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Through its responsible operations, Atria is creating added value for all of its stakeholders.

Corporate Responsibility Report 2016

ATRIA

Good food – better mood.

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Atria – Finnish with international presence

Atria is one of the leading meat and food companies in the Nordic countries, Russia and Estonia. The company is more than 110 years old and is respected by its customers, personnel and owners. Our company's development and growth are based on excellent commercial expertise, efficient operations and an operating method that respects consistent, sustainable success.

Our main product, Good Food, leads to a better mood and sustainable value for all of our stakeholders. Our good food is responsibly and ethically produced, nutritious and safe.

In 2016, our net sales exceeds EUR 1.35 billion and we employed approximately 4,315 meat and food experts in Finland, Sweden, Denmark, Russia and Estonia. Atria Plc's shares have been listed on Nasdaq Helsinki Ltd since 1994.

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Atria's corporate responsibility covers the entire chain from field to table

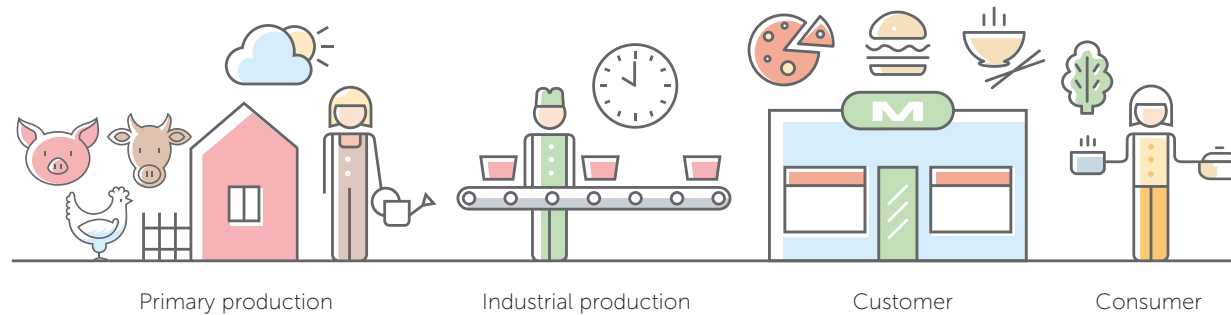
Atria's corporate responsibility is visible throughout our chain, from primary production via the operations in our own plants to customers and consumers. Atria engages in continuous interaction with its stakeholders – listening to them is one of the main pillars of corporate responsibility for Atria.

The principles, practices and results of Atria's responsible operations have been brought together in Atria's Handprint programme. Its corporate responsibility is developed and measured in terms of economic, social and environmental responsibility.

The transparency and openness of operations, as well as interaction, are an integral part of Atria's corporate responsibility policy.

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.



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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

- 19 production plants in five countries

Human resources and development

- 4 315 food-industry experts

Intangible capital

- Brands, patents, concepts
- Expertise, research and development activities: EUR 13 million

Investments

- Investments: EUR 83 million

Financing

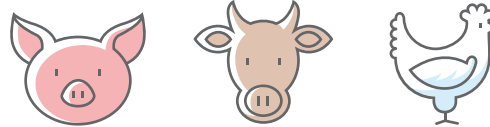
- Total equity and liabilities: EUR 909 million.

Natural resources

- Energy consumption of approximately 418 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: 1.5 MWh, Russia: 2.6 MWh, Baltic: 1.9 MWh
- Water consumption of approximately 2.83 million m³, of which ground water accounted for around 62% and surface water was around 38%



Business model



PRIMARY PRODUCTION

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 value and impacts

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 182 million

For society

- Total taxes and social security expenses EUR 57 million

For shareholders and financiers

- Dividends: EUR 13 million
- Financial income and expenses: EUR 6 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.

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

» Read more in the Annual Report 2016: www.atria.fi/en/group/investors/financial-information/annual-reports/

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Food attracts interest, provokes discussion and evokes emotions

In 2016, food was discussed a great deal in the Nordic countries, at many levels and in many ways. The amount of discussion proves that the value and significance of food have increased in society. This is no surprise: food is at the core of human life.

Changes in lifestyles affect food in terms of daily purchasing decisions and future expectations. Food will always be at the core of human life. We want tastier, cheaper, more traceable, easier food that has minimal environmental impacts. To some extent, our expectations are contradictory, but the challenge can be resolved by doing things smartly and better than before.

The price of food has been decreasing in Finland for several years. Finns spend more than 10 per cent of their income on food. In Russia, the corresponding proportion is 50 per cent, which is an indication of differences between societies and culinary cultures.

As a result of the price trends in Finland, the continuity of Finnish agriculture and meat production has been a cause for concern because the profitability of farms has decreased. This concern is related to sustainability. Atria is addressing this challenge by developing and introducing products that increase the total value of the food market.

Sustainably, for every palate

Atria's mission, "Good food – better mood", reflects our way of thinking. Good food should be seen as a comprehensive



concept: while taste is the first priority, other aspects must also be considered. We encourage people to enjoy well-balanced diets and to do so with a clear conscience.

Individual lifestyles must be respected, even in terms of food preferences. We want to offer a wide selection of options for each meal and make people feel good. We are always willing to discuss food, but we will never become food and lifestyle critics.

Our offering is based on food made from meat, even though our product selection includes dozens of vegetarian options. Meat is traditionally the most valuable food for people. For this reason alone, the modern meat industry must make effective use of slaughtered animals. Waste must be kept to a minimum and all of the material must be used when processing meat, while also creating high added value.

The principles of effective use and recycling are an integral part of our operations, but we are looking for new, even better practices. For this reason, resource efficiency is one of the focal points of Atria's development. We do not content ourselves with the existing state of affairs – we always want to do things better than before.

Atria Group's year 2016 in brief

- Net sales EUR 1,351.8 million (1,340.2 million in 2015)
- EBIT EUR 31.8 million (28.9 million in 2015)
- Atria secured a licence to export pork to China, a new market area
- Atria acquired the Swedish poultry company Lagerbergs, a new product segment
- The investment of approximately EUR 36 million in the new pig cutting plant in Nurmo progressed according to plan.
- Atria reinforced and enhanced its beef chain by acquiring a majority interest in Well Beef Ltd.
- Atria carried out restructuring and efficiency measures with a personnel impact of roughly 100 person-years in the business areas of Atria Finland and Atria Scandinavia.
- Investments in research and product development, as well as marketing and sales, increased in all business areas.

» Atria's Healthy Growth strategy is presented in the company's annual report for 2016 at: <https://www.atria.fi/en/group/investors/financial-information/annual-reports/>

Traceable food for consumers

A few decades ago, the origin of food products was easy to trace, as people lived in a primarily agricultural society, mostly in the countryside or in small population centres. The food on the table had come from fields, cowsheds and vegetable gardens that people could see from their own windows. Urbanisation changed all this, but the origin and supply chain of food are now attracting more and more interest, for the first time in several decades.

Atria leads the way in information management related to the origin of food. The farm of origin and its location are indicated in the label on the packaging for each meat product. Continuing on this path of openness and responsibility, we intend to further improve traceability.

Juha Gröhn
CEO, Atria Plc

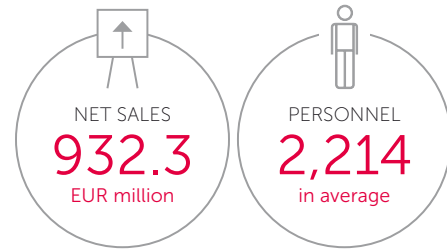
Responsibility at all levels

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

Group-level commitments	Economic responsibility	Environmental responsibility	Social responsibility	Focus points in business areas			
Focus areas				Finland	Scandinavia	Russia	Baltic
Profitability	x			x	x	x	x
Risk management	x			x	x	x	x
Environmental protection		x		x	x	x	x
Energy efficiency	x	x		x	x		
Sustainable use of natural resources	x	x		x	x	x	x
Safe, healthy products		x	x	x	x	x	x
Responsible primary production	x	x	x	x			
Employee well-being	x		x	x	x	x	x
Social impact	x		x	x	x		

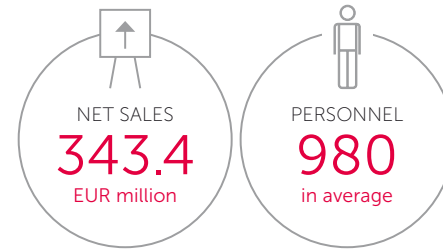
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Responsibility results in 2016



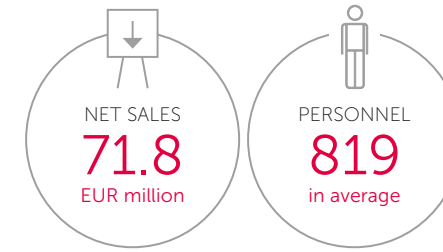
Atria Finland

- The target of 9% compared to the level in 2005 set in the energy efficiency agreement was achieved in Finland. The efficiency of energy use has improved by 13%, or more than 200 GWh, during the agreement period.
- Atria's Finnish production plants were audited for the ISO 50001 energy management system certification.
- All pig production farms are members of Sikava, a health and welfare register for swineherds in Finland.
- Atria Finland participated in five projects by providing funding and expert resources. These projects focused on the development of sustainable feed production and feeding solutions.
- At the end of 2016, Atria's range of products included more than 100 Heart Label products.
- In line with recommendations issued by the National Institute for Health and Welfare to improve public health, Atria Finland started to use iodised salt in its products.
- The investment in the new pig cutting plant in Nurmo proceeded to the commissioning stage in spring 2016. The new cutting plant will improve productivity and the traceability of products. Atria successfully engaged the personnel in the design and implementation of the pork line investment.



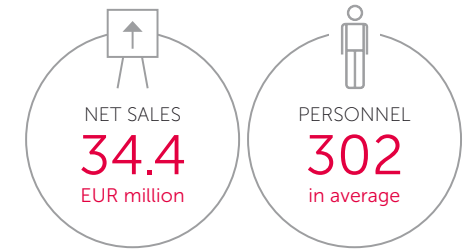
Atria Scandinavia

- Atria Scandinavia started preparations to have all energy management systems of production plants ISO 50001-certified.
- The proportion of women in managerial positions increased to 24%.
- As many as 37% of all Atria Scandinavia products have low salt content.
- Atria acquired all shares in Lagerbergs, a Swedish poultry company. The transaction started long-term investments in the development of poultry operations in Sweden.



Atria Russia

- In Russia, the group-level Atria Way of Work principles were integrated more closely into the organisation's operating culture.
- A number of measures were carried out to support the company's competitiveness and attractiveness in the employment market.



Atria Baltic

- Atria Baltic focused on corporate responsibility measures intended to prevent the spread of African swine fever. Atria has adopted various precautions in its production plants to prevent the disease from spreading.
- Atria sold the Linnamäe pig farm located in northern Estonia.
- Industrial operations were centralised in the Valga plant. Significant recruitments at Valga factory.

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Stakeholders are important to Atria

Atria's corporate responsibility policy is embodied in the day-to-day work with stakeholders. Atria 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.



