen (the Swedish Meat Industry Association), Djupfrysningabyrå (Swedish Frozen Food Institute), Dagligvaruleverantörers förbund (Grocery Manufacturers of Sweden), Institutet för livsmedel och bioteknik (the Swedish Institute for Food and Biotechnology), Ideon Agrofood and Innovation Pioneers.
- **in Russia:** of the St Petersburg and Leningrad oblast meat association and food industry association and East Office, which promotes excellence in Russia.
- **in Estonia:** of the Estonian Association for Personnel Development PARE, the Estonian Chamber of Commerce and Industry, GS1 Estonia MTÜ and the Association of Estonian Food Industry.

Management and reporting - principles

General principles*

Corporate responsibility is an integral part of Atria's corporate culture, and we recognise our responsibility towards all of our stakeholders. Corporate responsibility is integrated into all levels of our operations: targets, values, business strategies, management and everyday work.

We aim to safeguard our current and future operating conditions through responsible operations. In accordance with the principle of sustainable development, we take into account the economic, social and environmental effects of our operations in all of our business areas.

We consider the satisfaction and trust of consumers and customers to be the key preconditions for business and success. Other preconditions for sustainable business are the profitability and competitiveness of operations, responsible management, the competence and commitment of personnel, and the continuous improvement of operations in all areas.

** The Atria Group Management Team approved these general principles for corporate responsibility at its meeting on 22 January 2009.*

Corporate responsibility is managed at Group and local level

Atria's corporate responsibility policy is managed at two levels. Group-level activities include determining shared corporate responsibility principles and ensuring compliance, as well as designing joint development programmes for all business areas. Atria's annual corporate responsibility reporting is also implemented at Group level.

The promotion of responsibility is part of everyday operational management across Atria's business areas. Steering groups in the business areas analyse the expectations their key stakeholders have for Atria's responsibility and initiate development programmes.

In Finland, corporate responsibility management is organised under the Safe Atria Quality function. The team is chaired by Quality Director **Seija Pihlajaviita**. She is in charge of the company's product safety and quality as well as of the implementation and development of the Atria's Handprint corporate responsibility programme. Corporate Responsibility Manager **Eeva Juva** is in charge of operational responsibility management at Atria Finland. Director **Merja Leino** has Group-level responsibility for product safety, quality and corporate responsibility issues.



Atria's corporate responsibility development programme is known as Atria's Handprint. The programme brings together the principles, practices, projects and results of Atria's responsible operations and provides comprehensive updates on their progress. Under the Handprint programme, responsibility is developed and measured in seven sectors, which are as follows:

- * Finance
- * Environment
- * Animal welfare
- * Product safety
- * Nutrition
- * Personnel
- * Communication

The symbol of Atria's Handprint programme is the Handprint logo. The logo represents the personal contribution – the handprint – made by every Atria employee to the food chain, and the colours of the logo communicate the effects of corporate responsibility.

The annual achievements and future targets of Atria's Handprint programme are reported upon every year in the corporate responsibility report.

Atria's Code of Conduct

Atria's operating principles are ethical guidelines for the everyday operations of Atria employees. The operating principles concern all Atria employees in all business areas. Personnel are trained in complying with the Code of Conduct in accordance with a training plan.

The operating principles reflect the Atria Way of Work values defined by the company's personnel: "We focus on consumers and customers, we deliver quality-we rely on our brands, we are hungry for success and we enjoy our work". In accordance with these values and in compliance with shared operating principles, Atria can steer its practical operations towards sustainable development and success.

The foundation of Atria's operating principles is set out by the laws and collective agreements in the country of operation, as well as international agreements and recommendations related to responsible operations. The Board of Directors of Atria Plc approved these operating principles at a meeting held on 16 December 2014.

