

# Corporate Responsibility Report 2017



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This Non-Financial Report has been prepared in accordance with the Finnish Accounting Act 1336/1997 Section 3a on non-financial reporting, enacted in accordance to the EU Directive 2014/95/EU. Pöyry's obligation to publish this Report is based on the Finnish Securities Markets Act 495/1989. This Report is issued separately from the Report of the Board of Directors of Pöyry PLC for the financial period 1 January–31 December 2017. The Report of the Board of Directors and this Report are available at [www.poyry.com](http://www.poyry.com).

Non-financial matters are reported and consolidated on the Group level ("Company" or "Pöyry") where available and applicable. They are included in Pöyry PLC's Corporate Responsibility agenda, and the term "Corporate Responsibility" covers these non-financial matters that are reported under the Finnish Accounting Act Section 3a.

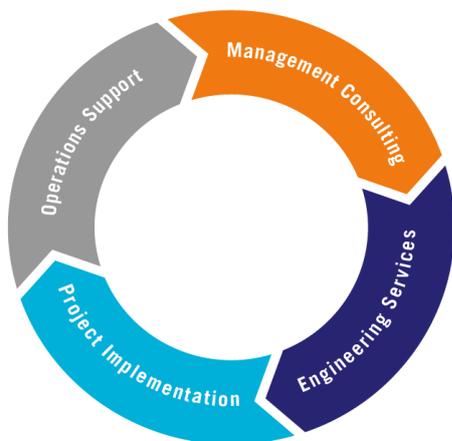
The scope of this report includes non-financial matters related to Pöyry's own operations, as well as client project work to the extent that Pöyry can directly influence it.

# Pöyry's business and materiality

## PÖYRY'S BUSINESS

Pöyry is a consulting and engineering company with about 5,300 employees in approximately 40 countries, serving clients globally across the energy, industry and infrastructure sectors. Pöyry's experts offer solutions across power generation, transmission and distribution, forest industry, biorefining and chemicals, mining and metals, infrastructure, water and environment.

More information about Pöyry's business and business model is available in the Report of the Board of Directors for 2017 at [www.poyry.com](http://www.poyry.com).



## STAKEHOLDER EXPECTATIONS

Pöyry's core stakeholders from a corporate responsibility perspective include clients, shareholders and employees. Additional key stakeholders consist of other business partners, potential employees, the wider investor community, governmental bodies, the civil society, media, trade associations and competitors.

Pöyry's responsibility towards employees and clients is covered on p.9 (People), p.11 (Health and Safety) and p.4 (Materiality for clients) of this report. The responsibility towards shareholders is managed by the CEO's office together with the Finance function

KEY STAKEHOLDER	MAIN EXPECTATIONS FOR PÖYRY
Clients	<ul style="list-style-type: none"> <li>• Value for investment</li> <li>• Competence, experience</li> <li>• Project schedule, co-operation, methodology</li> <li>• See p.4</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Profitability, financial standing, return on investment</li> <li>• Reputation and image</li> <li>• Transparent communication</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Satisfying work and career</li> <li>• Work conditions</li> <li>• Company values</li> <li>• Competitive salary and benefits</li> </ul>

and, among other things, addressed in the Report of the Board of Directors and the Corporate Governance Statement for 2017.

Pöyry actively contributes to local and international communities and stakeholder networks through numerous initiatives, organisations and interest groups relevant to its businesses.

## PROJECTS AT THE HEART OF MATERIALITY

Pöyry's corporate responsibility is considered from two perspectives: Pöyry's internal operations, as well as consulting and project work for clients.

Pöyry's consulting services and project work in the energy, industry and infrastructure sectors can typically ensure energy, material and operational efficiency, energy supply and renewable energy, environmental compliance and access to clean

water, reduce emissions and waste, develop transportation infrastructure and HSE in operations, assess client's social impacts, as well as apply digital solutions to facilitate the above.