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Continuous interaction

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 is one of the main pillars of corporate responsibility for Atria.

Atria is continuously developing its operations in close cooperation with stakeholders. Stakeholder surveys help the company identify needs and expectations and evaluate its level of success.

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

Stakeholder responsibility plays a key role

Atria only deals with primary producers, 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 prove that they operate in line with high ethical standards. For example, one of Atria's selection criteria for material and 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 with regard to responsibility and other aspects.

Product development and marketing at Atria are guided by insights into consumer needs gained from research on consumer behaviour. Consumer preferences and wishes ultimately determine the product groups and products that Atria supplies to retailers and other customers.



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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 • online services • social media • newsletters 	<ul style="list-style-type: none"> • mass media • product launches • campaigns • visits • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • training • seminars and events • personnel magazines • units' own communication channels • intranet
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 	<ul style="list-style-type: none"> • producer magazines • seminars and other events • newsletters
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 	<ul style="list-style-type: none"> • General Meeting • Capital Markets Day • press and stock exchange releases
Financiers	<ul style="list-style-type: none"> • solvency • reliability • continuity • debt-carrying capacity 	<ul style="list-style-type: none"> • availability of financing on competitive terms 	<ul style="list-style-type: none"> • annual report • online services • mass communication • press and stock exchange releases 	<ul style="list-style-type: none"> • personal interaction
Authorities	<ul style="list-style-type: none"> • fulfilment of statutory obligations • employment • international competitiveness • investments • openness • cooperation 	<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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • visits • trainee positions and thesis positions • research and development projects
Research	<ul style="list-style-type: none"> • partner • research needs • industry expertise 	<ul style="list-style-type: none"> • reliable partner • specialist • research quality 	<ul style="list-style-type: none"> • personal interaction • seminars and meetings 	<ul style="list-style-type: none"> • visits • research and development projects

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Safe, healthy, nutritious food

Atria understands its responsibility towards consumers and public health. This is reflected in the safety, healthiness and ease of use of its products. Its product development and marketing departments ensure that its products meet consumers' and customers' wishes in real time.



Atria ensures product safety

Quality improvement at Atria is guided by the Safe Atria Quality steering group, which consists of experts in primary production, production and product development.

In addition to product safety, the programme covers healthiness, ease of use and environmental impact assessments throughout the life cycles of the products.

Taking care of quality and product safety is part of strategic management and day-to-day work at Atria.

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

PRODUCTION

- Risk management in the production process
- 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

* Applies to Atria Finland's operations.



Atria is a leading company in responsible food production.

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Certified, monitored production

All of the product safety management systems at Atria's production plants are fully certified. Certified systems prove that the company has a preventive approach to quality assurance, product safety and other statutory requirements.

Product safety management systems serve as operational development tools. Certification provides Atria's partners with independent, third-party proof that the company has systematic operating methods in place for the management of food product safety.

Business area	Standard	System	Production plant
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 (EC) No 834/2012	Jyväskylä, Kauhajoki, Nurmo
Atria Scandinavia	ISO/IEC 17025:2005	Laboratory accreditation	Kauhajoki, Nurmo
	ISO 9001:2008	Quality system	Horsens
	ISO 14001:2004	Environmental system	Sköllersta
	FSSC 22000	Product safety system	Sköllersta, Tranås, Moheda, Borås, Horsens, Malmö, Skene
Atria Baltic	IKEA WAY	Product safety system	Sköllersta, Skene
		Organic production (EC) No 834/2012	Sköllersta, Tranås, Moheda, Borås, Horsens, Farre, Malmö, Skene
	ISO 22000:2005	Product safety system	Valga, Vastse-Kuuste
Atria Russia	ISO/IEC 17025:2005	Laboratory accreditation	Valga
	FSSC 22 000	Product safety system	Gorelovo
	ISO 22000:2005	Product safety system	Sinyavino

Extensive 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.

1. 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.
2. The HACCP plan includes the documented inspection points and critical inspection points where operations are subject to guidelines.
3. Supervisors are responsible for everyday self-monitoring.
4. 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.
5. 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.

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Support for safe, healthy and nutritious choices

Atria's food production is based on the safety, healthiness and nutritional value of raw materials and processed products.

Atria understands its responsibility towards consumers and public health, and this is also considered in our product development.

Atria has increasingly launched foods with a high vegetable content in response to consumer needs.

The starting point for all product development work is finding an optimal balance between consumer preferences and nutritional recommendations, as well as the provision of sufficient product information to support consumer choices.

Raw materials

Special attention is paid to the quality of the raw materials used in the products. The safety and purity of the raw materials, as well as their suitability for production, are ensured in the product development stage.

Atria does not use irradiated or genetically modified raw materials.

Only necessary additives

The need for additives is assessed in terms of consumer health and product safety. Only important additives necessary for product safety are used – and only if they all have a proven safety record.

Additives are listed under their group names on packaging. This indicates the purpose of the additive in the product. The name or E number of the additive is also listed. E numbers mean that the substance has been approved for use in the European Union.

The statutory restrictions concerning the use of additives are followed closely. Necessary additives are assessed on a case-by-case basis. For example, sodium nitrite is necessary in meat products to ensure product safety.

Atria actively monitors legislation and recommendations related to additives.

Moderate use of salt

Salt is an essential ingredient in all meat and cold cut products. It is used to improve flavour, texture and shelf life, among other qualities.

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, without compromising on the taste.

Atria Finland uses iodised salt in its products, in line with recommendations issued by the National Institute for Health and Welfare to improve public health.

Only Finnish meat in Finland

In addition to Group-level policies, Atria Finland is committed to using Finnish meat in Atria products. This commitment is a strong corner stone of corporate responsibility. Finns are proud of the tasty, high-quality meat produced in Finland. For this reason, the protein content of products is not artificially increased by adding meat protein, or dried meat powder, nor is monosodium glutamate used in the products.

In Finland, the high degree of domestic origin of Atria's products is highlighted by its range of Heart Label products, which will be expanded further through choices of raw materials. At the end of 2016, Atria's range of products included more than 100 Heart Label products.

Atria offers superior traceability of meat raw materials. In 2016, the company launched several products with labels showing their origin all the way back to the farm.

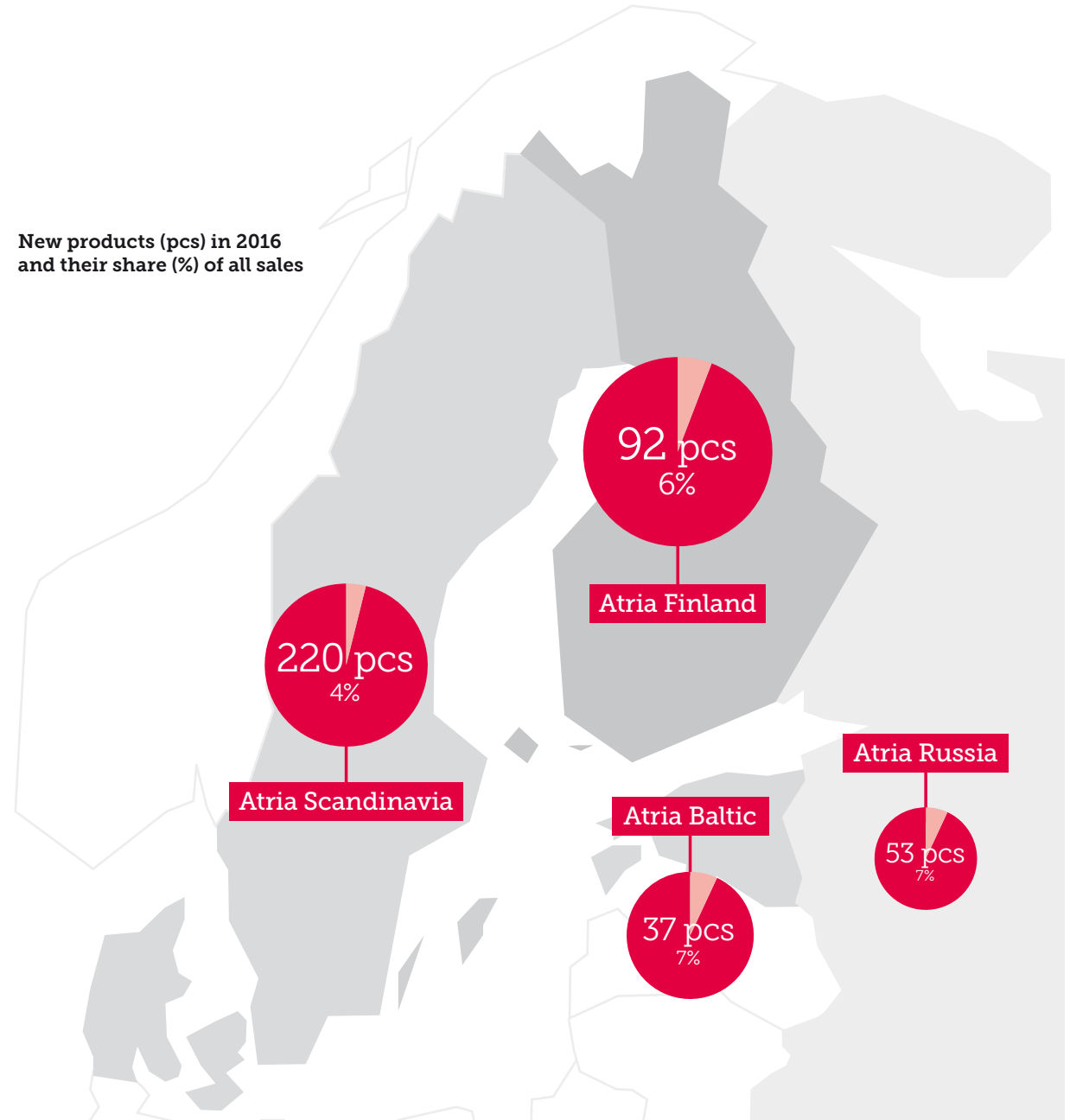
Atria is developing current and new products

Atria's main product groups are fresh and consumer packed meat, meat products, such as sausages and cold cuts, as well as convenience foods and poultry products.

Atria Group aims to serve its stakeholders by making effective and innovative use of R&D in its operations. Product development considers the safety, healthiness and flavour of products, as well as the market need. Our product development work includes the further development of existing products and the development and implementation of completely new products.

Atria also participates in applied research in the fields of product and packaging technology and food science.

New products (pcs) in 2016 and their share (%) of all sales



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Safe, healthy and nutritious food

Atria is committed to producing safe, healthy, nutritious food for various consumer needs. With regard to this commitment, the table presents the key targets for 2020 and the results achieved in 2016.

