

List of stakeholders

Stakeholder	Exchange & communication (examples)	Topics (examples)
Employees	<ul style="list-style-type: none"> • Works meetings • Intranet • Staff magazine • Newsletter • Emails • Other discussions / events / conferences 	<ul style="list-style-type: none"> • Business strategy and development / Market changes • Employer-employee relationship • Vocational and further training • Working hours models
Customers	<ul style="list-style-type: none"> • Sales organization • Internet • Customer magazine • Sales newsletter 	<ul style="list-style-type: none"> • Products and services • Innovation • Energy and resource efficiency • Quality
Suppliers + business partners	<ul style="list-style-type: none"> • Purchasing organization • Internet • Customer magazine 	<ul style="list-style-type: none"> • Products and services • Costs • Sustainability in the supply chain • Quality
Public relations and neighbouring districts	<ul style="list-style-type: none"> • Work on committees (business, education) • Open days • Partnerships 	<ul style="list-style-type: none"> • Employer branding • Securing the future of the site • Training • Social activities • Volunteering
Media	<ul style="list-style-type: none"> • Press releases • Background discussions • Internet 	<ul style="list-style-type: none"> • Employer branding • Securing the future of the site • Training • Social activities • Volunteering

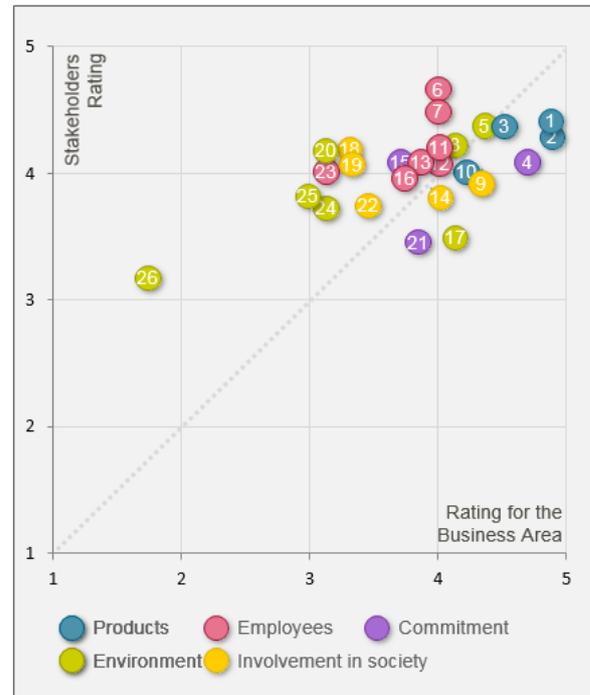
Materiality analysis

In 2015, we performed a “materiality analysis” for the first time. This sought to establish the sustainability topics which should provide the focus for sustainability management and reporting in the Business Area in the areas of products, environment, employees, society and commitment.

In the initial phase, we identified 26 sustainability topics in the five areas of action which are relevant to the Business Area. In the second phase, we asked selected employees and representatives of external stakeholders which of these sustainability topics they felt the Business Area should seek to deal with in greater detail. Finally, representatives of the sustainability basic team participated in an internal workshop which evaluated the significance of the various sustainability topics for the reputation and commercial success of the companies in the Business Area. The ratings from the company perspective were then combined with the ratings given by the stakeholders to form the results of the materiality analysis.

Ranking of each topic (overall rating)*

- 1 Customer services for sustainable operation of equipment (4.62)
- 2 Sustainability in research and development (4.59)
- 3 Resource and energy efficient products (4.44)
- 4 Compliance (4.4)
- 5 Energy consumption (4.37)
- 6 Training and education (4.31)
- 7 Occupational health and safety (4.26)
- 8 CO2 emissions (4.18)
- 9 Support for teaching and research (4.13)
- 10 Resource and energy efficient manufacturing of products (4.13)
- 11 Working time models (4.09)
- 12 Demographic change (4.07)
- 13 Restructuring (3.98)
- 14 Local charitable/voluntary activities (3.91)
- 15 Sustainability in the supply chain (3.89)
- 16 Employer-employee relationship (3.88)
- 17 Business travel (3.81)
- 18 Support for young people (3.71)
- 19 Measures for the integration of recognized refugees (3.7)
- 20 Volume of waste (3.66)
- 21 Commitment (3.66)
- 22 Support for protection of the environment and resources (3.59)
- 23 Diversity and equal opportunities (3.58)
- 24 Water consumption (3.43)
- 25 Paper consumption (3.4)
- 26 Preservation of biodiversity (2.46)



*) The overall rating is the average of the stakeholder and Business Area ratings on a scale of 1 (not important) to 5 (very important).

The x-axis shows their importance from the company perspective while the y-axis shows their relevance to stakeholders. The closer a topic is to the top right corner – i.e. the more important it is for both the Business Area Tobacco and its stakeholders – the greater weighting it will receive in future sustainability management and reports.

Results of the materiality analysis

Almost all the topics were rated between 3 and 5 – i.e. in the range from moderate to very important. The only exception here was “preservation of diversity” as this was judged unimportant from the company perspective. However, as stakeholders gave this topic a higher rating, activities in this area should not be completely excluded from this report.

The Top 10 topics were dominated by aspects relating to the area of products. These were considered important, particularly from the company perspective, due to their direct relevance to commercial operations. They highlight the opportunities that sustainability offers for the Business Area. Two topics relating to hygiene – compliance and occupational health and safety – were also represented in the Top 10. These are not particularly suitable for profiling actively in the area of sustainability. However, they still require good management as compliance breaches and workplace accidents can have a strongly negative impact on the reputation and business activities of the companies in the Business Area.