

elisa

Corporate Responsibility Report 2016



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Responsibility at Elisa

As a Finnish pioneer in telecommunication, ICT and online services, Elisa's mission is to promote sustainable digitalisation. For us, this means developing the reliability, accessibility, security, availability and environmental friendliness of our services. The more than 4,300 Elisa employees and our thousands of competent partners engage in this work daily.

Our corporate responsibility is based on Elisa's strategy and core values, which are customer orientation, responsibility, results orientation,

renewal and collaboration. Key corporate responsibility sectors include responsibility for the climate, customer satisfaction and personnel satisfaction. These are also measured through scorecards.

Global megatrends that influence Elisa's business are described under Strategy and operating environment. From the viewpoint of corporate responsibility, key megatrends that influence the ICT sector and Elisa's business are:

World of safe connections

In the future, ever-present digitalisation and cybersecurity will become necessary features for individuals, services and products.

Elisa's material themes: Data security, reliability and reliable services

Ageing population

The proportion of the elderly (aged over 65) population will grow, and they will enjoy a higher standard of living. Mobile health care, remote measurements and analyses will enable ageing people to continue living at home.

Elisa's material themes: Ease of use and availability of services

Transfer of financial power

An increase in the number of Western companies in developing and emerging economies and the increased significance of local digital innovations.

Elisa's material themes: Availability of services and responsible sourcing chain

Sustainable development

Scarce natural resources and climate change will guide societies towards utilising knowledge and digitalisation more intelligently. Services will be provided more effectively, virtually and through teleworking.

Elisa's material themes: Network energy consumption, recycling of devices, the use of renewable energy and requirements posed by environmental legislation

The UN member states have agreed on new sustainability goals that will guide the promotion of sustainable development until 2030. There is still long way to go before we reach these goals. According to studies, solving the social, financial and environmental challenges requires broad utilisation of innovative digital solutions. Thus the ICT sector will have a key role in achieving these ambitious goals by the set deadline. To meet

them, we need contributions from all in the ICT industry.

We have identified and prioritised our most important sustainability goals – the ones that we can influence the most either through our own actions (footprint) or through services developed for our customers and other stakeholders (handprint):



Good health and wellbeing

Quality education

Industry, innovation and infrastructure

Actions to benefit the climate

Peace, justice and strong institutions

- Digitalisation of social and welfare services
- Wellbeing of employees

- Development of digital services to enable equal lifelong learning and sustainable and equal digitalisation of society
- Development of personnel competence

- Investments to ensure comprehensive and reliable mobile and data communication connections

- Renewable energy and services to curb climate change and reduce risks

- Data protection principles & cyber security, network safety

Material issues and management of corporate responsibility

In recognising Elisa's material corporate responsibility, we take into account the most important financial, social and environmental effects of our operations, products and services, as well as other significant trends affecting the industry and referenced GRI G4 reporting principles.

To prioritise these aspects of corporate responsibility, we sent an extensive stakeholder questionnaire to all our most important stakeholders in 2015.

The material aspects were reassessed in autumn 2016 with a corporate responsibility survey at our stores and feedback from stakeholders. The importance of the material aspects to the business units was assessed by Elisa's corporate responsibility management team. The results are described on Elisa's corporate responsibility webpage.

Elisa's material corporate responsibility issues and key focus areas guide the content of the corporate responsibility report:

- Data security and privacy protection
- Financial responsibility
- Availability, safety and accessibility of services
- Responsible employer
- Energy efficiency and climate change
- Ensuring operational reliability in society

- Responsible customer communications

The link between material aspects and GRI reporting, and their limitations, are illustrated in the [GRI index table](#).

Corporate responsibility aspects are regularly discussed and approved in the Elisa Executive Board and the Board's audit committee. Chief Financial Officer, Kinnunen Jari, Director of Human Resources, Merja Ranta-aho and Director of administration, Sami Ylikortes account for economic, social and environmental topics in the executive board of Elisa Corporation. The company is managed by the jointly agreed Elisa Code of Conduct, topic-specific policies and operating processes. They promote sustainable and successful business that complies with the expectations of our stakeholders.

Furthermore, Elisa publishes on its website its data security policy, its policy on the processing of communication traffic, a description of its customer register, the Elisa Communications Policy and Elisa's Code of Ethical Purchasing. Other key internal principles include personnel policies (including principles of equality), marketing guidelines, risk management policy and data security policy.

Elisa has signed the following external initiatives:

- UN Global Compact
- Corporate Responsibility Charter of the European Telecommunications Network Operators Association (ETNO)
- Diversity Charter of the FIBS Corporate Responsibility Network
- European Framework for Safer Mobile Use initiative of the European GSM Association

Stakeholder dialogue

Our most important stakeholders are our personnel, customers, owners, social operators¹ and partners. Stakeholders are reviewed annually in Elisa's corporate responsibility management team as a part of materiality assessment. Active stakeholder dialogue is an important part of the daily development work of Elisa's business operations and corporate responsibility. We engage in active dialogue by means of regular surveys and various studies.

Dialogue with customers and continuous improvement of our understanding of our customers are at the core of our business. Customer orientation is one of Elisa's values, and customer satisfaction is one of the most important scorecard metrics.

The commitment and wellbeing of our employees is one of the cornerstones of our business. We measure personnel satisfaction with a scorecard, and we engage in continuous interaction with our employees. Complying with the Elisa Code of Conduct concerns all of us at Elisa. It is the duty of everyone at Elisa to report known or suspected breaches of the Code at once. The cases are investigated using processes in use and we intervene appropriately in breaches of this Code. Elisa personnel can ask for advice or report breaches of the Code to the following people, also anonymously: own manager, the internal audit function of Elisa Oyj, the Legal Services department of Elisa Oyj, the HR function of Elisa Oyj or by sending an email to codeofconduct@elisa.fi.