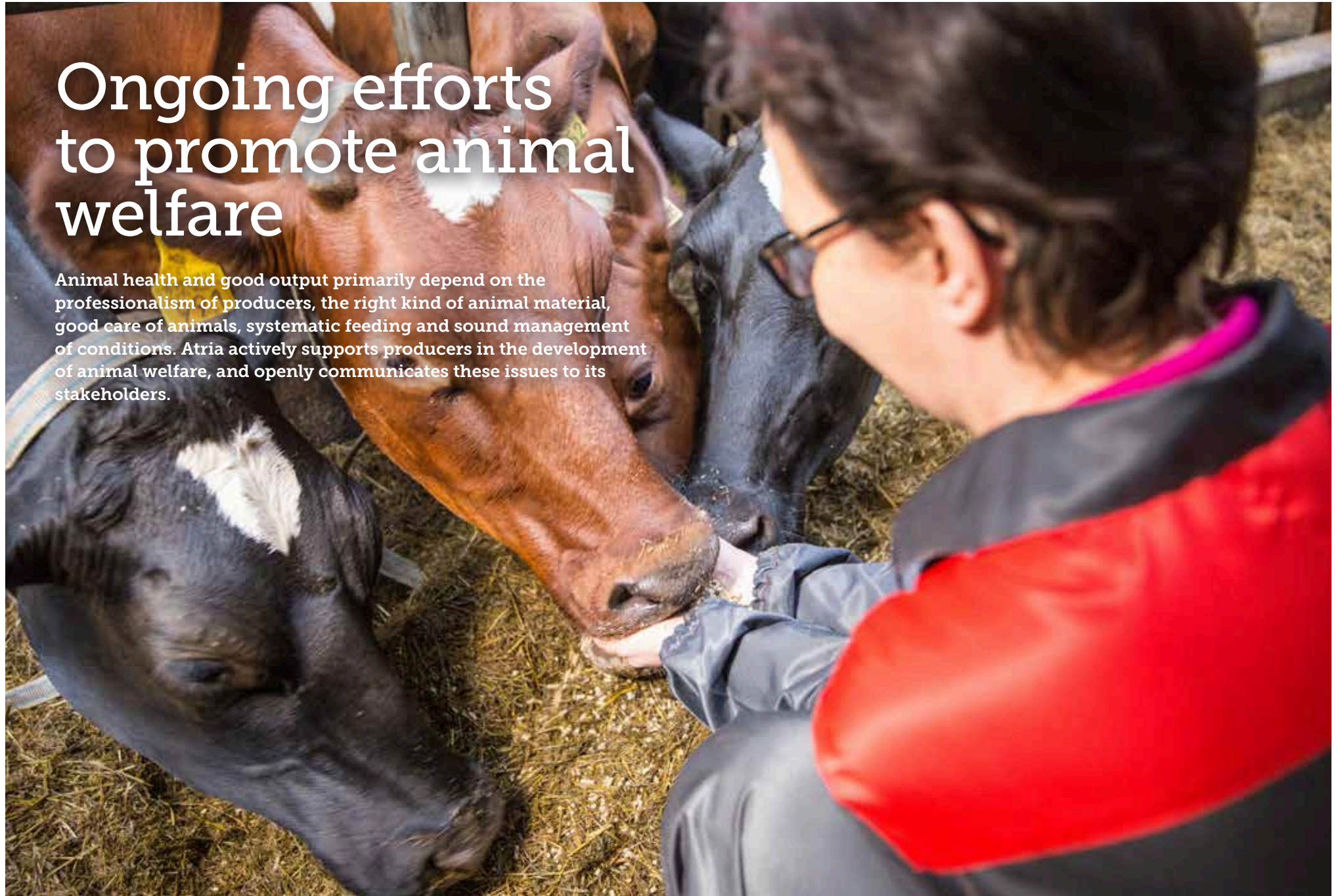
ATRIA'S TARGETS 2020	RESULTS 2016				
	Atria Group:	Finland:	Scandinavia:	Russia:	Baltic:
SAFE PRODUCTS <ul style="list-style-type: none"> All production plants have certified product safety management systems. No serious instances of non-compliance were detected during audits. No compulsory measures were imposed by the authorities. No product withdrawals. 	<ul style="list-style-type: none"> The Atria Group's production plants have certified product safety management systems; see the certification table on page 11. No operating methods that compromise food safety and no need for sanctions or compulsory measures were detected during regular safety assessments (Oiva in Finland) conducted by the authorities. 	<ul style="list-style-type: none"> One serious deviation was detected in an audit. One public product withdrawal occurred due to inaccurate labelling of allergen risks. 	<ul style="list-style-type: none"> No product withdrawals 	<ul style="list-style-type: none"> No product withdrawals 	<ul style="list-style-type: none"> No product withdrawals
HEALTHY AND NUTRITIOUS FOOD <ul style="list-style-type: none"> Finland: The number of products with a high salt content was minimised in the product range. Scandinavia: All processed meat products fulfil the Keyhole criteria for salt. All categories have products with the Keyhole label. 		<ul style="list-style-type: none"> For reasons related to public health, Atria began using iodised salt in its products in 2016, in line with recommendations issued by the National Institute for Health and Welfare. 	<ul style="list-style-type: none"> The result for 2016 is that 37 % of the products have a salt content below the Keyhole target, and the target for 2017 is 40 %. 		

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Ongoing efforts to promote animal welfare

Animal health and good output primarily depend on the professionalism of producers, the right kind of animal material, good care of animals, systematic feeding and sound management of conditions. Atria actively supports producers in the development of animal welfare, and openly communicates these issues to its stakeholders.

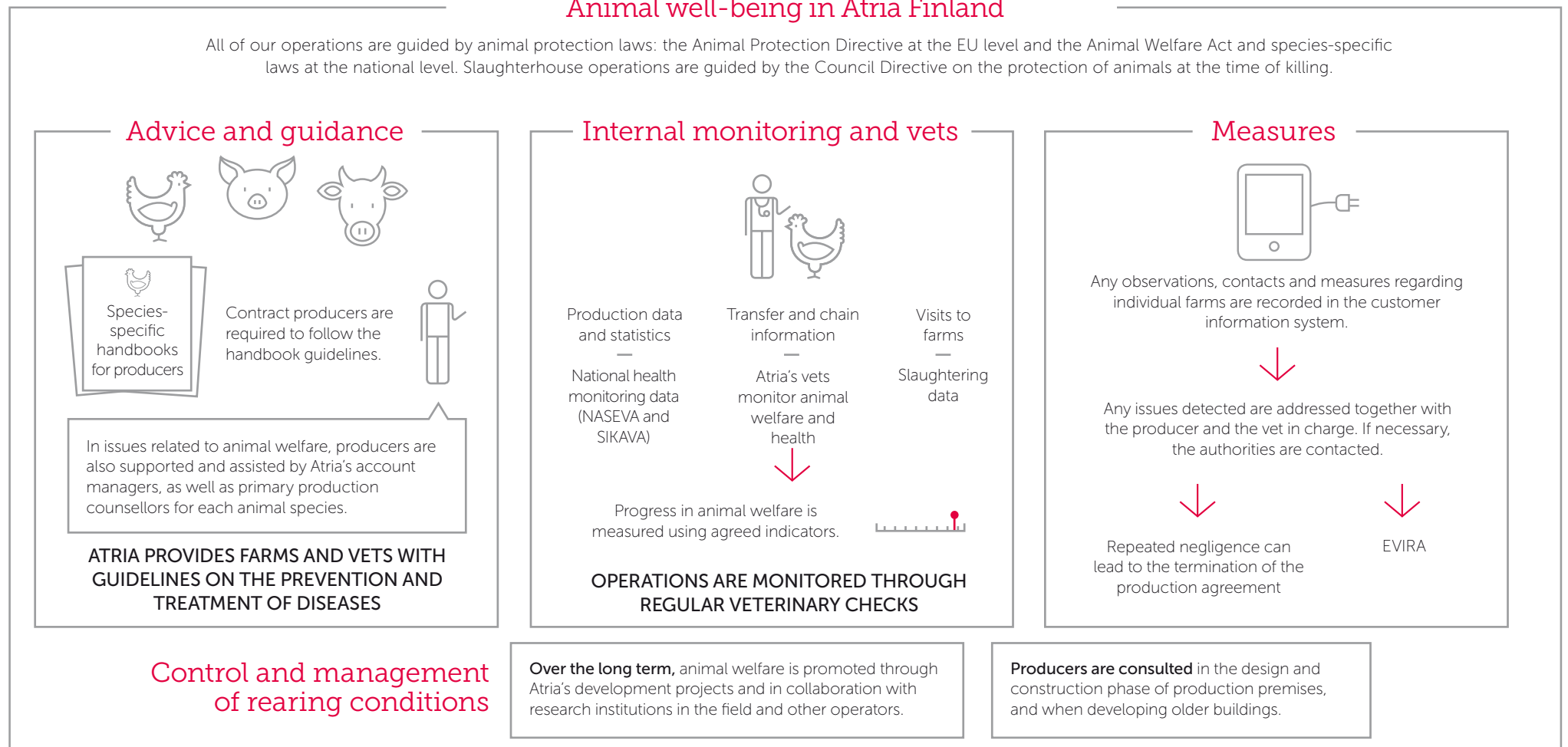


Treating animals well is the key to profitable production

At Atria Finland, the monitoring and development of animal welfare are based on contract production and traceability: we know where each animal comes from, when it was raised, what it was fed and how it was treated.

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.



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Rearing without undue suffering

In the Atria meat chain, animals are not subjected to any unnecessary painful physical alterations. They do not have their tails docked, and chickens are not debeaked, nor are bull calves castrated.

For the time being, procedures considered necessary 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 exploring alternative solutions to eliminate castration in the chain.

Calves are reared in freely roaming groups, and sharp horns pose 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. More than 80% of the Atria farms in the national cattle health care database Naseva.

Safe from animal diseases

A good disease status and first-class animal welfare are among the greatest assets of Finnish meat production. Healthy and well-kept animals are the foundation for efficient, economical and safe domestic food production.

Infectious animal diseases are systematically resisted in line with resistance programmes prepared in collaboration with Animal Welfare (ETT). Atria's preventive health care work has been effective. As a result of decades of systematic work, we have completely eliminated porcine enzootic pneumonia, mange and dysentery from our pig chain.

Salmonella has been identified extremely rarely in Atria's animal production chain, and any deviations are addressed immediately. All identified infections of salmonella are eliminated.

Safe meat contains no antibiotics

In Finland 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.



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Feed production utilizes Finnish raw material and by-products of the food industry

Feed production is highly significant for animal husbandry, in both financial and environmental terms. Attention must be paid to feeding animals methodically and procuring feed raw materials. Atria is able to play a part in boosting the environmental efficiency of animal husbandry through its own feed production and nutritional advice.

Atria Finland Ltd owns a feed company named A-Feed Ltd. (A-Rehu Oy). It, for example, uses energy feeds and protein feeds produced as by-products of the food industry to feed domesticated animals.

Local feed

Production animals in the Atria chain are fed a diet that is primarily based on Finnish grain, while cattle eat grass. On farms, production animals are mainly fed local feed – grain that is grown on the farm or nearby, and cattle are fed grass from the same farm. All animals also require protein supplements.

In Finland, production animals eat less soy on average than animals in other European countries.* Soy is problematic in terms of its environmental effects. A-Rehu's component solutions favour local Finnish feeds and the use of protein in feeding. Atria is continuously working to reduce the consumption of foreign soy.