Amounting to approximately 10,000 per year, client projects are at the very core of Pöyry's impact on societies and the environment. From the materiality perspective, they represent the company's main impact on sustainability across the globe.

Pöyry's key contribution to sustainability arises from designing and managing the projects, supporting operations and consulting clients to the highest standards which are based on the Pöyry Code of Conduct. This is performed strictly within the framework of the clients' final investment decisions and Pöyry's contracts with the clients. The way clients operate the delivered facilities, for example, falls under their individual sustainability agendas.

Compared to client work, the impact of Pöyry's own operations on societies and the environment is not significant and is mainly related to the Pöyry people and travel.

About **70%** of Pöyry's top 100 clients in the private sector operate in the renewables business.

## MATERIALITY FOR CLIENTS

In 2017, Pöyry brought clients to an even stronger focus in all its actions and development initiatives, and highlighted clients as the most significant external stakeholder group. Pöyry's corporate responsibility was developed accordingly.

Client feedback is one of the Key Performance Indicators associated with the global ISO 9001 certification project which kicked off in 2017.

During the year, Pöyry began to develop and unify its client feedback processes with the pilot project starting in Finland. It is the intention to launch the global roll out of the process in 2018.

The company also conducted an internal corporate responsibility survey among 76 account managers from across businesses and geographies, as well as interviewed seven hand-picked key clients to confirm the results. Consequently, the clients' top ten material requirements for Pöyry are the following:

- Pöyry's solutions help increase clients' economic performance
- Pöyry has zero tolerance to corruption and bribery
- Pöyry engages in a systematic dialogue with clients to improve its performance
- Pöyry's solutions help increase clients' energy, material, resource or operational efficiency
- Pöyry has zero tolerance to child and forced labor
- Pöyry follows ethical guidelines in selecting project suppliers
- Pöyry respects human rights of the project personnel and local communities that are affected by the projects
- Pöyry's solutions are environmentally compliant
- Pöyry has a high standard of health and safety practices in its projects
- Pöyry's solutions help reduce client's emissions, effluents, waste or other negative impact on the environment

# Guidance for non-financial matters

## GUIDELINES ALIGNED UNDER THE GLOBAL MANAGEMENT SYSTEM

Non-financial matters are steered under a collection of guidelines for Pöyry's conduct and operations. At the start of 2017, they included the Pöyry Code of Conduct and Compliance Guidelines, Project Management Guidelines, as well as Internal Control, Risk Management, Health & Safety, Quality, Environmental and Corporate Responsibility policies. Pöyry also had quality, health and safety, as well as environmental certificates in certain countries.

A thorough evaluation of global policies and guidance across Pöyry started in 2017. The main goal was to reduce their number and size in order to simplify internal processes and empower the Pöyry people.

All guidelines, including those for non-financial matters, were subjected to a new global Pöyry Management System. It comprises of Pöyry's strategy, vision, mission, guidelines and global operations and processes. The System supports the achievement of Pöyry's strategic targets by focusing on clients, guiding pragmatic and controlled performance and continuously improving operations. It is complemented by local processes. A global certification of the Management System according to ISO 9001, ISO 14001 and OHSAS 18001 started in 2017 and is scheduled to complete in 2019. It will replace all local management system certificates.

This renewal project enabled a more systematic inclusion and alignment of Pöyry's corporate responsibility with other guidance.

### DEVELOPMENT AGENDA IN 2018:

- Updating the Pöyry Code of Conduct
- Further supplier evaluation guidance
- Development of the Project Charter
- Selected corporate responsibility auditing
- Developing the reporting practices

## RENEWED AND NEW GUIDANCE

In 2017, the project was started to simplify and align the Group level policies. Together with the Pöyry Code of Conduct, they were subjected to the Management System. At the end of the year, the main non-financial guidance included the following:

- Pöyry Code of Conduct and Compliance Guidelines
- Corporate Responsibility Policy
- Risk Management Policy
- Project Management Guidelines
- Quality Policy
- Health and Safety Policy
- Internal Control Policy
- Global ISO 9001:2015 system
- Local ISO 14001 and OHSAS 18001 systems

In addition, ethical conduct, sustainability, risk management, health and safety and client focus were among the topics included in 2017 in the global simple "Must knows" that all Pöyry people are required to follow.