International declarations and conventions that Atria is committed to:

- UN Universal Declaration of Human Rights and Convention on Rights of the Child
- Agreement of the International Labour Organisation (ILO) on basic rights at work
- UN Global Compact initiative for the promotion of human rights, rights at work and environmental protection and the prevention of corruption
- OECD code of practice for multinational companies
- Business Charter for Sustainable Development of the International Chamber of Commerce (ICC) and ICC instructions against bribery and corruption
- Business Social Compliance Initiative (BSCI) purchasing principles

Operating principles in brief:

Safe Atria Quality

Atria's production plants and food processing processes follow international hygiene requirements and standards. High-quality raw materials, efficient manufacturing and delivery processes, and an uninterrupted cold chain guarantee that Atria's products are safe to consume.

Environment

The starting point of Atria's environmental management is to ensure that all operations comply with local environmental legislation. At the same time, Atria continuously strives to further improve its results in environmental management and is committed to monitoring the environmental impacts of its operations, products and services and to identifying the significance of the environmental impacts of each stage of the operating chain.

Stakeholders

Atria's corporate responsibility policy is embodied in its day-to-day work with stakeholders. The company uses various studies, surveys and analyses, as well as personal interaction with stakeholders to gain extensive knowledge of their expectations. Consumers, customers, personnel, meat producers and shareholders are strategically important stakeholders to Atria. Other stakeholders include raw material and material suppliers, authorities, financial institutions, educational institutes and the media.

Personnel

Atria respects and supports internationally recognised human rights principles and promotes their implementation in all of its business areas. Compliance with local legislation and the key conventions of the International Labour Organisation (ILO) constitutes the foundation of Atria's HR principles.

Promoting the personnel's well-being and developing employees' skills are key features of Atria's social responsibility. It forms the foundation for the quality of Atria's operations and products, and for the achievement of future growth and profitability targets.

The Atria Way of Work values defined by Atria's personnel are:

- We focus on consumers and customers
- We are hungry for success
- We deliver quality-we rely on our brands
- We enjoy our work

Business integrity

Compliance with healthy and responsible business practices constitutes the foundation for all of Atria's operations.

Principles of corporate responsibility reporting

This report describes the impact Atria has on its operating environment and, through its numerous important stakeholders, on society as a whole. The report gives an account of the key events, results and effects in 2015 from the perspective of corporate responsibility, and illustrates how Atria takes corporate responsibility into account in its current and future operations.

In applying its general principles of corporate responsibility, Atria complies with good practice in all of its business areas, while also respecting the various views of its stakeholders with regard to corporate responsibility and ethical business. The company's operations may not, however, be in conflict with local or international legislation, Group management principles or Atria's values.

As the basis for its reporting, Atria uses the international Global Reporting Initiative (GRI) G4 guidelines, in which corporate responsibility is viewed from the perspective of economic, social and environmental responsibility. Atria has selected from the GRI guidelines the measurements and indicators that are essential for its operations and stakeholders. The essential areas have been defined on the basis of [stakeholder surveys](#) and various studies that have focused on determining what the essential areas are.

This Atria Corporate Responsibility Report has not been certified independently. The text and other presentations in the report do not follow the order or headings recommended by the GRI for the key indicators. However, the [GRI content table](#) contains a comparison of the report's coverage in relation to the GRI G4 recommendations.

The report covers the company's operations mainly during the financial period 1 January to 31 December 2015.

As a rule, Atria's Corporate Responsibility Report covers the entire Group. It is an independent report of Atria's corporate responsibility. The report does not include a governance section, which can be found in Atria's 2015 Annual Report, available on the [Group's website](#).

The indicators used to measure corporate responsibility vary greatly across Atria's various business areas. This is because of the different nature of the operations in these countries. From the point of view of reporting, the most comprehensive set of key indicators is provided for Atria Finland.

The transparency and openness of operations are an integral part of Atria's corporate responsibility policy. Accordingly, Atria communicates on its corporate responsibility activities to its internal and external stakeholders actively and in a comprehensive and systematic manner. The Safe Atria Quality team is responsible for monitoring and developing Atria's corporate responsibility.