As a listed company the objective of Elisa's financial and investor communications is to support the process of establishing the correct value of Elisa's shares by providing the capital market with sufficient, accurate and up-to-date information about the development of the company's business, its strategy and its financial position. Elisa's centralised IR function manages contacts with investors and analysts.

Director of public relations is responsible for development of public relations. We operate as expert representatives in organisations and actively participate in discussions within them. In addition, we influence the development of society through statements and other activity. Elisa has significant memberships in the following organisations, among others:

- Confederation of Finnish Industries EK
- Finland Chamber of Commerce / Finnish Chambers of Commerce
- Service Sector Employers' Association PALTA
- Confederation of Telecommunications and Information Technology (FiCom ry)
- TIEKE Finnish Information Society Development Centre
- Finnish Quality Association
- Finnish Direct Marketing Association
- ICT Producer Co-operative
- Environmental Register of Packaging PYR

¹ Social operators include the authorities, officials, politicians, NGOs and other organisations, as well as research organisations. External stakeholders are examined from the point of view of both customers and influences in society.

ELISA'S STAKEHOLDERS AND INTERACTION







Personnel	Customer	Owners, investors and analysts	Subcontractors, partners	Social operators
Appraisal and development discussions (twice a year)	Customer service channels (continuous)	AGM (annually)	Close cooperation with our partner network (continuous)	Participation in information society projects (several per year) Digitalisation projects in the government programme (several per year)
Intranet, internal newsletter (continuous)	Internet, hub.elisa.fi and social media (continuous)	Investor events (several times per year)	Code of Ethical Purchasing (in connection with renewal of agreements)	Expert activities in industry organisations (several times a year)
Daily management (continuous)	Customer satisfaction questionnaires (monthly, annually) and their communication	Stock exchange releases (recurrently)	Customer satisfaction with the operation of subcontractors, Corporate Customers' NPS (continuous)	Meetings and events (several times per year)
Personnel satisfaction surveys (four times a year)				Cooperation with organisations (continuous)
Internal briefings (as necessary)	Cooperation practices that assist in deepening customer relationships			Cooperation with researchers (continuous)

THEMES AND ACTION RAISED BY STAKEHOLDERS IN 2016

Stakeholder	Themes raised during the year	Actions
Personnel	<ul style="list-style-type: none"> - Management that better takes individual needs into account - More equal sharing of work tasks and better coordination - More support in job rotation 	<ul style="list-style-type: none"> - Development ideas were collected from the personnel through workshops during December 2016 and January 2017 - Update of Diversity and equality plan, and related development actions - Leadership and management trainings
Customers	<ul style="list-style-type: none"> - Customer and support services (especially waiting times) - Proactive cooperation with customers and customer communication - Better mobile coverage and faster internet connections 	<ul style="list-style-type: none"> - Queuing Time shortening through multi-channel customer service and development of more comprehensive content for product support. For example, by starting up of the chat service and by providing Business Guru usage tips. - Better and clearer description of customer service channels, improvements in reachability of contact persons and confirmed special situation communication - Improvements in optimization of net capacity, improvements in net coverage
Owners, investors and analysts	<ul style="list-style-type: none"> - Elisa aims to meet with the requirements set by shareholders and investors, responsible behavior 	<ul style="list-style-type: none"> - Annual reporting about material corporate responsibility topics - Updated information in investor web pages about Elisa - Communication in stakeholder meetings with investors, owners and analysts
Subcontractors, partners	<ul style="list-style-type: none"> - Code of ethical purchasing and procurement operations 	<ul style="list-style-type: none"> - Elisa's Code of ethical purchasing was updated - Corporate responsibility survey for main suppliers was conducted
Social operators	<ul style="list-style-type: none"> - Digitalisation of services - Mobile and fixed network coverage - Broadband policy - Roaming policy - Broadband execution programme was launched by the Ministry of Transport and communication launched 	<ul style="list-style-type: none"> - We have participated in to stakeholder consultations and discussions with both national and EU level decision-makers and other key stakeholders

Targets

CORPORATE RESPONSIBILITY- MID-TERM TARGETS

Topic	Target	Target year	Performance 2016
Economic			
Sustainable value for society	Elisa's medium-term financial targets www.elisa.com/investors	2019	www.elisa.com/investors
Social			
Responsible employer and personnel wellbeing	Employee satisfaction: 4.00/5.00	2016	
	New target: % share of teams having employee satisfaction higher than ≥ 3.5	2019	
Information security and privacy	100% share of all Elisa employees have conducted Elisa's Information security training.	2019	 (1)
Safeguarding functioning society accessibility and ease of use of our services	Target to be set during 2017	n/a	n/a
Responsible customer communication	Customer satisfaction	2019	
Ethical business and anti-corruption	100% of Elisa employees have conducted CoC-trainings	Continuous	
Sustainable supply chain	Target to be set during 2017	n/a	n/a
Environment			
Environmental responsibility and climate change mitigation	Science-based mid- and long-term targets for our carbon footprint will be set during 2017	n/a	n/a
	CO ₂ emission savings	2019	