## PROJECT EXECUTION GUIDANCE

The key guidelines and tools for Pöyry's project work contain the Pöyry Code of Conduct, Project Management Guidelines (including Project Charter), Health and Safety Policy, as well as Project Risk Management tools. Simplification of the guidance and its stronger alignment with corporate responsibility, among other things, started in 2017.

Guidance for project supplier procurement is included in Pöyry's Project Management Guidelines. In addition, consortium partners and sub-consultants are required to comply with the Pöyry Code of Conduct. Further planning regarding systematic supplier approach and evaluation started during the year.

# Risk management and Due Diligence

## CORPORATE RESPONSIBILITY GOVERNANCE



In the reporting year, Pöyry defined its internal corporate responsibility network and tasks.

The Audit Committee of the Board of Directors and the Group Executive Committee (GEC) have designated corporate responsibility representatives. Corporate responsibility is included in Pöyry's regular governance processes under the Management System. It is evaluated and guided by the Board mainly as part of the Enterprise Risk Management (ERM) process.

Pöyry's Business Lines, support functions and project work, including risk management, are steered under the Management System. All projects are categorised on a risk basis and treated accordingly in both the sales and execution phases.

The organisation reports quarterly to the GEC under the Management System and regularly to the Extended GEC. The latter also includes the management of key countries and functions.

Pöyry's internal audit assists the management and the Board in determining the adequacy and

effectiveness of Pöyry's risk management, control and governance processes, as well as identifying the opportunities to improve management controls and drive efficiency. Internal Audit is headed by the Chief Audit & Compliance Executive who reports to the President and CEO and to the Board's Audit Committee.

A resulting formal report is distributed to the management, the Chairman of the Audit Committee and the President and CEO. The recommended corrective actions are followed up.

Further information on Pöyry's ERM and internal control system is available in the Report of the Board of Directors for 2017 and the Corporate Governance Statement for 2017 at [www.poyry.com](http://www.poyry.com).

Certification of the company's global Management System, scheduled to take place between 2017 and 2019, implies external auditing also for selected corporate responsibility matters, such as environmental and health and safety performance, starting 2018.

# Code of Conduct and anti-corruption

## PEOPLE CONDUCT – THE BASIS OF TRUST

The Pöyry Code of Conduct defines the standards of behaviour everyone who works for and with Pöyry must follow. The Code tells clients, investors and the communities in which Pöyry works that the company is committed to following only the highest ethical standards. Pöyry requires the same standards from its sub-consultants and consortium partners.

Pöyry has a reputation for operating with honesty and integrity, which is built on continually strengthening the internal ethical guidance and procedures. Pöyry's reputation is based on the trust the company has earned from its clients - it is fundamental to the business and among the greatest business assets.

Pöyry has zero tolerance for corruption, bribery, anti-competitive practices, discrimination and harassment of any kind at work. The company applies the Code without exception in all parts of the world, and benchmarks to ensure it meets the highest standards. It is an integral part of Pöyry's Management System and as such, is included in the internal auditing, reporting and grievance processes.

## MONITORING AWARENESS

The Pöyry Internal Audit function monitors awareness and understanding of the Code as part of the ongoing programme of monthly audit visits.

## HUMAN RIGHTS

Human rights are covered by the Pöyry Code of Conduct; the company does not tolerate violation of human rights such as slavery and is committed to follow the principles of the United Nations Universal Declaration of Human Rights.

In addition, Pöyry has a zero tolerance policy for human trafficking, as well as forced and child labor in any form, and is committed to follow the related principles as defined by the conventions of the International Labor Organization. The Pöyry Code of Conduct will be revised in early 2018 to include these topics, among other things.