Atria's first Corporate Responsibility Report was published in 2009.

For enquiries about Atria's corporate responsibility, please contact:

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Management and reporting

Development projects

FINANCE		Ends
Improving the efficiency and harmonisation of purchasing within the Group	Atria Plc	continues
Improving the efficiency of production	Atria Plc	continues
Investment in the Nurmo pig cutting plant and improving its efficiency	Atria Finland	2017
Integration of operations acquired from Saarioinen and leveraging of synergy benefits	Atria Finland	2015
Improving cooperation with primary producers	Atria Finland	continues
Further development of a supplier assessment system	Atria Scandinavia	continues
Increased number of supplier controls and audits	Atria Scandinavia	continues
Modernisation of the ERP system (ERP implementation)	Atria Baltic	continues
PERSONNEL AND SOCIAL RESPONSIBILITY		Ends
Atria Way of Work	Atria Plc	2015
Atria WoW Leading	Atria Plc	continues

Atria Talent Management -programme	Atria Plc	continues
Personnel survey	Atria Plc	2015
Development of meat technology expertise, Atria Meat Technology Seminar, continued	Atria Plc	2015
Early caring, self-initiated maintenance of work capacity among employees	Atria Finland	2015
Improvement of safety at work	Atria Finland,Scandinavia	continues
Atria Welcome programme for new employees	Atria Finland,Scandinavia	continues
Improvement of employee well-being	Atria Scandinavia	continues
ASC Sales skills development programme	Atria Scandinavia	continues
ASC Training programme for middle and general management	Atria Scandinavia	continues
ASC Development of project skills	Atria Scandinavia	continues
Labour law awareness among managers	Atria Scandinavia	continues
Deepening of the Atria Way of Work activities	Atria Scandinavia	continues
Development of equality, work to increase diversity	Atria Scandinavia	continues
Performance evaluation training	Atria Scandinavia	continues
Stakeholder training	Atria Scandinavia	2015
ASC developpent of presentation techniques	Atria Scandinavia	continues
Launch and implementation of Atria Way of leading. 2015: Workshops with all managers.	Atria Scandinavia	2015
Personnel survey	Atria Scandinavia	continues
Financial support to BRIS (Children's Rights in Society)	Atria Scandinavia	continues
NUTRITION		Ends
Updating of the nutrition strategy	Atria Finland	2015
Development of nutrition communication	Atria Finland	continues
Creation of a uniform nutrition policy	Atria Scandinavia	2015
Reduction of salt in products	Atria Finland, Scandinavia, Baltic	continues
Reduction of additive use	Baltic	continues

reduction of additive use	Danuc	continues
Continuos product recipe improvements and review of additives.	Atria Scandinavia	continues
<hr/>		
ENVIRONMENT		Ends
Adjusting the management system to meet the requirements of the Energy Efficiency Directive	Atria Finland, Scandinavia	2015
Creating a measurement and monitoring system for material efficiency	Atria Finland	2017
Energy audits	Atria Scandinavia	2015
Ensuring recycling throughout the business	Atria Scandinavia	2015
Reduction of wastage	Atria Scandinavia	continues
Calculating the climate impact of production	Atria Scandinavia	2016
Elimination of palm oil in products	Atria Scandinavia	continues
Reduce climate impact of production. (2015: Investment in pelletsanna in Sköllersta)	Atria Scandinavia	continues
Reduce climate impact of transportation	Atria Scandinavia	continues
<hr/>		
ANIMAL WELFARE		Ends
Development of the painless castration of piglets	Atria Finland	2016
Intact pig-tails at Atria	Atria Finland	continues
AtriaSika (pork): reduction of carcass condemnations	Atria Finland	continues
Laatuvastuu – Increased transparency in the primary production of pork	Atria Finland	continues
National promotion of cattle health care	Atria Finland	continues
Development of the AtriaNauta (beef) chain's IT systems and interfaces to support the measurement of animal welfare	Atria Finland	continues
KESTO project to promote calf health and dairy cow longevity	Atria Finland	continues
Management of risks associated with the import of chicks and changing the breed of the parent stock	Atria Finland	2015
Clarification of hatchery operations and improvement of the production results of farms	Atria Finland	continues
Animal care issues are included in all contracts	Atria Scandinavia	continues