Since autumn 2016, A-Rehu has added Finnish feed peas to chicken feed to reduce the level of their foreign soy and wheat content. A-Rehu is a subsidiary of Atria that manufactures animal feed. The cultivation of feed peas improves the structure and nitrogen economy of the field while also reducing the need for nitrogen fertilisation. It is also a good way to improve crop rotation.

Pig farms will be able to replace soy feed with Finnish broad beans in the future. This was discovered during the

Practical Research on a Pig Farm project, which began in spring 2016. Atria is participating in this project.

Cattle receive supplementary protein from Finnish rapeseed extract or European colza.

Responsible soy

A-Feed Ltd uses always Pro Terra certified, or certified by equivalent standards, responsibly produced ground soya in its products. A-Feed uses both GM-free ground soya and GM-soya. Most of the feed that Atria's production animals eat is GM-free.

More than 80% of global soya production is based on genetically modified plants, and the global availability of GM-free ground soya is constantly decreasing. Since the availability and the cost of GM-free protein supplements is uncontrollable, Finnish meat producers cannot currently be required to commit to using 100% GM-free protein supplements. We currently do not distinguish between meat-producing farms on the basis of whether their animals are fed on feeds containing genetically modified raw materials.

* Source: Maaseudun Tulevaisuus 18.01.2017 (WWF, Raisioagro, Satarehu, HK Scan, A-Rehu, Suomen Rehu/Hankkija)



Developing sustainable primary production in Finland

Atria is committed to maintaining and developing a sustainable, open, transparent production chain. With regard to this commitment, the table presents the key targets for 2020 and the results achieved in 2016.

TARGETS 2020	RESULTS 2016			
	All production sectors	Poultry	Pork	Beef
ANIMAL DISEASE RISK MANAGEMENT <ul style="list-style-type: none"> The development work focused on logistics and primary production facilities. 		<ul style="list-style-type: none"> The continuous management of disease risks related to the import of chicks. The voluntary quarantine practice concerning the industry was continued. Chicks are imported through quarantine and examined to eliminate disease risks. Preparedness plans were updated with regard to easily spreadable diseases. 	<ul style="list-style-type: none"> Changes to loading facilities were implemented at fattening piggeries. Preparedness plans were updated with regard to easily spreadable diseases. 	<ul style="list-style-type: none"> Traceability systems for the dairy and beef chain – the Transparent, Verifiable, Responsible Primary Production project was completed. A national operating method was created for trade between farms and for calf intermediaries and the collection of animals for slaughter. Requirements were specified in Naseva to determine a two-way interface. Data transfer makes it possible to transfer health indicator information directly from the farms to the transportation planning systems. Favourable conditions for implementation were ensured: funding, budget and schedule. The Mycoplasma bovis resistance programme was updated. Annual sampling was included in the programme. The importance of sampling at special-level farms, as well as loading facilities, was stressed in terms of disease prevention. The overall significance of Mycoplasma bovis in the beef chain is quite small. It increases the occurrence of meat inspection findings by around 2 per cent. It occasionally causes major problems at the farm level.
PROMOTING ANIMAL WELFARE <ul style="list-style-type: none"> 100% Sikava coverage. The improvement of Naseva coverage. 		<ul style="list-style-type: none"> The effectiveness of hatchery quality control was improved, and measures were taken to improve egg hygiene. 	<ul style="list-style-type: none"> All production facilities are included in Sikava. Participation in the University of Helsinki free farrowing project by means of funding and expert resources. The goal is to study and pilot functional free-range pigsties. 	<ul style="list-style-type: none"> Of all slaughter animals, 67 % are included in Naseva. Of all farms, 51 % are included in Naseva. A Naseva extra has been created for slaughter cows to support animal welfare and safe operating methods in the beef chain. Of all slaughter cows, 57 % meet the requirements for the Naseva extra. With regard to cow-rearing facilities and logistics, operating methods were further developed to reduce respiratory infection rates. The use of a rubber coatings on slatted floors has been promoted to improve foot health and comfort when cattle lie down. This is a best practice, and part of small group operations and based on reports from the Profitable Beef Production development projects. Participation in the Calf-breeding Problems and Alternatives for Change to Reduce Respiratory Infection Rates project, which began in 2016. The project continues in 2017.
SUPPORTING PRODUCT DEVELOPMENT THAT MAKES USE OF RESPONSIBLE OPERATING METHODS IN PRIMARY PRODUCTION <ul style="list-style-type: none"> Making use of animal welfare information based on healthcare visits in primary production to create added value in the production chain. 	<ul style="list-style-type: none"> 50 products that are Family Farm products traceable all the way to their farm of origin. 		<ul style="list-style-type: none"> The first version of the welfare index was developed for the Sikava/Quality Responsibility system. The next development steps will be to gain approval from the authorities and validation and implementation of the index. 127 products labeled with Quality Responsibility System. 	<ul style="list-style-type: none"> A need was identified for further developing Naseva summaries related to the use of medication, as well as the chain-level monitoring of mortality. This will be a development priority for Naseva in 2017.
SUSTAINABLE FEEDING SOLUTIONS <ul style="list-style-type: none"> Ensuring overall economic efficiency and environmentally friendly operations through development work. 	<ul style="list-style-type: none"> Atria participated in five projects by means of funding and expert resources. These projects focused on the development of sustainable feed production and feeding solutions. They will continue according to their specific schedules. 	<ul style="list-style-type: none"> Since autumn 2016, Atria's own feed company A-Feed Ltd has added Finnish feed peas to chicken feed to reduce the level of their foreign soy and wheat content. 	<ul style="list-style-type: none"> Climpigfeed: completed in 2015. The Climpigfeed study by the Natural Resources Institute Finland examined the best way to organise the amino acid feeding of Duroc three-breed pigs to ensure optimal daily growth, the meat content of the bulk meat and financial results. The Innofeed project is studying the opportunities for use as a source of protein for pigs. 	

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Competence, fairness and transparency

At Atria, social responsibility for personnel covers employee well-being, development of skills and fair pay. Smooth and open interaction with the company's stakeholders is part of Atria employees' daily work, which is why cooperation is based on values defined by the employees.



A job that puts you in a better mood

Atria is a growing, international food industry company based in Finland that operates across the entire food chain – all the way from the field to the table. Atria has around 2,210 highly competent employees in Finland, 980 in Scandinavia, 820 in Russia and 300 in the Baltic countries.

All of our employees share the Atria Way of Work, which was defined by the employees themselves. It is the guiding principle of our day-to-day work.

Atria significantly invests in its employees' well-being, beginning on their first day of employment – and it shows: our employees in Finland retire more than two years later than Finns on average. Exercise, a healthy lifestyle and safety at work create a strong culture that supports coping at work and long careers with Atria.

Atria uses several indicators to monitor job satisfaction and well-being at work. Surveys show that Atria's employees are significantly more dedicated than Finnish employees in general. Based on survey results, Atria Finland's most significant strengths are its employer image, management culture and ability to motivate employees. The largest positive changes are related to fair remuneration and effective decision-making.

The quality of the company's operations and products depends on its employees' knowledge and skills. Employees' well-being is also a key factor in terms of Atria's sustainable growth. Only satisfied, healthy employees can create a work atmosphere and employer image that make it possible to recruit highly skilled and motivated personnel.

EMPLOYEE WELL-BEING AT ATRIA



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

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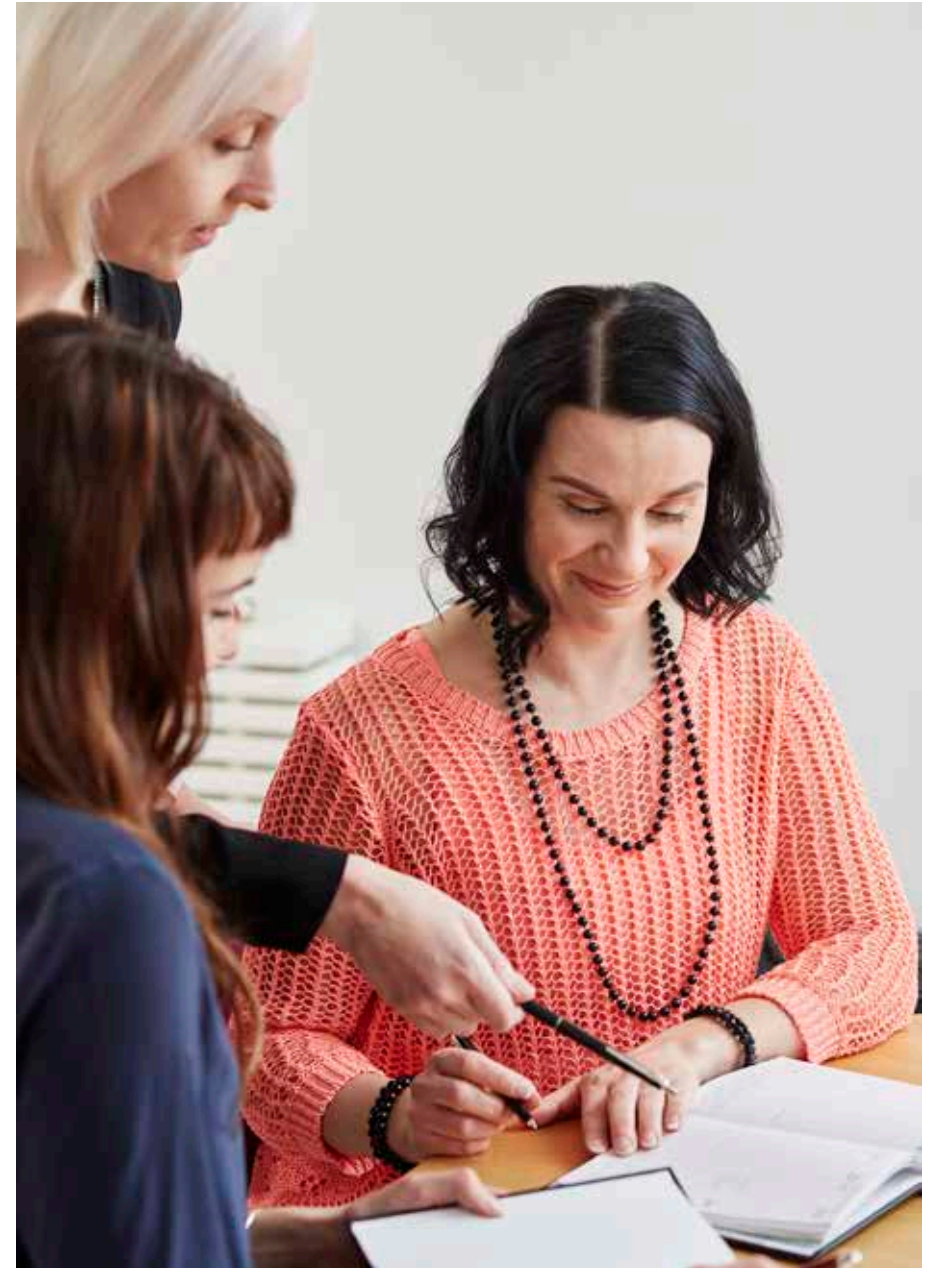
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Competence development

Atria provides its employees with training and also encourages them to attend training outside work. In addition, job rotation is used to develop competence and insight. A large company offers multifaceted career opportunities.