¹⁾ Finnish employees



= Target achieved



= More than 50% of the target achieved



= Less than 50% of the target achieved

KEY CORPORATE RESPONSIBILITY ACTIVITIES DURING 2016

Activities in 2016	Plan for 2017
UN Sustainable Development Goals - We mapped and assessed UN SDGs to define the most material targets for our businesses where in we can support common societal value creation and environmental goals the most. - We organised Human Rights and Business training for all Elisa employees.	- We will define mid-term targets to support societal value creations for selected UN SDGs - We will conduct human rights assessment of our operations
Development of corporate responsibility management and reporting - We launched new corporate responsibility data management and reporting tool - We research and analysed societal and environmental impacts of eHealth services	- We will define new energy efficiency targets and joining the Finnish Energy efficiency agreement and commit to improve our use of energy - We will define our mid- and long-term targets for carbon footprint.
Sustainable supply chain: - We updated Code of ethical purchasing and published it in Finnish, English and Estonian - We did corporate responsibility survey to our main suppliers	- We will review and update our supplier auditing practices

Highlights in 2016

Digital schools

We arrange dozens of digital schools free of charge every year to teach 10–12-year-olds the basics of programming. [Read more >](#)

Responsible summer job

In summer 2016, we hired 156 young people from all around Finland as summer employees and trainees. [Read more >](#)

Seniors involved in digitalisation

In summer 2016, a pilot project was arranged in Elisa stores in the Helsinki metropolitan region where young people were hired to help older people in the purchase and use of smartphones. [Read more >](#)

Camping in the digital age

We ensured functional communication connections at the Roihu scout jamboree, with more than 17,000 participants, where digitalisation was strongly present.

FTSE4Good

We were accepted to the index which is designed to measure the performance of companies that meet globally acknowledged corporate standards

of responsibility in terms of environmental, social and governance (ESG) practices.

Elisa Talk

The panel discussed digitalisation from the viewpoint of the elderly. The topics included healthcare of the future and digitalisation of social and welfare services.

CDP Index

Our climate report received grade B in CDP's Climate Disclosure Leadership Index, which was one of the best grades received by the Nordic telecom operators. [Read more >](#)

Digitalisation of healthcare

We studied the profitability potential of the remote measurement service together with the town of Hämeenlinna, benefits offer potential of millions of euros in the diagnosing of asthma. [Read more >](#)

United Nations Day

We celebrated United Nations Day by arranging a human rights seminar. Participants included Elisa employees from all around the world. The theme was diversity in working life.

ShedHelsinki

We are taking part in a music theater project that encourages young people to come as they are.

[Read more >](#)

Financial responsibility

As a responsible company, Elisa's duty is to ensure the financial profitability of its operations and its competitive edge so that it can guarantee continuous development of its services, maintenance of its network and the provision of employment. With its R&D activities and by paying taxes, we participate in the development of society as a whole.

For more information on Elisa's strategy and operating environment, please see [Business](#) in the annual report.

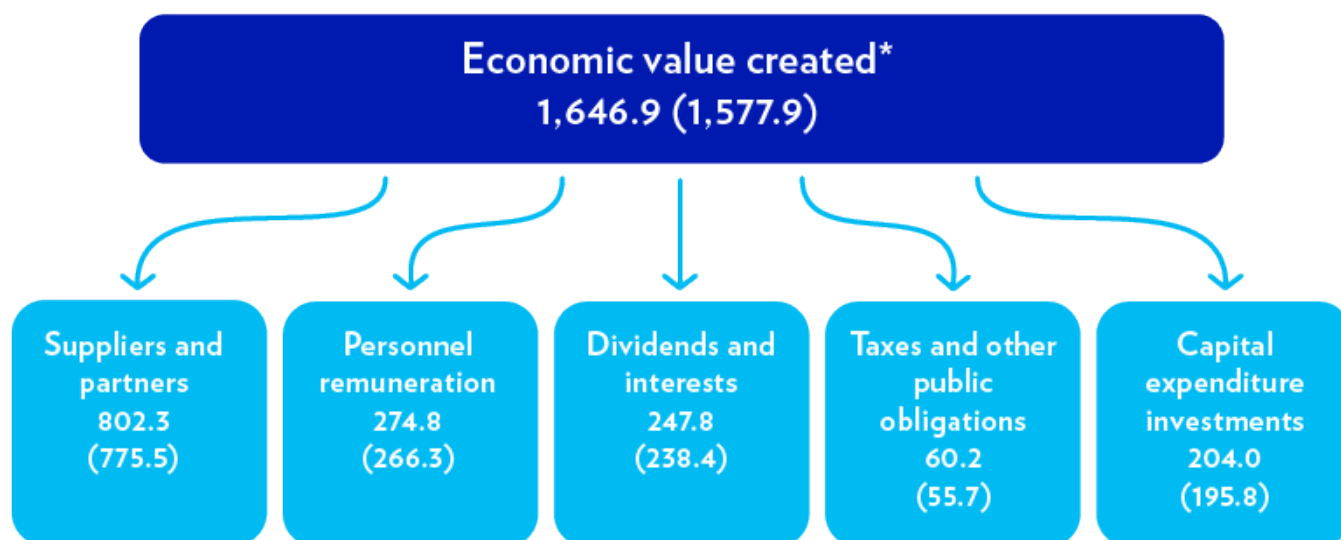
Sustainable results towards the future

Elisa's productive operations produce financial benefits for its shareholders, personnel, partners, subcontractors, resellers and customers, as well as Finnish municipalities and the state. Our objective is that our long-term and consistent strategy will continue to produce added value for our stakeholder groups in the future.

Elisa's shares are listed on the Nasdaq Helsinki. We have around 200,000 shareholders, of whom 27 per cent were Finnish households, 30 per cent were Finnish institutions and 43 per cent were foreign on 31 December 2016.

FINANCIAL EFFECTS

EUR million, (2015 figures)



*incl. financial yields

Figures according to GRI. Capital expenditure investments differs from GRI definition and doesn't include investments in licenses.