Pöyry's business is based on the expertise of highly trained and specialised engineers and consultants. Therefore forced, compulsory or child labor, modern slavery or human trafficking are not material for Pöyry's operations internally or in client projects.

Pöyry supports freedom of association and collective bargaining agreements of its employees in accordance to local laws.

## HIGHLIGHTING ETHICS AND COMPLIANCE

The work on revising and aligning the Pöyry Code of Conduct started in 2017 as part of the Group-wide simplification of guidance and policies. Some further corporate responsibility topics will be included in the Code in early 2018. In addition, the Pöyry "Must Knows" that were launched in September 2017 to provide a quick and easy reference point for all employees include a distinct section for Ethics & Compliance. It covers the Code of Conduct; the Code of Conduct eLearning; the Anti-Corruption policy and the SpeakUp@Pöyry service (see below).

## REGULAR TRAINING

In order to ensure understanding and adherence to the Code of Conduct and Anti-Corruption Policy, all new joiners are required to complete the Code of Conduct eLearning as part of the formal induction process. Since 2016, all employees have been required to complete the Code of Conduct eLearning every second year, whereas in 2012-2015 it was completed annually. The next global eLearning will take place in 2018.

## RAISING CONCERNS

Pöyry expects and actively encourages its people to report any issues or concerns they may have about potential ethics and conduct violations. In the first instance they can report to their line manager, the responsible legal counsel or the Chief Compliance Officer. In addition, they can use Pöyry's SpeakUp service.

The SpeakUp@Pöyry service has been in operation since late 2012 and is designed to facilitate the reporting of concerns. The service allows concerns to be raised 24/7 in the native language of the user, either through the SpeakUp online system or by calling the free SpeakUp phonenumber. The caller can choose to remain anonymous if they wish.

All reported cases are investigated by the Chief Compliance Officer and summarised regularly to the Pöyry Board's Audit Committee. Appropriate action is taken accordingly and may include disciplinary action leading to dismissal.

There were no reported human rights violations through the SpeakUp@Pöyry service in the 2013-2017 period. All the reported SpeakUp cases during the period were resolved.

INDICATORS	2017	2016	2015	2014	2013
31 Dec 2017					
CoC eLearning completed, % of personnel	n/a*	93%	90%	89%	87%
SpeakUp cases reported	8	12	6	10	16

\* The next biennial global eLearning will take place in 2018.

# Pöyry people

## GUIDANCE AND GOALS

In 2016, Pöyry launched a global '10 Point Program'. The goal of the program is to increase client focus even further and to energise and empower employees to act as 'intrapreneurs'. Since the launch, all development initiatives have been geared towards ensuring its implementation.

Pöyry's Group-level policies describe the main standards of ethical behaviour, corporate governance and ways of working. In 2017, the fundamental 'Must know' statements that all employees must know and act upon were summarised in order to focus on clients and support profitable and responsible business. The statements were published in Pöyry's global intranet in 2017 in several languages.

As part of the ongoing development in the reporting year, the global Pöyry Human Resources (HR) function was responsible for ensuring that all work related processes such as recruitment, onboarding and employee life cycle management were conducted according to global processes and local statutory requirements. HR owned and maintained the following policies:

- Compensation and Benefits Policy
- International Transfers Policy
- Recruitment Policy
- Travel Policy

## PERFORMANCE DRIVEN CULTURE

Reinforcing a high performance organisation in 2017, Pöyry was strongly committed to creating a performance driven culture that propels high levels of motivation. This enabled employees to perform and deliver results, and to strive for continuous improvement and exceeding of expectations. Pay for performance approach drives a culture of rewarding people based on performance and merit, and engages employees in the overall success of the company. It also enables Pöyry to

demonstrate competitive and motivational pay practices in order to effectively attract and retain the right talent.