PRODUCT SAFETY		Ends
Transfer of production plants from the ISO 22000 standard to compliance with FSSC 22000:2005	Atria Finland	2015
Compliance of suppliers with ISO 22000 or an equivalent product safety standard	Atria Finland	2015
Development of an electronic traceability system in Sköllersta	Atria Scandinavia	continues
COMMUNICATION		Ends
Development of corporate responsibility reporting and related communications	Atria Plc	continues
Redesign of Atria Group website	Atria Plc	2016
Blogs by Atria specialists at www.atriablogi.fi	Atria Finland	continues
Atria in social media, interactive communication	Atria Finland	continues
Increasing the transparency of the food chain	Atria Finland	continues
Redesign of the Atria website	Atria Finland	2015
Gilla Skolmat (School food is good) campaign in school canteens to promote tasty food and reduce waste	Atria Scandinavia	continues
Development of crisis communications preparedness	Atria Scandinavia	2015
Launch of TV screens to get well-informed employees	Atria Scandinavia	2015
Bris - sales campaign in school canteens to generate money to Bris	Atria Scandinavia	continues
Strengthening of the Maks & Moorits brand and development of the Facebook page	Atria Baltic	continues



Corporate responsibility reporting GRI content comparison

General standard disclosures		Included	Link / Additional information
Strategy and analysis			
G4-1	CEO's review	Yes	CEO's review
G4-2	Organisation's key impacts, risks and opportunities	Yes	CEO's review , Annual Report 2015
Organisational profile			
G4-3	Name of the organisation	Yes	Company
G4-4	Primary brands, products and services	Yes	Company , Brands
G4-5	Location of the organisation's head office	Yes	Corporate governance
G4-6	Geographical location of the operations	Yes	Atria's corporate responsibility map
G4-7	The organisation's ownership structure and legal form	Yes	Corporate governance
G4-8	Market areas	Yes	Atria's corporate responsibility map
G4-9	The reporting organisation's size	Yes	International Atria , Atria's corporate responsibility

G4-10	Number of employees by employment type, employment contract, region and gender	Partially	Employee well-being in numbers . Not reported by gender, no data available.
G4-12	The organisation's supply chain	Partially	Corporate responsibility , Results of active environmental work , Atria creates value throughout the food chain (Corporate Responsibility Report 2015, page 63)
G4-13	Significant changes in the organisation's size, structure, ownership or supply chain during the reporting period	Yes	Atria Group acquired Denmark's largest manufacturer of organic coldcuts, Aalbaek Specialiteter. In Sweden, Atria concluded the sale of Falbygdens cheese business. In Russia, Atria's affiliate sold Campofarm pig farm and real estate.
G4-14	Application of the precautionary approach	Partially	Annual Report 2015 , Business risks
G4-15	Principles and initiatives of external parties approved or endorsed by the organisation	Yes	Atria Code of Conduct
G4-16	Memberships in associations and advocacy organisations	Yes	Financial responsibility
Identified material aspects and boundaries			
G4-17	Group boundaries	Yes	Principles of corporate responsibility reporting
G4-18	Definition of report content	Yes	Principles of corporate responsibility reporting , Stakeholders
G4-19	Material aspects	Partially	Principles of corporate responsibility reporting , Stakeholders
G4-22	Changes in information provided in previous reports	Yes	Any deviations from and limitations to boundaries have been reported in the context of the relevant key indicators. If previously reported key indicators, their scope, boundaries or measurement techniques have changed, those changes are reported in the context of the relevant key indicators.
G4-23	Significant changes in the scope of the report and aspect boundaries	Yes	In Finland, a project began at the Sahalahti plant to improve poultry production. The project also had an impact on personnel. Falbygdens cheese business was sold in Sweden. In Denmark, Atria acquired manufacturer of organic coldcuts Aalbaek Specialiteter. In Russia, Atria's affiliate sold Campofarm pig farm and real estate. Atria Baltic's production.