How does Atria develop its employees' skills?

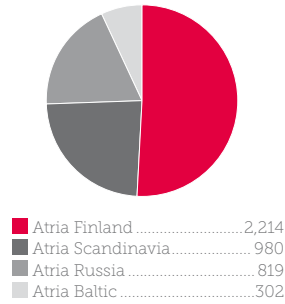
- Competence development is based on needs identified in business operations.
- Atria's own experts are responsible for competence development planning and for providing its employees with training.
- A training plan concerning all employees is prepared annually.
- The Oskari competence survey is used to develop the knowledge and skills of white-collar employees as part of their performance and development appraisals.
- Every production employee has a work guidance card, which is reviewed during their induction training and later at every occupational well-being meeting.
- Personnel development focuses on learning at work.



Employee Well-Being

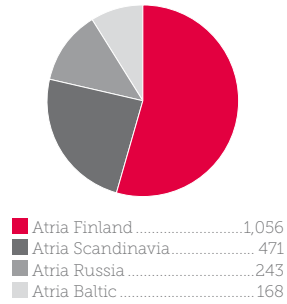
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Atria Group employed on average 4,315 people*



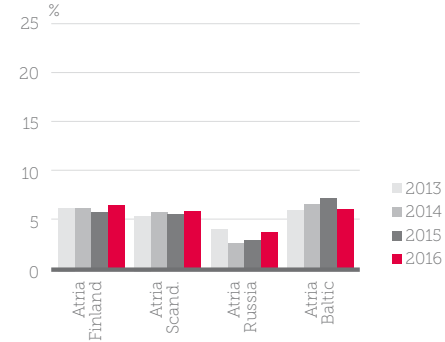
* Employed on average.

Total number of new employee 1,938*

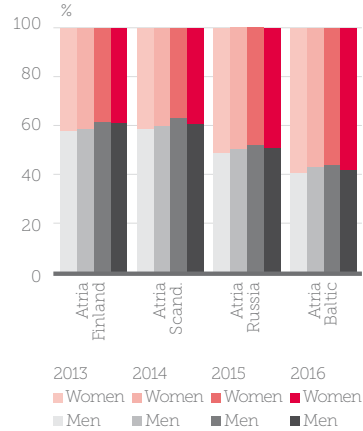


* Including seasonal workers.

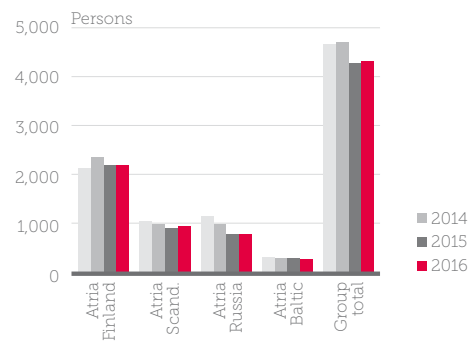
Sickness absences of regular working time



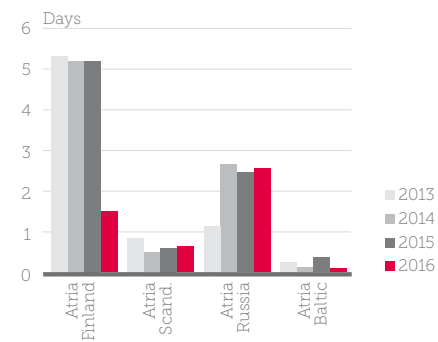
Proportion of women/men



Average number of personnel (FTE)



Average training days per employee*

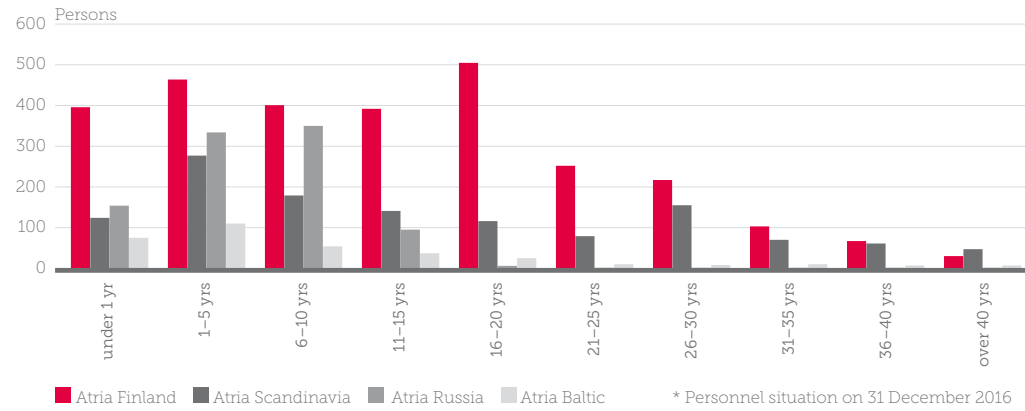


* There are differences in the method of calculation by business area. The method of calculation in Atria Finland has been changed in 2016.

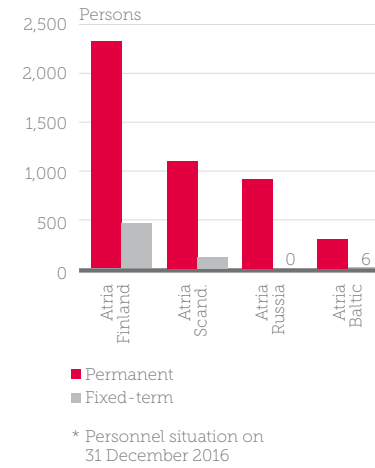
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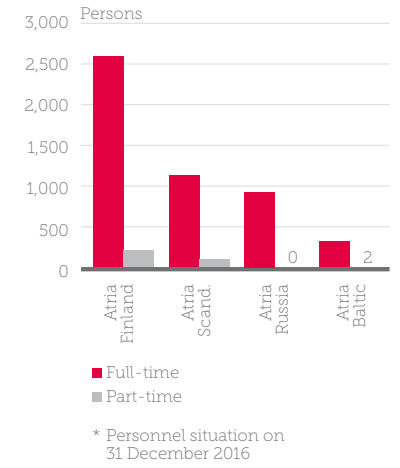
Service structure*



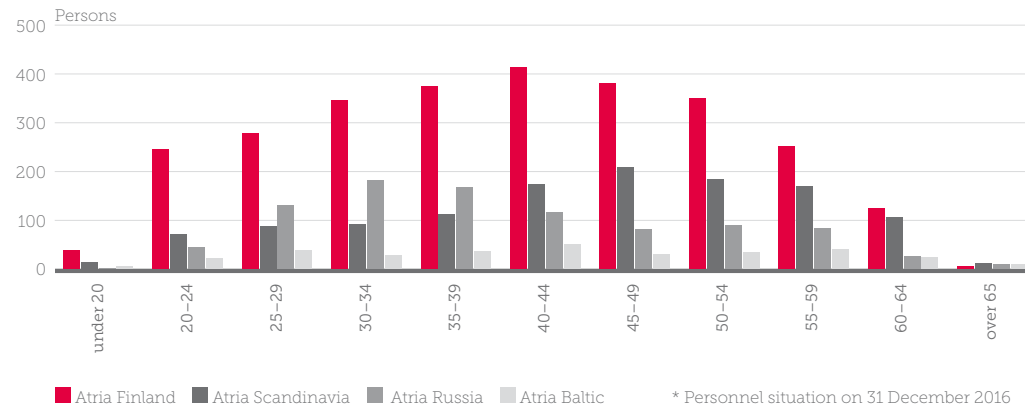
Total number of employees by employment contract*



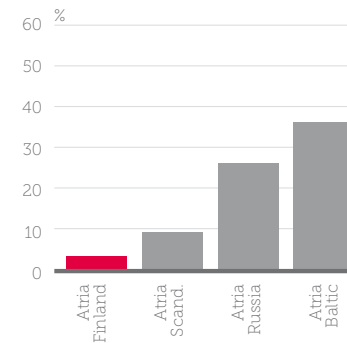
Total number employees by employment type*



Age structure in Atria Group*



Rate of full-time employee turnover



Employee well-being in Atria

Inspired and skilled people build success. The table below indicates personnel responsibilities of the key targets for 2020 and the results in 2016.

ATRIA'S TARGETS 2020	RESULTS 2016				
	Group:	Finland:	Scandinavia:	Russia:	Baltic:
HEALTH & SAFETY <ul style="list-style-type: none"> Introduce common practices, metrics & measures. Reduce sick leave from 5,7 % to 4,7 %. Significantly reduce accident frequency by 50 %. 	Introduced common measurement methods for occupational health and safety.	<ul style="list-style-type: none"> Accident frequency lowered further. Wellbeing survey of the entire personnel. 	<ul style="list-style-type: none"> Reduced sickness rate from 5,7 % to 5,5 % Introduced improved working methods and procedures concerning work safety. Further surveys conducted and actions programs introduced in departments where problems were identified in the employee survey from 2015. 	HR and business processes adjusted following the major labour legislation changes.	
TALENT MANAGEMENT <ul style="list-style-type: none"> Increase the international mobility and experience of our top talents. Promote internal promotions vs external recruitment. PERFORMANCE MANAGEMENT, TRAINING & DEVELOPMENT <ul style="list-style-type: none"> Introduce more international cross-group training programs. All managers should attend the Way of Leading training modules. 		<ul style="list-style-type: none"> Launch of the commercial Atria Trainee programme. Effective implementation of training plans derived from the strategy for all personnel groups. 	<ul style="list-style-type: none"> Conducted several trainings: project management, leadership, introduction program, meat technology and sales excellence. 	<ul style="list-style-type: none"> Conducted PE, talent management, T&D activities Developed and launched corporate electronic library (partnership with one of the largest business books publisher). 	
ORGANIZATIONAL DEVELOPMENT <ul style="list-style-type: none"> Increase international co-operation and exchange of best practice. ORGANIZATIONAL CULTURE <ul style="list-style-type: none"> Build a common Atria culture using our Way of Work principles. Harmonize leadership behavior by using our Way of Leading principles. 	<ul style="list-style-type: none"> Introduced Way of Work and Way of Leading concepts in the Talent Management and Personal Evaluation tools and processes Common training modules developed for Way of Leading 	<ul style="list-style-type: none"> Successful engagement of the personnel in the design and implementation of the pork line investment. Further development of tools for leadership by knowledge. Development of the systematic use of work surveys. 	<ul style="list-style-type: none"> Introduced new tool for Atria Way of Work. 	<ul style="list-style-type: none"> WoW was further integrated into corporate culture Conducted in-depth study of communication and cooperation patterns within the organizational structure, improved internal communication by facilitation and team-building events. 	<ul style="list-style-type: none"> Familiarizing supervisors with the principles of the Atria Way of Leading. The principles are now visible in various HR tools.
EMPLOYER BRANDING & RECRUITMENT <ul style="list-style-type: none"> Strengthen our employer brand to significantly improve our position as an attractive employer. Improve diversity in management: women, culture, geography. COMPENSATION & REWARDS <ul style="list-style-type: none"> Make sure our reward systems are competitive, understandable, consistent, transparent, fair, non-discriminating and modern. Make sure top performance is well rewarded. 	<ul style="list-style-type: none"> Common group targets and strategy developed for employer branding Improved collaboration between HR and Communication 	<ul style="list-style-type: none"> Improved efficiency of systematic employer image communications via Atria's website. 	<ul style="list-style-type: none"> Increased the number of women in managerial positions from 21 % to 24 % 	<ul style="list-style-type: none"> A set of measures taken to support competitiveness and attractiveness in the labour market 	<ul style="list-style-type: none"> Focus on reducing the number of production units. People laid off at Vastse Kuuste factory and significant recruitments at Valga factory.