Major taxpayer

By paying taxes and other public levies, we participate in the development of society as a whole. We are one of Finland’s largest payers of corporate income tax. According to 2015 confirmed taxes, Elisa was the eighth largest payer of corporate income tax when measured in a company-specific manner. Elisa paid 90 per cent of all the taxes paid by Finnish telecom operators.

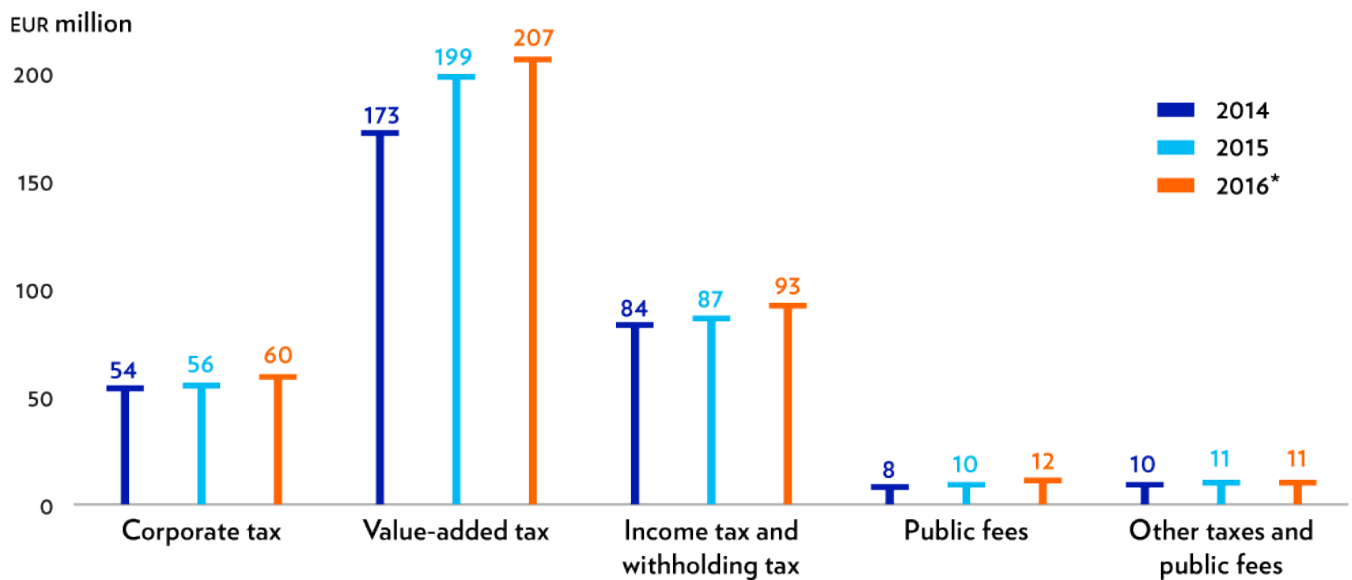
In 2015 Elisa paid EUR 363 million of taxes, of which EUR 56 million was corporate income tax in Finland. Elisa operates throughout Finland, and 36.67 per cent of the corporate income tax was allocated to municipalities, around half of it to

municipalities outside the Helsinki metropolitan region.

In Estonia, the company only pays corporate income tax if it pays dividends to its owners. Elisa Estonia has not paid any dividends to its parent company.

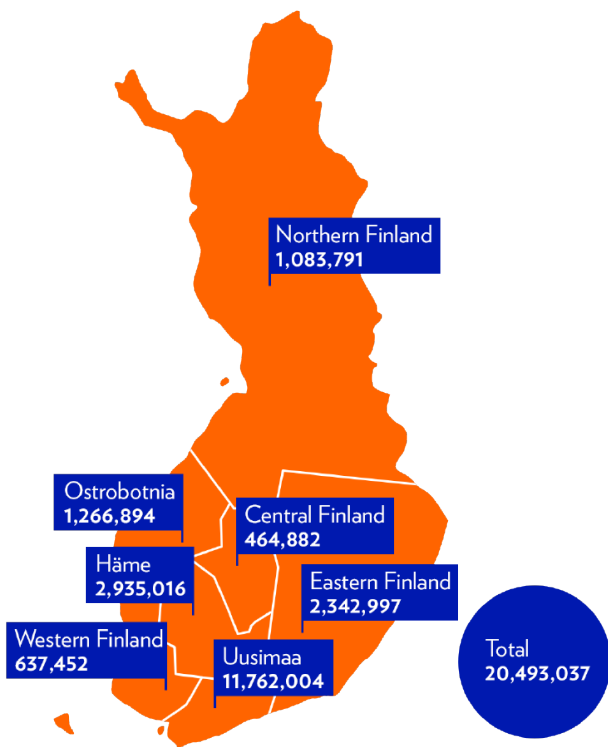
The Research Institute of the Finnish Economy (ETLA) studies annually which companies generate the most added value, i.e. which companies benefit GDP the most. According to the 2015 study, Elisa was among the ten most important companies in Finland.