Stakeholder engagement

G4-24	List of the organisation's stakeholders	Yes	Stakeholders
G4-25	Identification and selection criteria for stakeholders	Yes	Stakeholders
G4-26	Principle of stakeholder engagement	Yes	Atria Code of Conduct , Stakeholders
G4-27	Key topics and concerns raised by stakeholders	Yes	Stakeholders
Report profile			
G4-28	Reporting period	Yes	Principles of corporate responsibility reporting
G4-29	Date of the previous report	Yes	Corporate Responsibility Report 2014 was published 24 March 2015.
G4-30	Reporting cycle	Yes	Principles of corporate responsibility reporting
G4-31	Contact details for ordering the report and requesting additional information	Yes	Principles of corporate responsibility reporting
G4-32	GRI content index	Yes	
G4-33	Policy on external assurance	Yes	Principles of corporate responsibility reporting
Governance			
G4-34 G4-47	Governance structure, role in setting values and strategy, evaluation of competencies and performance, risk management	Partially	Annual Report 2015 , Management and reporting
G4-48	Approval of the Corporate Responsibility Report	Partially	Principles of corporate responsibility reporting
G4-49 G4-55	The Board of Directors' role in evaluating performance, remuneration and incentives	Partially	Annual Report 2015
Ethics and integrity			
G4-56	Values and code of conduct	Yes	Annual Report 2015
	Description of management	Yes	Management and reporting . The management of sustainability aspects has been integrated into business operations and is described in the context of each area of corporate responsibility.
Economic responsibility		Included	Link / Additional information
<i>Economic performance</i>			
G4-EC1	Direct economic value generated and distributed	Yes	Corporate Responsibility Report 2015 , page 63
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	Yes	Annual Report 2015 . Any risks and opportunities arising from climate change are taken into account in business development and risk assessment as

part of the review of changes in the business environment.

G4-EC3	Coverage of the organisation's defined-benefit plan obligations	Partially	Annual Report 2015
G4-EC4	Financial assistance received from the government	Partially	Annual Report 2015
Environmental responsibility		Included	Link / Additional information
Materials			
G4-EN1	Materials used	Yes	Results of active environmental work
Energy			
G4-EN3	Energy consumption within the organisation	Yes	Results of active environmental work
G4-EN5	Energy intensity	Yes	Results of active environmental work
G4-EN6	Reduction of energy consumption	Partially	Results of active environmental work
Water			
G4-EN8	Total water withdrawal by source	Yes	Results of active environmental work
G4-EN11-EN15	Biodiversity	No	
G4-EN15-EN21	Emissions	No	
Effluents and waste			
G4-EN22	Total water discharge by quality and destination	Yes	Results of active environmental work
G4-EN23	Total weight of waste by type and disposal method	Yes	Results of active environmental work
G4-EN24	Total number and volume of significant spills	Yes	No spills
G4-EN27-EN28	Products and services	No	Environmental aspects of products
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Yes	No fines or sanctions
Supplier environmental assessment			