Pay for performance calls for a strong leadership and feedback culture with a clear link between performance and compensation management. Setting clear expectations and ensuring everyone understands how their work and targets contribute to the profitability of the company lays the foundation for Pöyry's high performance. It highlights a shared concept of performance that is defined by results and outputs both on individual and organisational levels.

Pöyry emphasises performance management as a continuous dialogue and feedback process between the individual employee and line manager. All employees were offered an opportunity to engage with their line managers in a formal Pöyry Dialogue discussion at least once in 2017. Pöyry Dialogue focused on expectations and past performance, recognising high performance, energising and empowering individuals for high performance, as well as formulating development plans that boost careers, support professional development and provide support for getting back on track when needed.

In order to support cultural transformation, performance evaluation not only focused on assessing the achieved results ('what'), but also on whether contribution was accomplished in accordance with the expectations set for Pöyry intrapreneurs and leaders ('how').

## EMPLOYEE ENGAGEMENT

Success in client projects requires motivated and energised people who are supported by inspiring, modern leadership. Pöyry employees were invited to participate in an open dialogue with their managers and colleagues in order to actively provide feedback and improvement ideas.

## GIVING FEEDBACK TO DEVELOP THE BUSINESS

The company regularly measures employee engagement through the 'Quick Pulse' employee surveys. They provide important feedback on leadership and ideas to help grow the business, further energise and empower the teams, bring the highly skilled talents together, as well as highlight the opportunities to simplify operations and spend smartly.

Two Quick Pulse surveys were held in 2017. The target is to achieve or surpass 90% response rate, a figure reached in the last survey of 2016. The response rate of the first survey of 2017 was 82% and the second 90%.

The engagement index measuring all favourable answers increased from the average index of 77% in the last Quick Pulse survey of 2016 to 84% in the second survey of 2017.

## CONTINUOUS DEVELOPMENT AND RENEWAL

In order to succeed in a competitive environment and to adapt to new challenges and client expectations, it is essential for Pöyry to attract and develop top talents. As a responsible employer, Pöyry nurtures a culture that strives for continuous development and renewal and aims to bring the best out of everyone. The company is committed to developing all employees to help them achieve their potential and to equip them with business critical competences and mindsets that are required in tomorrow's digitised world.

Ranked  
7th

most desirable employer in Finland by engineering and natural science professionals.

*Source: Universum 2017.*

In addition to development plans agreed in the Pöyry Dialogue, employees were encouraged to take ownership and show initiative in their own professional and career development.

Pöyry offered diverse opportunities for individuals to grow and develop. Development is built on the 70-20-10 model. In addition to formal training, it emphasises learning by experience in interesting and challenging projects and learning from others in networks and mentorships.

Ranked  
6th

most desirable employer in Sweden according to the surveyed companies' employees.

*Source: Universum 2017.*

To complement local development programs and training, Pöyry provides the employees with modern e-learning platforms for a variety of topics to ensure global content delivery.

Pöyry offered a number of development programmes in 2017 that prepared leaders, project managers and talents for future roles and challenges. They also aimed to ensure that employees are led according to the expectations set for Pöyry leaders and that the complex business and projects are managed professionally.

The programmes took a hands-on approach and put the lessons learned into practice without delay. They ensured that participants get the necessary theoretical background and that the best practice is instantly reflected into the personal and organisation's day-to-day work.

In 2017, Pöyry ran programmes such as Pöyry Business Academy, Global Leadership Development Program and project management training. The company plans to continue them also in 2018.

## WELLBEING

Wellbeing at work was monitored and developed in 2017 in cooperation with managers and employees. Wellbeing and development of employees are a top priority at Pöyry. Pöyry leaders are expected to ensure the balance between optimal activity level and wellbeing.

## DIVERSITY AND EQUAL OPPORTUNITY

Pöyry believes in equal treatment of all employees. Ensuring that each project team represents an ideal combination of specific professional skillset, regardless of the experts' backgrounds, is the key in delivering best results. The project teams varied from local smaller to international big teams, composing of diverse people and knowledge and aiming to combine the optimum talents for each client project.