ELISA’S TAXES



*2016 unconfirmed taxes

MUNICIPALITIES SHARE OF ELISA'S CORPORATE TAX IN REGIONS IN 2016 (EUR)

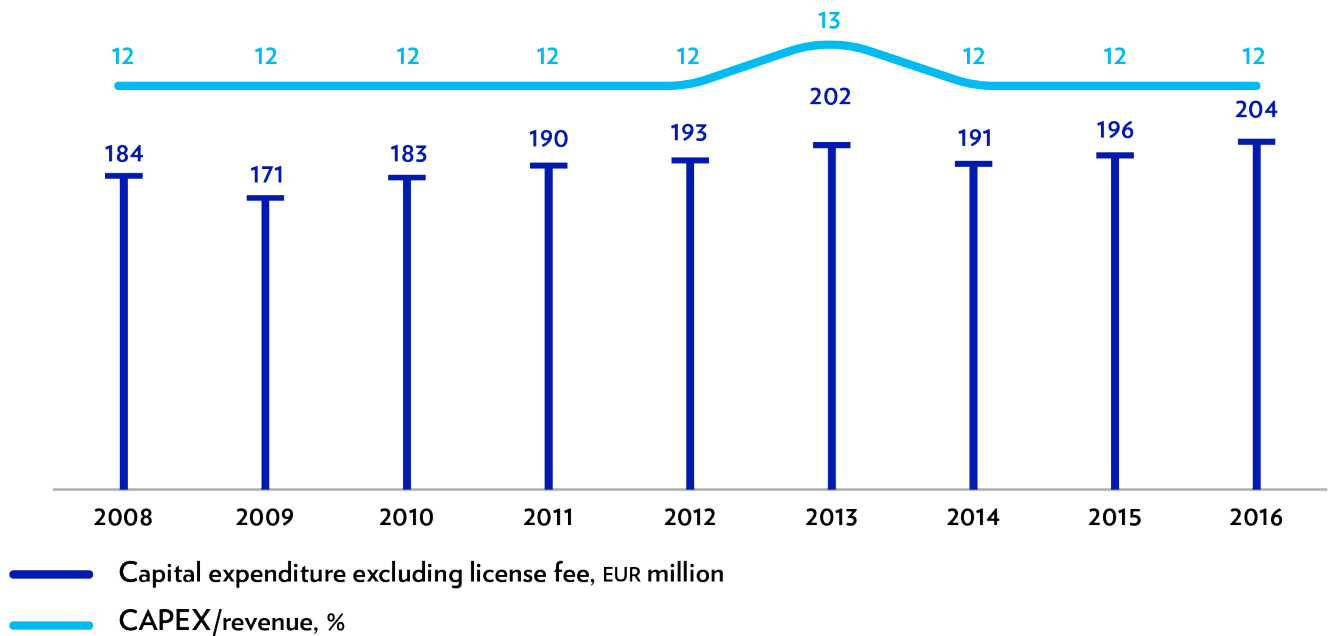


Continuous investments

We are the most significant operator investor in Finland by our capital expenditure investments of nearly EUR 200 million. We build and maintain a comprehensive communications network in our main market areas in Finland and Estonia. In 2016, our capital expenditure investments

totalled EUR 226 million. Our investments were again allocated directly to the development of the data communications infrastructure, 4G networks, the fixed trunk network, IT systems and customer terminal equipment.

ELISA'S CAPITAL EXPENDITURE 2015



Research and development

Elisa operates in a sector where future services are created through unconventional testing of new opportunities and cooperation between innovation networks.

We promote the development of digital society by, for instance, our participation in R&D and startups in the sector. Our operations are also centrally related to providing trainee positions for students who have been successful in their studies in higher education institutions.

Promoting top international research

We have established strong cooperation between academic researchers and Elisa's business units. The cooperation promotes our understanding of new scientific breakthroughs and thus promotes our strategic choices. For more information, please see the [Case gallery](#).

We continuously look for new opportunities to cooperate with the best international researchers in different scientific fields. In 2016, Elisa Research brought Elisa employees and over 150 new top researchers from 10 countries together to carry out research in 26 research projects.

In addition, through the HPY Research Foundation, we support scientific research, teaching and development work in Finnish telecommunications technology, telecommunications and data communications. By 2016, the HPY Research Foundation had granted a total of EUR 979,710 in scholarships, mainly to researchers preparing dissertations in different

universities. The library of the HPY Research Foundation includes approximately 107 dissertations.

Renewal through startup partnerships

Startup partnerships are an important part of Elisa's continuous development. Over the course of several years, we have introduced to the market several innovations with startup companies, thus promoting the success of new companies.

Over the course of the year, startup companies commended Elisa for being an easily accessible and professional partner. In 2016, Elisa had more than 60 Finnish and international startup partners. We aim for cooperation that benefits the business of both parties, in which we can act as an early phase customer for startups or offer our effective sales channels to our partners.

For the second time, we arranged the Elisa Innovation Challenge to encourage both companies and private persons to create new product and service innovations with the help of network technology. This year, 97 proposals were submitted from 16 countries. The developers of the best products were announced and the awards were handed out at Slush 2016. Elisa was the main cooperation partner of the event for the third year in a row. For more information, please see the [Case gallery](#).

Social responsibility

Elisa's customers include 2.3 million consumers, companies and public administration organisations in Finland, Estonia and around the world. A profound understanding of our customers' needs is a prerequisite for developing our services to comply with their changing needs. Ensuring the confidentiality of communication and protecting the privacy of individuals are crucial issues for Elisa.

For us, social responsibility means bearing our responsibility for our customers and personnel, in particular.

Our **customer orientation** consists of data security, safe and accessible services, a comprehensive network and our supply chain.

Combined with our partner network, our **continuously developing personnel** create a foundation that ensures high-quality services for our customers. For more information on personnel responsibility, please see the Personnel review section of the Elisa 2016 annual report.