G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Partially	Atria Finland: All new suppliers are audited. The auditing criteria, which focus on product safety, also include environmental aspects. No data available for other business areas. See also Product safety
Social responsibility		Included	Link / Additional information
Labour practices and decent work			
Employment			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Partially	Employee well-being in numbers Turnover by age group and gender is not reported, no data available.
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	Partially	Benefits exceeding the statutory level are not reported in detail, since the practices vary by business area.
Labour/management relations			
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Partially	Activities are in compliance with applicable legislation in each business area.
Occupational health and safety			
G4-LA6	Types of injury, rates of injury, occupational diseases, lost days, absenteeism, total number of work-related fatalities by region and gender	Partially	Employee well-being in numbers . Sickness absences are reported. Breakdown by gender is not available.
Training and education			
G4-LA9	Average hours of training per year per employee by gender and by employee category	Partially	Employee well-being in numbers . Not reported by gender and by employee category, no data available.
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Partially	Developing skills , Atria's key social responsibility results and targets regarding employee well-being . Atria Finland has in place a training and development plan that applies to all functions and personnel groups. It is discussed with all personnel groups, and its implementation is monitored annually. Business-driven training plans are drawn up in all of the Group's business areas.
Human rights			
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Partially	The Atria Code of Conduct contains guidelines for the equal treatment of employees and the ban on forced and child labour. All new employees are familiarised with the Code of Conduct as part of

including the percentage of employees trained

familiarised with the Code of Conduct as part of Atria's new employee orientation programme.

Society
Anti-corruption

G4-SO4	Communication and training on anti-corruption policies and procedures	Partially	The Atria Code of Conduct discusses policies related to the acceptance of gifts and hospitality, for example. All new employees are familiarised with the Code of Conduct as part of Atria's new employee orientation programme.
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Anti-competitive behaviour

G4-SO7	Total number of legal actions for anti-competitive behaviour, antitrust and monopoly practices and their outcomes	Partially
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Compliance

G4-SO8	Monetary value of significant fines and total number of nonmonetary sanctions for non-compliance with laws and regulations	Yes	No fines or sanctions.
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Product responsibility **Included** **Link / Additional information**

Customer health and safety

G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Partially	The health and safety impacts of products are constantly assessed and improved as part of product development. Percentages are not reported. No data available.
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	Yes	Key targets and results of the Safe Atria Quality Programme

Product and service labelling

G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Yes	No incidents of non-compliance Key targets and results of the Safe Atria Quality Programme
G4-PR5	Results of surveys measuring customer satisfaction	Partially	Stakeholders
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	Yes	No incidents of non-compliance Key targets and results of the Safe Atria Quality Programme

Customer privacy

G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Yes	No complaints
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Compliance

G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Yes	No fines for non-compliance
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FPSS G4-FP5	Kilograms of product produced at certified plants	Yes	All of Atria production plants are certified
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FPSS G4-FP6	Percentage of total sales volume of products with a low salt, fat and/or added sugar content.	Partially	Nutritional responsibility
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FPSS G4-FP7	Percentage of total sales volume of products with health impacts	Partially	Atria does not use official, EU-approved health claims in its products.
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Animal welfare

Animal welfare indicators are reported only for Atria Finland because of strategic differences in meat procurement in the various business areas. A more extensive description of the good production and operating practices followed by Atria and its partners is available on pages [Responsible primary production](#). The assessment and measurement of animal welfare at Atria relies on continuous monitoring and analysis of production, transfer and chain information, slaughterhouse data and national health monitoring data. There are not yet any internationally approved and harmonised animal welfare indicators. The Global Reporting Initiative guidelines require that organisations processing production animals report the number of animals passing through as well as policies regarding medication and physical alterations. Atria reports on the progress of animal welfare through its own development projects and indicators, in addition to the GRI indicators.