Pöyry promoted internal mobility also in 2017. The objective was to foster multi-skilled experts in their particular fields of specialisation in assignments and projects across different industry sectors.

70

nationalities, working in approximately 40 countries in some 50 languages.

In addition, internal applicants were taken into account as candidates for open job positions. Employees were also encouraged to discuss their desires for internal transfers and relocation in the Pöyry Dialogue discussions.

INDICATORS 31 Dec 2017	2017	2016	2015
Number of employees	5,326	5,387	5,752
Women in management positions, %	15.8	8.3	9.0
Employees with permanent contract, %	83.1	84.3	84.8
Sick leave, % of available hours	2.2	2.3	2.3
Employee age, average	43	43	43

More information about Pöyry's employees is available in the Report of the Board of Directors for 2017 at [www.poyry.com](http://www.poyry.com). The number of employees is reported in headcount. The sources for the above indicators may differ from those in the Report of the Board of Directors and therefore the indicators may not be directly comparable.

# Occupational Health and Safety

## HEALTH AND SAFETY COMMITMENT

Protecting people is Pöyry's number one priority. Pöyry is firmly committed to protecting the health, safety and security of all its employees, other persons working at its premises and those who may otherwise be affected by its activities.

The company is dedicated to complying with the relevant local laws and standards and proactively identifying, assessing and minimising health and safety risks. The management and employee representatives are working in close cooperation in order to ensure a safe working environment. Pöyry creates and maintains safety as an integrated part of working, where everyone is expected to follow the THINK–ALERT–ACT–CARE principle.



Each employee has a personal responsibility to commit to and contribute to the creation of a safe workplace, to act safely and to react to shortcomings and risky behaviours in the surroundings. Caring for colleagues is a fundamental principle at Pöyry.

In client projects Pöyry is required and committed to operating in accordance to the client's health and safety instructions as applicable in the project management plans. Pöyry also expects suppliers and business partners to commit to Pöyry's health and safety requirements and, ultimately, those of the client. This is followed up in internal auditing.

## APPROACH AND PERFORMANCE

Health and safety is particularly material for the project teams working on the sites in the industry, energy and infrastructure sectors. 92% of Pöyry's employees on average worked with client projects in 2017.

Pöyry began to develop its health and safety organisation in 2016 in order to develop and monitor its operations globally. In 2017, the ongoing global certification project according to the OHSAS18001 standard started a process for reporting unified indicators. At the year-end, first indicators were harmonised and followed up across major businesses and countries, including Finland, Sweden, Brazil, Russia, Poland and Switzerland, which represented 61% of the Pöyry people. The key reported indicators include Total Recorded Incidents frequency (TRIF) and Lost Time Incidents frequency (LTIF).

INDICATORS 1-12/2017	2017	2016	2015	2014	2013
TRIF <sup>(1)</sup>	2.52	1.27	1.59	1.79	1.53
LTIF <sup>(2)</sup>	1.07	0.55	0.95	0.53	0.73

The indicators state the number of reported incident cases per million work hours in the Pöyry Group. <sup>(1)</sup> Data for 2013-2015 was collected from Finland, Brazil and Switzerland; for 2016 from Finland, Sweden, Brazil and Switzerland; and for 2017 from Finland, Sweden, Brazil, Russia, Poland and Switzerland. <sup>(2)</sup> Data for 2013-2015 was collected from Finland and Brazil; for 2016 from Finland, Sweden and Brazil; and for 2017 from Finland, Sweden, Brazil, Russia and Poland.

In the coming years, the goal is to gradually extend health and safety reporting to cover all Pöyry entities in the wake of the global OHSAS 18001 certification project. The risk of accidents and injuries is reduced through continuous mapping, analysis and evaluation at all stages of work. The goal is to minimise risks as early as possible. The performance is controlled and reviewed on a regular basis in local entities, businesses and the top management.