Changes in the industry and working culture

Digitalisation influences what we do and how we do it, our tools and working environment, as well as management. The following new requirements have arisen due to the continuous changes in working life:

- Continuous development
- Taking care of one's own wellbeing at work
- Trust
- Open interaction
- Clear management goals
- Internationalisation
- Flexible coordination of work and free time

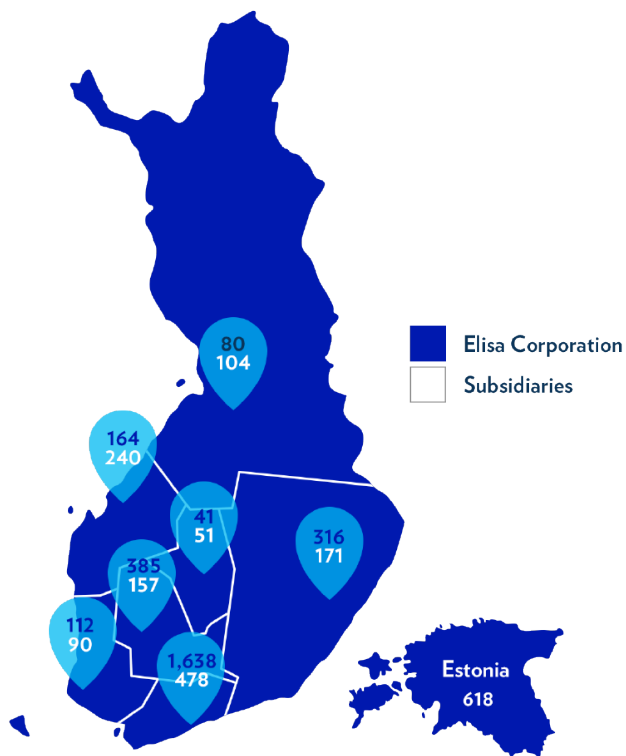
Elisa's operating environment is continuously changing as well, and continuous learning is a prerequisite for success. Our ways of working are based on Elisa's Ideal Work thinking. Elisa Ideal Work encompasses smart working methods in the physical, virtual and social working environment. For more information, please see the [Case gallery](#).

This continuous development and Ideal Work thinking can be seen in our personnel satisfaction survey results. Over the course of more than ten years, our empowerment index has exceeded our goal. The same message was also given by the Trust Index survey of the Great Place to Work Finland survey. We use the results in the continuous improvement of our operations.

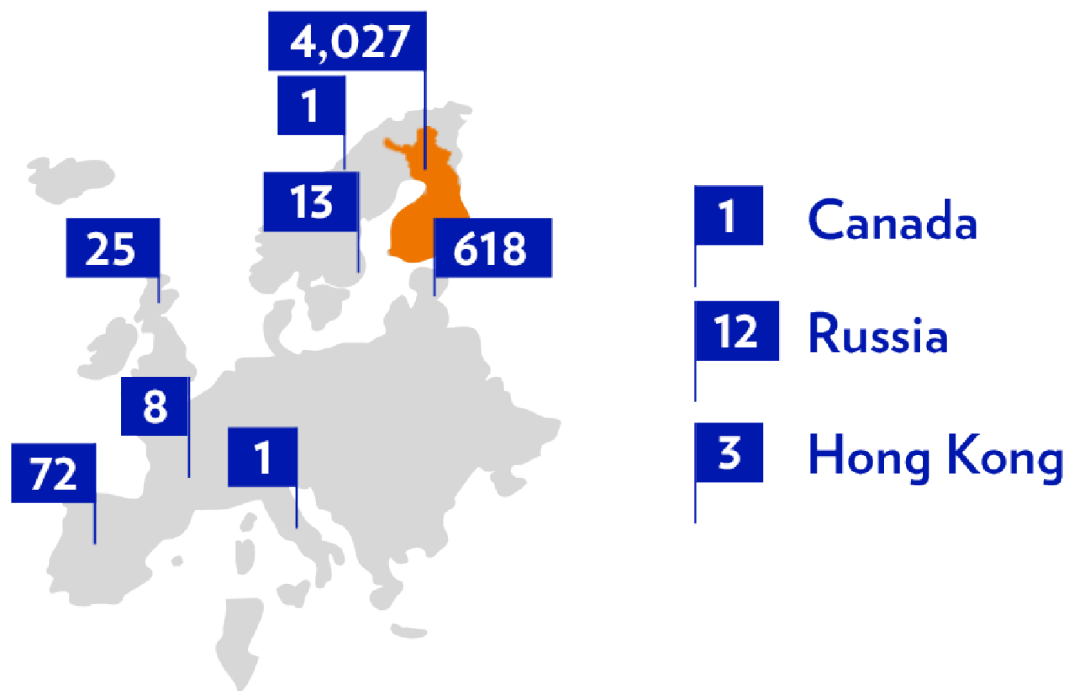
Key measures and their results in 2016

- The empowerment index was 4.1 (3.9) on a scale of 1 to 5.
- Renewal projects in accordance with the Elisa Ideal Work concept continued in the offices.
- Elisa employees spent 77 (75) days per person working remotely, on average.
- Elisa employees participated in 227,556 (211,024) virtual conferences.
- Elisa employees worked in 11 countries.

PERSONNEL IN FINLAND AND ESTONIA 31 DEC 2016



PERSONNEL IN DIFFERENT COUNTRIES



Future expertise through continuous development

Continuous learning is a prerequisite for Elisa's success. Elisa's value of Renewal describes this. We help our employees to develop, grow and promote their careers by, for example:

- Leadership through coaching and teaching them how to continuously improve their work
- Expertise development process
- Training and networks
- Support for career development and job rotation

We develop our personnel according to the 70–20–10 model; in other words, through a combination of learning at work (70%), management based on coaching and learning through networks (20%), and various training and coaching programmes (10%).

A key issue in the continuous development of expertise is that the entire personnel have the capacity and opportunity to take part in developing Elisa's operations and processes. We develop processes under the leadership of process owners in a number of development groups.

We also want to improve and expand our expertise through close cooperation with various educational institutions and scientific communities, through studies, training, practical training, theses, projects and company visits. Most

of our cooperation institutions are educational institutions in the fields of technology and business, as well as universities and higher education institutions.