FPSS G4-FP9	Volume of animals processed by species	Yes	All animals processed by Atria Finland are acquired directly from contract producers. Volumes of animals processed at Atria Finland's production plants in the reporting period: pigs 77 million kg, cattle 41 million kg and chickens 55 million kg.
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FPSS G4-FP10	Replacement of routine procedures which cause pain, and pain analgesia by species	Partially	No unnecessary pain, Key targets and results in terms of Atria Finland's animal welfare
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FPSS G4-FP12	Animal medication practices and the use of growth promoters by species	Yes	Animal welfare protects the consumers
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FPSS G4- FP13	Fines imposed for violations of animal transport, treatment and slaughter regulations and voluntary good operating practices observed by the organisation in animal transport, handling and slaughter.	Partially	<p>No fines were imposed in 2015 concerning animal handling and slaughter.</p> <p>In Atria Finland Tuoretie Oy is responsible for animal transportations. Two fines were imposed concerning animal transportations.</p> <p>Animal transportations</p>
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How Atria creates value throughout the food chain

Resources and investments

Raw materials and other materials

- Meat raw materials: pork, beef, poultry
- Other raw materials
- Packaging and other materials

Production

- 17 production plants in five countries

Human resources and development

- 4,270 food-industry experts
- 4 days of training per employee per year

Intangible capital

- Brands, patents, concepts
- Expertise, research and development activities: EUR 12 million

Investments

- Investments: EUR 57 million

Financing

- Total equity and liabilities: EUR 855 million.

Natural resources

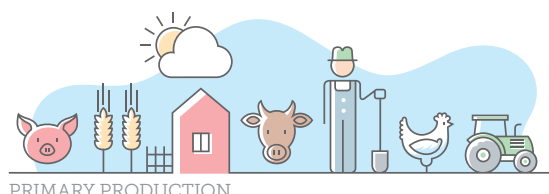
- Energy consumption of approximately 400 MWh, of which approximately 30% is from renewable sources
- Energy efficiency in terms of energy consumption per ton of production:
Finland: 0.5 MWh,
Scandinavia: 1.4 MWh,
Russia: 1.8 MWh,
Baltic: 2.3 MWh
- Water consumption of approximately 2.75 million m³, of which ground water accounted for around 65% and surface water was around 35%



Business model



Atria's value and impacts



PRIMARY PRODUCTION

Our objective is Healthy Growth that will not endanger our company's profitability.
We will grow via existing operations and new operations.



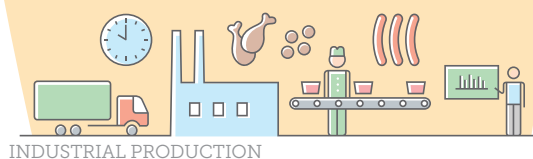
PRODUCTION PROCESSES:
we operate efficiently.

COMMERCIAL PROCESSES:
we will succeed commercially.

VALUE AND MANAGEMENT PROCESSES:
we share a common Atria Way of Work and an Atria Way of Leading.



We focus on customers.
We deliver quality and we believe in our brand.
We are hungry for success.
We enjoy our work.



INDUSTRIAL PRODUCTION



CUSTOMER



CONSUMER

Atria's good food produces sustainable value for all of our stakeholders.
Our good food is responsibly and ethically produced, nutritious and safe.

Good food – better mood.
We create inspiring food for every occasion.

For producers and partners

Purchases from producers, subcontractors and other partners

- Total purchases and other expenses: EUR 1,092 million

For customers

Foods for customers in the consumer goods retail trade, Food Service, industry and export sectors

- Net sales and other income: EUR 1,346 million

For personnel

- Total salaries and remuneration: EUR 176 million

For society

- Total taxes and social security expenses EUR 55 million

For shareholders and financiers

- Dividends: EUR 11 million
- Financial income and expenses: EUR 9 million

For communities

Direct and indirect support for public and private organisations and associations

For other industries

Approximately 98% of by-products are exploited, with particular focuses on the animal feed and energy industries. Approximately 0.1% of all material flows end up in landfill or are treated as hazardous waste.

Environmental impact

Approximately 80% of wastewater is pretreated before being discharged into the municipal sewage network. The vast majority of the energy used is for generating process heating and cooling. The indirect environmental impact is mostly due to primary production and transportation.