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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.

Atria Group's Environmental Responsibility

Reducing the direct environmental impact of practical operations

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PREVENTION OF WASTE GENERATION

- Nearly 100% of by-products that cannot be used for Atria's food production are directed for reuse.
- 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.
- The environmental impact of food packaging is significantly smaller than the emissions caused by the production and consumption of the food itself.



CONTROL OF WATER CONSUMPTION

- The food industry uses water to maintain production hygiene, among other aspects.
- In addition to frequent washing of premises, clean water is also needed as a processing aid, for example, in product cooling.
- The measures directed at reducing water consumption include the provision of guidelines for employees, together with plant and process-specific measures.



MINIMISING THE LOAD FROM WASTEWATER

- The volume of wastewater generated corresponds to the volume of water consumed.
- At the largest production sites, effluents are pre-treated before being discharged into the municipal sewage network.
- Environmental permits determine the target values for wastewater channelled to the local treatment facility. Compliance with the target values is carefully monitored.



ENERGY-EFFICIENT OPERATIONS

- Energy is needed to heat and cool premises, for production-related heating and cooling processes and to maintain material flows and the cold chain.
- The focus in energy efficiency activities is on the development of energy-intensive processes.

Identifying indirect environmental impacts at various stages of the operating chain

ENVIRONMENTAL IMPACT OF TRANSPORT

- Target-oriented monitoring of fuel consumption and the capacity of vehicles.*

ENVIRONMENTAL IMPACT OF PRIMARY PRODUCTION

- Providing environmental efficiency guidelines for primary producers.

Taking environmental responsibility into consideration at all operational levels.

* Tuoretie Oy, a company partly owned by Atria, is responsible for Atria's transport.

A healthy environment

The key goal for the environmental strategy period is to support business operations through the controlled use of natural resources. The goals have been adjusted to changes in the business environment, with the most important ones being the further improvement of energy efficiency and waste prevention.

Energy consumption

Atria uses peat, renewable wood-based fuels, natural gas and heating oil to produce the heat and steam it consumes. In electricity consumption, the ratio between renewable and non-renewable sources of energy depends on the market situation and is determined using statistics of Enegia Ltd.

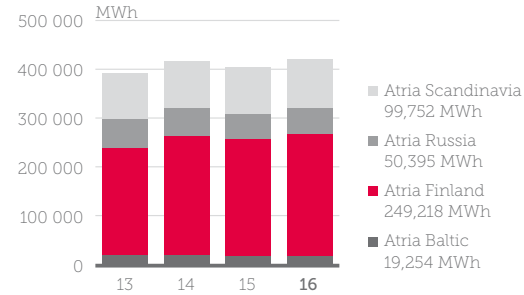
Energy consumption remained stable during the review period. The Atria Group's total energy consumption increased by 3.9 per cent, and its consumption per kilo produced increased by 2 per cent. Despite the slight increase during the review period, Atria achieved its target in accordance with the energy efficiency agreement, which requires energy efficiency to be improved by 9 per cent compared to 2005.

Water consumption

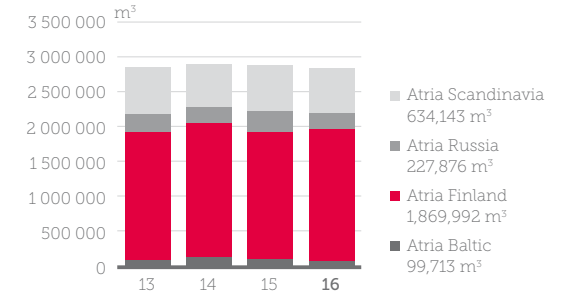
Clean water is necessary for Atria's processes and the cleaning of its production facilities. The origin of water does not have a major environmental impact in Atria's operating environment, but water quality, adequate water supply and pumping capacity are critical for Atria's operations. For this reason, the company aims to continuously improve water efficiency and work with local operators to ensure uninterrupted water supply.

Atria Finland has the highest water consumption within the Group, and its absolute water consumption increased by 4 per cent in the review period. However, compared to other operators in the sector, Atria Finland uses water efficiently, and utilises less than 4 cubic metres per tonne of food produced.

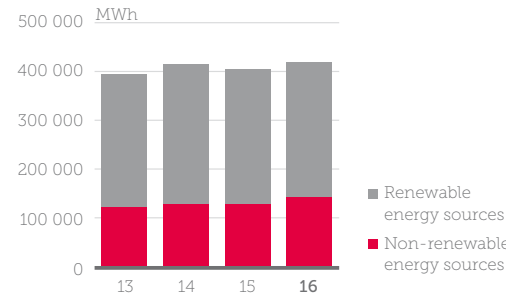
Energy consumption by business area



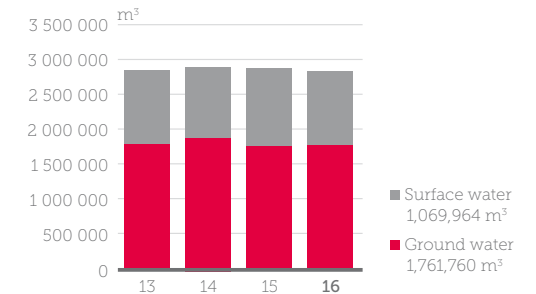
Total water consumption by business area



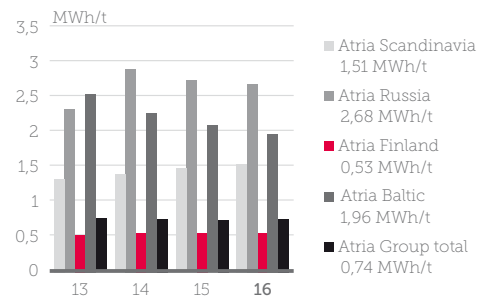
Direct energy consumption by sources



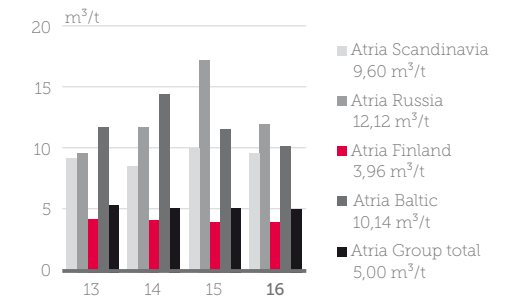
Total water consumption by source



Energy efficiency by business area



Water consumption by production



A Healthy Environment

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Water consumption has decreased in other business areas, both in absolute terms and in relation to production output. The Group's absolute water consumption decreased by one per cent. The aggregate water consumption relative to production output in the three business areas decreased by three per cent.

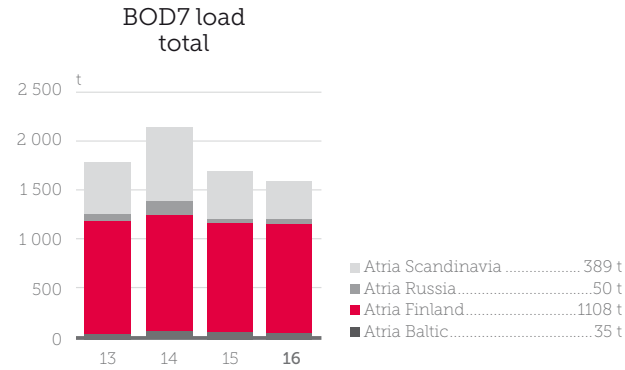
Wastewater

The wastewater generated by Atria is led to municipal sewage networks and wastewater treatment plants. Plant-specific environmental permits determine the threshold values for wastewater quality. At Atria's largest production plants, the wastewater is pre-processed, and compliance with the threshold values is monitored closely. A predictable, stable organic load in wastewater is important for the operation of wastewater treatment plants and for environmental load management.

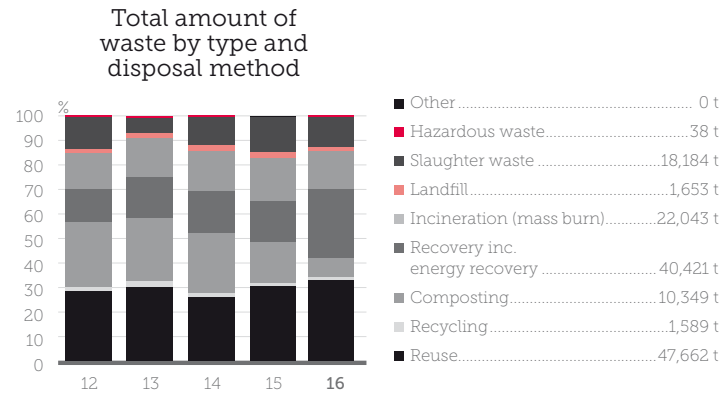
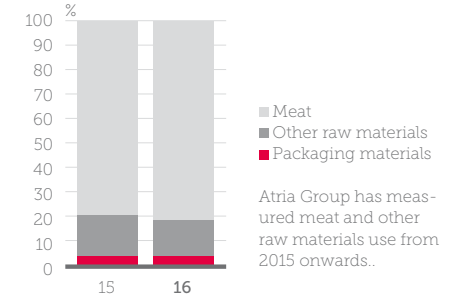
During the review period, the BOD7 load* and wastewater quality met statutory requirements, and no repeated deviations were detected during measurements.

The reported BOD7 value is the product of the total wastewater volume and the average of the BOD7 contents measured during the year. At some of the Group's plants, the reported load is not based on measurement data. For reporting purposes, their load has been estimated based on loads generated by similar facilities.

* The BOD7 value indicates the amount of oxygen consumed by the organic matter in wastewater in microbiological oxidation over a period of seven days.