Key measures and their results in 2016

- Over the course of the year, we hired 1,224 new personnel directly in the service of Group companies and through our partners.
- We participated in the Responsible Summer Job 2016 campaign. 156 (180) people worked as summer employees or trainees.
- We continued our cooperation with the student body of Aalto University, with the aim of lowering the boundaries between the corporate and student worlds and telling students about the broad range of job opportunities in the ICT industry.
- Elisa employees spent an average of 14 (10) hours in training.
- Some 517 employees switched positions within Elisa.
- The development of processes and operations was managed in their areas of responsibility by 138 (133) Elisa employees.

Top-quality supervisory work, clear goals and shared values

Learning while doing and experimentation change knowledge into competence. At Elisa, this process is supported by the supervisors' coaching and daily management, continuous improvement practices, "We learn from our mistakes and successes" analyses, and tutors. We continuously develop the operation of our working community on the basis of the results of the regular personnel survey, for example.

Every Elisa employee has the right to have a good supervisor. We offer all supervisors and other employees in influential positions the opportunity to study leadership by coaching.

A key part of our management system is the appraisal and development discussion, which each employee holds with their supervisor twice a year. Between these discussions, supervisors maintain regular, private discussions with their team members. In the actual appraisal and development discussions, we implement our strategy, agree on objectives, assess our operations and performance, and plan our personal development.

Elisa's daily management model is a toolkit of best practices for daily high-quality supervisory work. Supervisors are trained through supervisor induction, voluntary additional training and comprehensive daily management programmes.

Key measures and their results in 2016

- There were 3,711 (2,440) appraisal and development discussions.
- A total of 137 supervisors participated in the five-day Coaching Supervisor training to develop as coaches, feedback givers and challengers.
- We renewed the training system for new supervisors to emphasise our values and the supervisors' duties and the key content of our business units.

Results through personnel wellbeing

Our employees and subcontractors have the right to work in a healthy and safe working environment and the obligation to bear their responsibility for the working community. We promote wellbeing at work and occupational health and safety through good management as part of our daily work.

We have a zero tolerance approach to all forms of workplace discrimination and established grievance mechanism. We support the shift of women into male-dominated duties and vice versa, and we support employees whose working prerequisites require special measures. The realisation of equality is monitored also in personal enquiries.

We pay attention to wellbeing at work and promote a good work-life balance. As support for our staff to take care of their wellbeing, we offer services safeguarding wellbeing at work, such as sports and hobbies. We have active regionally organised sports and cultural club activities.

We offer high-quality healthcare with services considerably in excess of the statutory requirements. The HR department is responsible for the development of wellbeing at work activities with regard to health, working capacity and the development of the working community. The facilities services and the IT department, in turn, are responsible for working conditions. The working environment committee coordinates the operations of the occupational health and safety organisation. We collaborate within the industry and with our partners to improve the safety both in our own operations and in the industry.

Early intervention has been an essential part of Elisa's daily management for years. It is part of the management of the ability to work procedure, which, in turn, supports Elisa's personnel strategy and business. The goal is systematic management of occupational health and safety issues. Systematic, correctly timed and correctly targeted cooperation in the different sectors of health management guarantees that employees of all ages remain capable of working and increases the personnel's value in the labour market.

We also operate responsibly whenever there is a change that has an impact on the personnel. We consider it important that personnel have the opportunity to influence the content of the change by active participation.

We launch a change planning process every time the business must undergo changes requiring cooperation negotiations that affect the number of employees, job descriptions or other key factors related to work. This operating model clearly exceeds the requirements of the Act on Cooperation within Undertakings.

If places cannot be found for personnel in the renewed organisation, we will take care of them in the best possible manner with our partners to make sure that they get retraining or new employment opportunities.

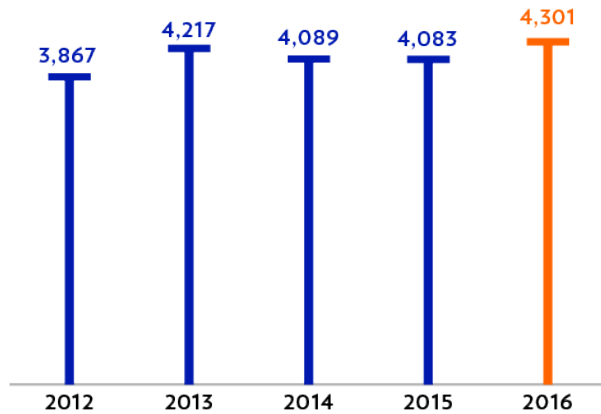
Key measures and their results in 2016

- The number of sick leaves were 2.8 per cent of total working hours.
- Disability payment class 2, sickness absence costs stayed at the same level than in the reference year 2014.
- We updated our equality principles plan to include development measures. The plan was prepared by a group consisting of employer and employee representatives which was coordinated by the equality coordinator designated by the employer.
- On United Nations Day, we arranged a human rights seminar for all of our employees in all countries with the theme of "Opportunities offered by diversity in working life".