# Environmental impact

## PÖYRY'S ENVIRONMENTAL PRINT

Pöyry's own environmental hand and footprint consists of project and other everyday work. The most significant impact on the environment is caused by business travelling. In particular, project work is mobile and often takes place at client sites, client premises or construction sites.

However, the company's material environmental impact arises not from its own operations but client work. Pöyry's solutions enable clients to optimise their performance by delivering energy and cost efficiency, as well as reducing negative environmental impacts. The work is carried out in accordance with agreed contracts with clients and internal guidance. Once delivered, the assignments fall under the clients' own sustainability agendas.

## APPROACH AND PERFORMANCE

The environmental reporting of Pöyry's global operations started in 2017 by gathering key data on business travel from eight ISO 14001 certified country operations: Austria, Brazil, Finland, Hungary, Poland, Sweden, Switzerland and the United Kingdom, the ISO 9001 certified German and Russian operations, as well as from Norway. These countries employed 81% of the Pöyry people in total.

Flight kilometres for the report were provided by a global travel agency. Data on business travel by car was extracted from the internal travel claim system. Where applicable, additional country specific travel information was gathered from the ISO certified locations.

Other collected data included energy and water consumption, which has remained largely on the same level during 2013-2017. Pöyry has invested in improving energy efficiency particularly in the head office and has plans to develop it further.

Greenhouse gas (GHG) emissions were calculated in Finland and Sweden. CO<sub>2</sub> emissions (equivalent) have reduced notably in Finland mostly due to the decision at the head office in 2014 to switch to

INDICATORS 1-12/2017	2017	2016	2015	2014	2013
Business travel by car, million km <sup>(1)</sup>	8.0	6.3	2.1	n.a.	n.a.
Business travel by air, million km <sup>(2)</sup>	23.6	24.5	n.a.	n.a.	n.a.

The year-on-year data is not entirely comparable. <sup>(1)</sup> Data was collected from Austria, Finland, Germany, Hungary, Sweden and Switzerland. Data for 2015 includes Finland and Switzerland only; for 2017 it includes also Poland and Russia. The data covers the use of one's own car and partially, Pöyry's fleet and rentals. <sup>(2)</sup> Data includes Austria, Finland, Germany, Norway, Sweden, Switzerland and the United Kingdom.

water as the energy source. Emissions in Sweden have decreased slightly since 2013. In Finland, representing 31% of the Pöyry people, flight kilometres increased by approximately 10% in 2017 mostly due to the strengthening of the business. Despite that, the total amount of flights at Pöyry and the carbon footprint of the Finnish operations decreased slightly.



One of the main travel related targets at Pöyry is to reduce unnecessary travel and to use online communication tools instead. In addition, travellers are instructed to prefer public transportation whenever smart, available and safe. On the Group level, project related travel costs have decreased almost by half since 2013 while the use of online conference calls has increased. The number of the calls will be systematically monitored from 2018.

In 2017, all other environmental initiatives were decided and conducted locally. The goal is to develop environmental reporting in the wake of the ongoing global ISO 14001 certification project.

# Signatures

# Further information

## SIGNATURES

Vantaa, Finland, 8 February 2017

Pöyry PLC  
Board of Directors and President and CEO

Henrik Ehrnrooth  
Teuvo Salminen  
Helene Biström  
Michael Rosenlew  
Martin à Porta

## FURTHER INFORMATION

The following non-financial information is available in the Report of the Board of Directors 2017 at [www.poyry.com](http://www.poyry.com):

- Description of the business model
- Description of risks and risk management (ERM)
- Further employee indicators

The following non-financial information is available in the Corporate Governance Statement 2017 at [www.poyry.com](http://www.poyry.com):

- Information on the diversity of the Board of Directors
- Description of risks and risk management (ERM)
- Description of the internal control system

Selected policies and guidelines for non-financial matters are available at [www.poyry.com](http://www.poyry.com).