Used raw materials and packaging material

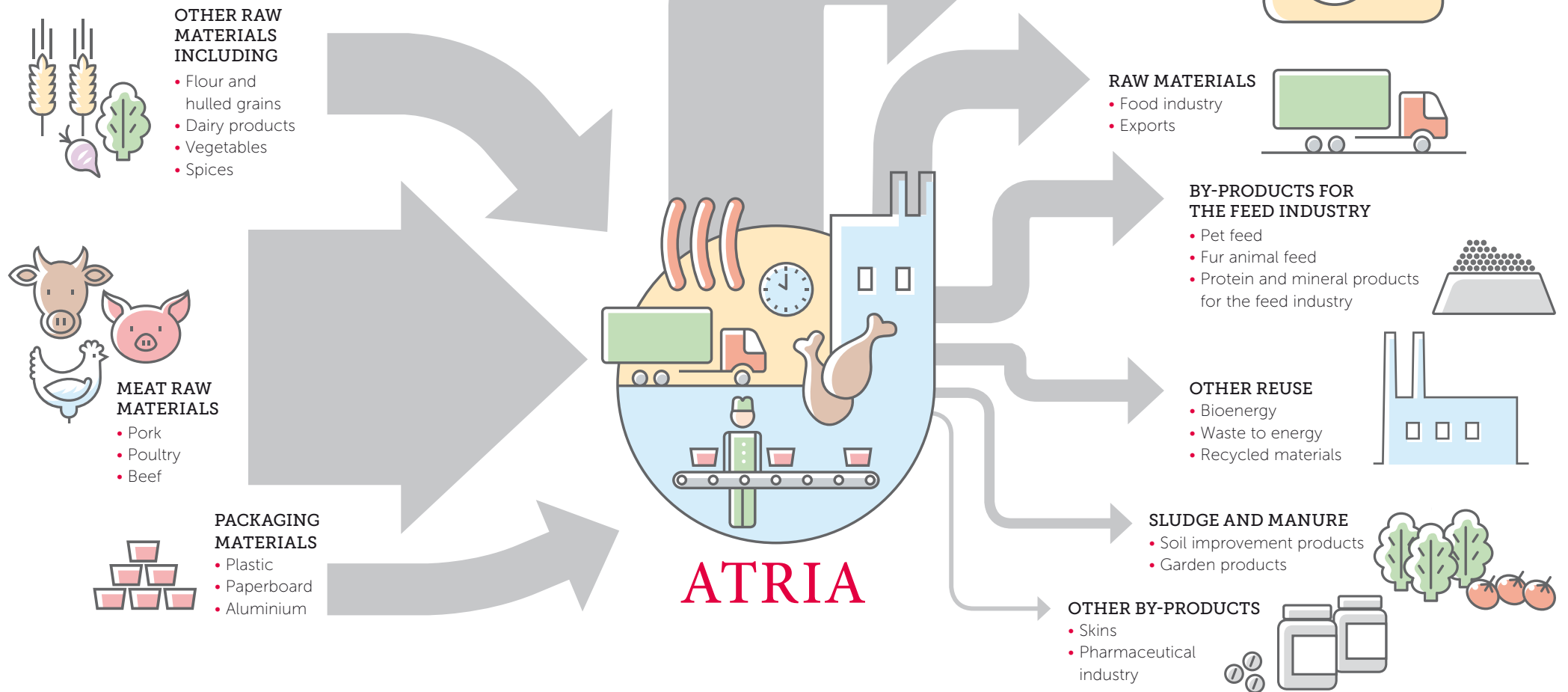


Material efficiency in food production

Atria uses nearly 100 per cent of its incoming raw materials. Raw materials and other materials that are not used in the food products are forwarded to the feed industry or for other reuse.

Of all incoming materials, only around one per mille end up as landfill or hazardous waste for which there is no use.

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Dimension of the inputs and outputs are approximate.

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What are the environmental effects of Atria's products?

Food production and its environmental effects constitute a complex whole. Atria has general information about the magnitude of the environmental impact of various primary production methods and product groups.

For the time being, we have not deemed it relevant for us to seek to simplify the environmental effects of product life cycles by including related information on product labels. Instead, Atria continuously and interactively communicates the total environmental effects of its products, and how we can manage such effects through our operations, via our website and social media channels.

Atria minimises the environmental impacts of its products by acquiring Finnish meat raw material, which is processed as resource-efficiently as possible, while also ensuring that the production lines are energy-efficient.

The environmental efficiency of Atria's production lines is monitored continuously. In the industry, the highest quantity of energy and water is consumed by highly processed products, such as pre-cooked meat products. However, processing raw materials so that they meet different consumer needs and situations reduces overall raw material waste, as well as the environmental impact of the products. Atria strives to reduce food waste in every stage of the food chain.



Environmentally sound packaging

Atria chooses its packaging solutions in line with a waste hierarchy that aims to prevent waste from being produced.

- The primary function of packaging is to protect the product and prevent food waste by informing the consumer about product qualities.
- Packaging must be material-efficient. We constantly seek the most technically and economically functional solution using the minimum possible amount of packaging material without compromising on the primary function of the packaging.
- The third most important factor is to look for environmentally friendly packaging materials, such as recyclable materials, for use in packaging solutions.
- All of Atria's packaging can either be recycled or used to generate energy.
- Our packaging has been designed to fill cold rooms as effectively as possible, during transportation and in the refrigerators of customers and consumers.

Key targets and results for environmental responsibility

Atria is committed to maintaining and developing an environmentally sound food chain based on the sustainable use of natural resources and the fulfilment of statutory obligations. With regard to this commitment, the table presents the key targets for 2020 and the results achieved in 2016.

ATRIA'S TARGETS 2020	RESULTS 2016		
	Group:	Finland:	Scandinavia:
Management of direct environmental impacts.	<ul style="list-style-type: none"> Results have been presented in conjunction with the environmental indicators on page 27–28. 		<ul style="list-style-type: none"> The work to reduce waste continued. The Sköllersta plant reduced waste to 0.33 %.
Identification of environmental impacts throughout the production chain and promotion of eco-efficiency.		<ul style="list-style-type: none"> The target provided in the energy efficiency agreement* was achieved (9 % compared to the level in 2005). The efficiency of energy use has improved by 13 %, or more than 200 GWh, during the agreement period. Ensuring recycling throughout the business. 	<ul style="list-style-type: none"> The work to calculate the climate effects of products continued. A student is working to introduce a method. Ensuring recycling throughout the business.
Operational compliance – no warnings issued by the authorities.	<ul style="list-style-type: none"> No leaks were reported, no warnings were issued by the authorities and no compulsory measures were imposed in the reporting period. No repeated deviations from the wastewater limit values stated on the environmental permit in any business area. 		
Adjusting operations to comply with the requirements of the Energy Efficiency Directive.	<ul style="list-style-type: none"> The Atria Group has determined common goals for energy management, in addition to an energy efficiency policy. 	<ul style="list-style-type: none"> An audit to ensure compliance with the 50 001 standard was carried out in November 2016. 	<ul style="list-style-type: none"> The work to acquire ISO 50 001 certification for all production plants in Sweden began in 2016. Certification during 2017

* The energy efficiency agreement period ran from 2008 to the end of 2016. During the 2008–2016 agreement period, hundreds of Finnish companies and organisations saved more than 14 TWh of energy annually (measured at the end of 2015) through energy efficiency measures. This is equivalent to the total annual energy consumption of more than 710,000 detached houses. The measures have reduced carbon dioxide emissions annually by more than four million tonnes and unnecessary energy costs by EUR 500 million.

In Finland, voluntary energy efficiency agreements are an important means to achieve the targets of the EU Energy Efficiency Directive (EED). The energy efficiency agreements cover more than 50 per cent of the energy saving targets concerning Finland during the 2014–2020 period in accordance with Article 7 of the EED.

Source: Motiva

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Added value to stakeholders

By economic responsibility, Atria refers to meeting its financial targets in such a way that it can generate added value to its owners and other stakeholders over the long term, and increase the well-being of local communities and society.



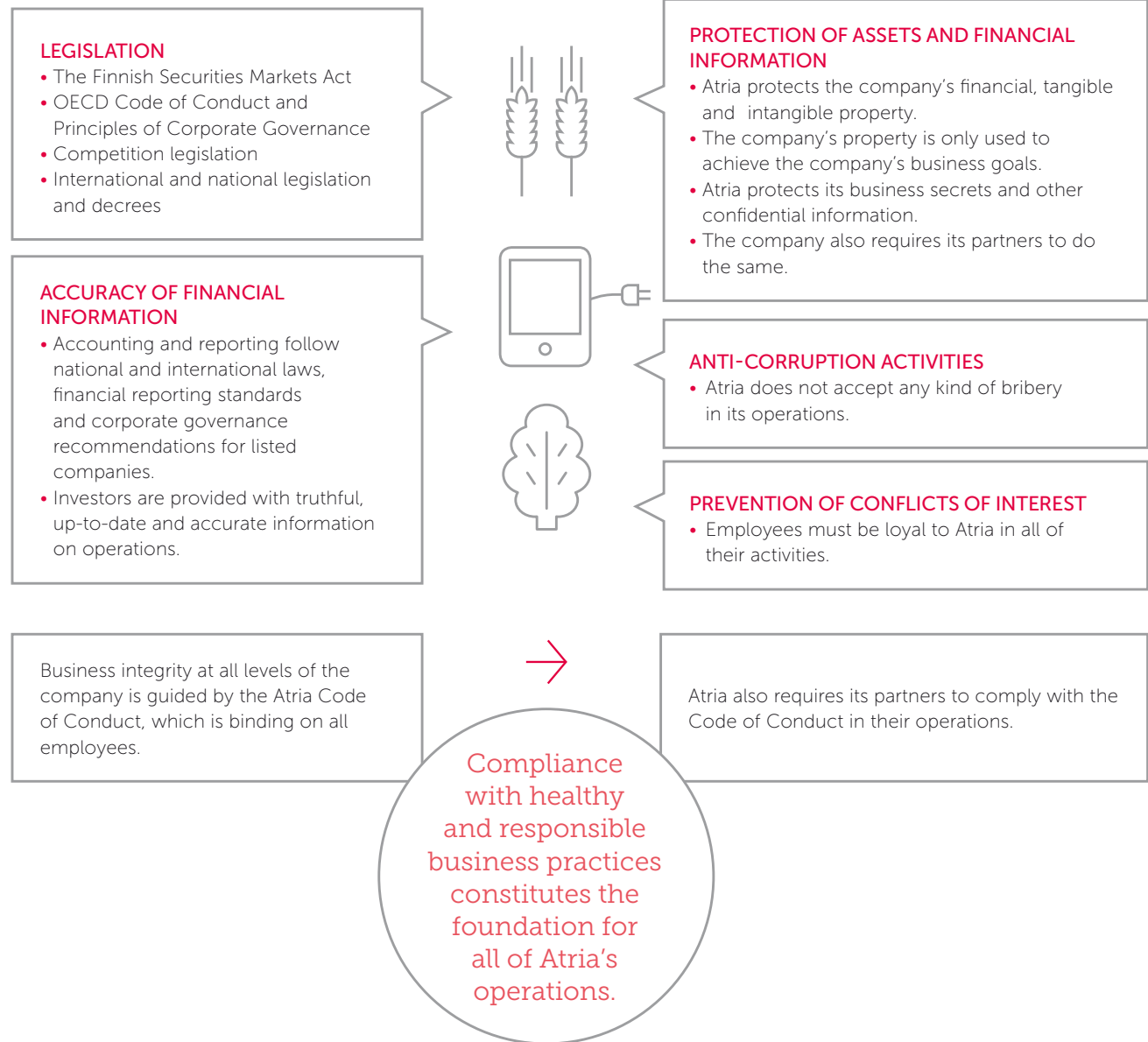
Memberships in organisations

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), Djupfrysingsbyrån (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.

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Responsibility at all levels

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, operating strategies, management and day-to-day work. This day-to-day work to ensure our corporate responsibility is based on values determined by the employees. These values also lay the foundation for Atria's operating principles, our ethical guidelines for day-to-day operations.

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Responsibility is an integral part of Atria's corporate culture

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, operating strategies, management and day-to-day work.

Through responsible operations, we aim to ensure favourable conditions for our current and future operations. In accordance with the principles of sustainable development, we consider the economic, social and environmental aspects of our operations in all of our business areas.

We see the satisfaction and trust of consumers and customers as the key precondition for our operations and success. Other preconditions for sustainable business include the profitability and competitiveness of operations, responsible management and highly competent and committed employees, as well as the continuous improvement in all areas of operation.

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

Corporate responsibility is managed at the Group and local levels

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.

Responsibility is promoted as part of day-to-day operational management across Atria's business areas. The steering groups of the business areas analyse the operating environment and key stakeholders' expectations with regard to responsibility, and also integrate the implementation of the necessary development measures into their business plans.



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Atria Code of Conduct

Atria's operating principles are ethical guidelines for the day-to-day operations of Atria employees. The operating principles concern all Atria employees in all business areas. Employees are trained to comply with the Code of Conduct in line with a training plan.

The operating principles reflect the Atria Way of Work values defined by the company's employees: We focus on consumers and customers, we deliver quality, we are hungry for success and we enjoy our work. By working in line with these values, Atria can guide its practical operations towards sustainable development and success by following harmonised operating principles.

Atria's Code of Conduct is based on the laws and collective labour agreements of the country of operation and international agreements and recommendations related to responsible operations. Atria Plc's Board of Directors approved Atria's operating principles at its meeting on 26 October 2016.

Atria is committed to the following international agreements and recommendations:

- 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

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

Atria's environmental management aims to ensure that all operations are in full compliance with local environmental legislation. At the same time, Atria continuously strives to further improve its environmental performance and is committed to monitoring the environmental effects 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 the day-to-day work with our stakeholders. The company uses 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, the authorities, financial institutions, educational institutions 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) lays the foundation for Atria's HR principles.

Promoting employees' well-being and developing their skills are key aspects of Atria's social responsibility. The quality of Atria's operations and products and the achievement of future growth and profitability targets depend on these factors.

Business integrity

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

- » Read more about Atria's Code of Conduct: www.atria.fi/en/group/news/publications/atria-code-of-conduct/

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Atria's Handprint is visible at all levels

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.

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



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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tel.. +358 40 183 7271

Comparison of content with the recommendations of the GRI guidelines



Atria reports relevant key information and indicators of its corporate responsibility. The calculation principles set out in the GRI guidelines have been observed in reporting to the extent applicable to Atria's operations.

Atria also reports Specific Standard Disclosures for the Food Processing Sector (FPSS indicators), which supplement the G4 Standard Disclosures.

GRI indicator	Included	Page	Additional information
Strategy and analysis			
G4-1	CEO's review	3	
G4-2	The organisation's key impacts, risks and opportunities		Reported in the Annual Report 2016.
Organisational profile			
G4-3	Name of the organisation	Content	
G4-4	Primary brands, products and services		Reported in the Annual Report 2016.
G4-5	Location of the organisation's head office		Reported in the Annual Report 2016.
G4-6	Geographical location of the operations	4–5	
G4-7	The organisation's ownership structure and legal form		Reported in the Annual Report 2016.
G4-8	Market areas		Reported in the Annual Report 2016.
G4-9	The reporting organisation's size	Content	
G4-10	Number of employees by employment type, employment contract, region and gender	23–24	Not reported by gender, no data available.
G4-12	The organisation's supply chain	1	Reported in the Annual Report 2016.
G4-13	Significant changes in the organisation's size, structure, ownership or supply chain during the reporting period		Atria Plc acquired the entire share capital of Lagerberg iNorjebj AB, a Swedish poultry company. In Finland, Atria acquired 70 per cent of the share capital of Kaivon Liha Kaunismaa Oy. The first phase of commissioning Atria Finland's new pig cutting plant began during 2016. In Sweden, logistics operations were centralised by transferring operations from Gothenburg to the Malmö plant. The Linnamäe pig farm in Estonia was divested, and industrial operations were centralised in the Valga Plant. Read more about these events in the annual report for 2016.
G4-14	Application of the precautionary approach		Reported in the Annual Report 2016.
G4-15	Principles and initiatives of external parties approved or endorsed by the organisation		Reported in the Atria Code of Conduct.
G4-16	Memberships in associations and advocacy organisations	38	
Identified material aspects and boundaries			
G4-17	Group boundaries	1, 38	
G4-18	Definition of report content	38	
G4-19	Material aspects	38	
G4-22	Changes in information provided in previous reports		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		With the completion of its new pig cutting plant, Atria implemented personnel reductions equalling 80 person-years. Atria Plc acquired the entire share capital of Lagerberg i Norjebj AB, a Swedish poultry company. In Sweden, logistics operations were centralised by transferring operations from Gothenburg to the Malmö plant. The Linnamäe pig farm in Estonia was divested, and industrial operations were centralised in the Valga plant. Read more about these events in the annual report for 2016.

» You can find Atria's Annual Report 2016: www.atria.fi/en/group/investors/financial-information/annual-reports/

» You can find Atria Code of Conduct: www.atria.fi/en/group/news/publications/atria-code-of-conduct/

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Stakeholder engagement			
G4-24	List of the organisation's stakeholders	8	
G4-25	Identification and selection criteria for stakeholders	7	
G4-26	Principles of stakeholder engagement	7	Reported in the Atria Code of Conduct.
G4-27	Key topics and concerns raised by stakeholders	8	
Report profile			
G4-28	Reporting period	38	
G4-29	Date of the previous report		Corporate Responsibility Report 2015 was published on 30 March 2016.
G4-30	Reporting cycle	38	
G4-31	Contact details for ordering the report and requesting additional information	38	
G4-32	GRI content index	39–43	
G4-33	Policy on external assurance	38	
Governance			
G4-34- G4-47	Governance structure and composition		Reported in the Annual Report 2016.
G4-48	Governance structure, role in setting values and strategy, evaluation of competencies and performance, risk management	38	
G4-49- G4-55	Approval of the Corporate Responsibility Report The Board of Directors' role in evaluating performance, remuneration and incentives		Reported in the Annual Report 2016.
G4-56	Ethics and integrity Values and Code of Conduct		Reported in the Annual Report 2016.
Description of management			
	Description of management	36	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			
Economic performance			
G4-EC1	Direct economic value generated and distributed	2	Reported in the Annual Report 2016.
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change		Any risks and opportunities arising from climate 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		Reported in the Annual Report 2016.
G4-EC4	Financial assistance received from the government		Reported in the Annual Report 2016.

» You can find Atria's Annual Report 2016: www.atria.fi/en/group/investors/financial-information/annual-reports/

» You can find Atria Code of Conduct: www.atria.fi/en/group/news/publications/atria-code-of-conduct/

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Environmental responsibility			
The environmental indicators do not take the feed industry into account.			
Materials			
G4-EN 1	Materials used	30	
Energy			
G4-EN 3	Energy consumption within the organisation	28	
G4-EN 5	Energy intensity	28	
G4-EN 6	Reduction of energy consumption	28	
Water			
G4-EN 8	Total water withdrawal by source	28	
Effluents and waste			
G4-EN22	Total water discharge by quality and destination	29	
G4-EN23	Total weight of waste by type and disposal method	29	
G4-EN24	Total number and volume of significant spills		No spills in the reporting period.
Products and services			
Compliance			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations		No non-compliance.
Supplier environmental assessment			
G4-EN32	Percentage of new suppliers that were screened using environmental criteria		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.
Social responsibility			
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	23	Turnover by age group and gender is not reported, no data available.
G4-LA 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation		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		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	23	Sickness absences are reported. Breakdown by gender is not available.

» You can find Atria's Annual Report 2016: www.atria.fi/en/group/investors/financial-information/annual-reports/

» You can find Atria Code of Conduct: www.atria.fi/en/group/news/publications/atria-code-of-conduct/

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GRI indicator	Included	Page	Additional information
Training and education			
G4-LA9	Average hours of training per year per employee by gender and by employee category	23	Not reported by gender and by employee category, no data available. There are differences in the method of calculation by business area. The method of calculation in Atria Finland has been changed in 2016.
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings		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		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 Atria's new employee orientation programme.
Society			
Anti-corruption			
G4-SO4	Communication and training on anti-corruption policies and procedures		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.
Anti-competitive behaviour			
G4-SO7	Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes		After the review period, in January 2017, the Danish Competition and Consumer Authority announced it had completed the investigation related to Atria Danmark A/S, an Atria Scandinavia subsidiary. The investigation was based on a complaint alleging that Atria Danmark A/S had attempted to influence its retail customer in a manner that would have caused it to increase its sales prices. The authorities discovered no grounds for continuing the investigation.
Compliance			
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations		No non-compliance.
Product responsibility			
Customer health and safety			
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement		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	14	No operating methods that compromise food safety and no need for sanctions or compulsory measures were detected during the regular safety assessments conducted by the authorities. With regard to Atria Finland, one serious deviation was detected in an audit, and one public product withdrawal occurred due to inaccurate labelling of allergen risks.
Product and service labelling			
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements		Atria complies with statutory obligations in labelling. Depending on the product, packaging may also contain information that exceeds the requirements of legislation, such as information on domestic origin and information on the farm of origin for meat.
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	14	With regard to Atria Finland, one serious deviation was detected in an audit, and one public product withdrawal occurred due to inaccurate labelling of allergen risks.

» You can find Atria's Annual Report 2016: www.atria.fi/en/group/investors/financial-information/annual-reports/

» You can find Atria Code of Conduct: www.atria.fi/en/group/news/publications/atria-code-of-conduct/

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GRI indicator	Included	Page	Additional information	
Marketing communications				
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		14	No non-compliance.
Customer privacy				
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data			No breaches in the reporting period.
Compliance				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services			No fines in the reporting period.
G4-FP5	Kilograms of product produced at certified plants			All of Atria's production plants are certified.
G4-FP6	Percentage of total sales volume of products with a low salt, fat and/or added sugar content.		12, 14	The percentage of total production of these products is not calculated separately. The amount of salt and fat in products is subject to attention in all business areas.
G4-FP7	Percentage of total sales volume of products with health impacts			Atria does not use official, EU-approved health claims in its products.
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 at www.atriagroup.com/vastuullistaliantuotantoa (in Finnish). 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.	
G4-FP9	Volume of animals processed by species			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 for fattening 77.3 million kg, sows 3 million kg, cattle 41.5 million kg and chickens 55.1 million kg.
G4-FP10	Replacement of routine procedures which cause pain, and pain analgesia by species		17	
G4-FP12	Animal medication practices and the use of growth promoters by species		17	
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.			No fines were imposed in 2014 concerning animal transport, handling and slaughter. Moreover, Atria Finland did not receive any administrative decisions in the reporting period regarding the handling or slaughter of animals.

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ATRIA

Hyvä ruoka – parempi mieli.