Other personnel key figures

NUMBER OF EMPLOYEES

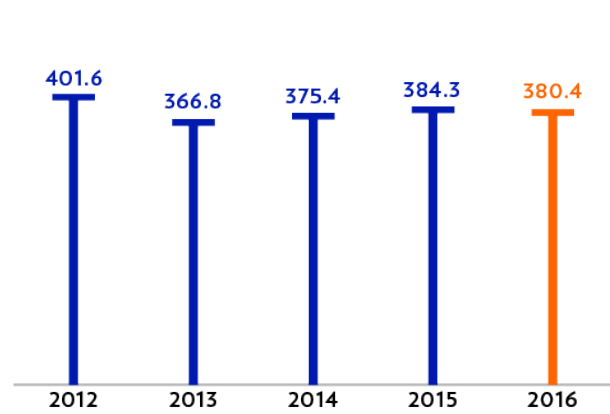
Persons



Calculated on the basis of FTE 31.12.2016

REVENUE PER EMPLOYEE

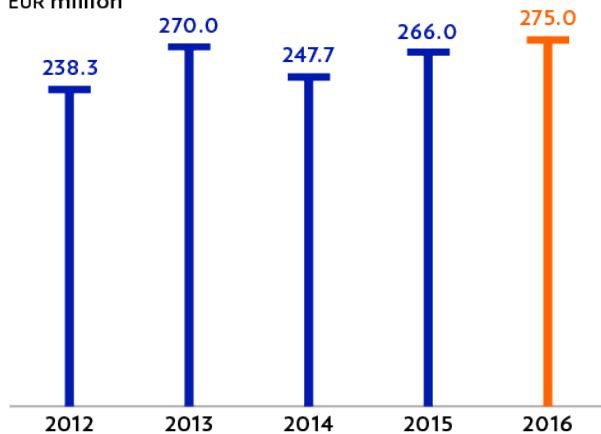
EUR 1,000



Calculated on the basis of FTE 31.12.2016

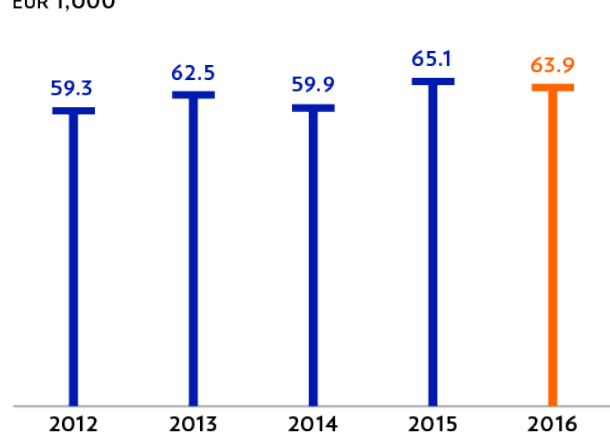
PERSONNEL COSTS

EUR million



PERSONNEL COSTS PER EMPLOYEE

EUR 1,000



Calculated on the basis of FTE 31.12.2016

GRI-data

Data security and privacy protection

As the world becomes more digital and an ever-increasing number of operations are handled electronically, cybersecurity is absolutely necessary for individuals, services and products alike. The reliability and data security of our ICT services and processes are even more important.

Ensuring the confidentiality of communication, protecting the privacy of individuals and verifying online security are crucial issues for us. We guarantee a high level of data security in all our operations.

Elisa's data security policies define the principles, roles and responsibilities that are followed in data security development, maintenance and monitoring. The policies are binding on Elisa, its subsidiaries and, via agreements, Elisa's suppliers and subcontractors.

The Elisa Group Security Board makes decisions about the security policies and monitors the management of key security risks. Elisa's security organisation consists of the corporate security organisation and the security functions of the business units. The corporate security organisation manages the separate privacy protection, data security and operational security groups that coordinate our security operations.

We perform regular data security scans and inspections of our systems. We seek to identify any attempt to breach data security at the earliest possible phase and to repair recognised vulnerabilities or other threats. We use a separate operating model for the management of data security disturbances and exceptional situations. We communicate any measures related to the

data security of our services in the most appropriate manner, on our website or through customer bulletins, for example. We also report incidents to the authorities.

The liability for privacy protection related to products and services and other security aspects rests primarily with the business units. The task of the Privacy Group, in turn, is to provide instructions and supervise issues related to privacy protection, and to ensure, among other things, that statutory information about our customer register is up to date. Processing personal data is strongly regulated under Finnish law and the regulations and guidelines of the relevant authorities. We disclose customer information only to the authorities or other telecommunication companies, and only within the limits of legislation and in accordance with the description of our customer register. Our personnel and partners continuously receive training on data protection and security, and they are bound by confidentiality obligations.

As a producer of national critical infrastructure, we plan our services and implement our systems by also taking account of preparation, continuity and security aspects. We cooperate with the authorities, other companies and business organisations in preparation and the development of cybersecurity.

Key measures and their results in 2016

- The EU General Data Protection Regulation entered into force in 2016 with a transition period of two years. Elisa started preparations for the new requirements in 2013 and proceeded according to schedule, specifying and changing its operations in the necessary manner to ensure compliance with the Regulation.
- The Finnish Communications Regulatory Authority did not issue any requests for clarification on data protection. There may have been some substantiated complaints regarding breaches of customer privacy and losses of customer data in the Elisa Group over the course of the year, but none were reported to the parent company. We are working on improving reporting practices to cover all the substantiated complaints regarding the matter.
- Some of Elisa customers have been subjected to phishing attacks. Phishing is a criminal activity aimed at gathering confidential information, such as email IDs, passwords and payment card details. Elisa has issued instructions to its customers to prevent phishing. The instructions and more information are available on our [website](#).

For more information on the SME data security case, please see the [Case gallery](#).

Accessible and secure services that are easy to use

We continuously develop our products and services based on our customers' needs. Safety, accessibility and ease of use of our inspirational services are the key issues when developing the customer experience.

Our customers are regularly invited to meet Elisa's service designers in order to test our current services and to innovate new ones. During these co-creation sessions we collect valuable insights to be able to react to the changes of the needs, usage patterns and expectations. Elisa's service designers are responsible for analysing the observations and development of services.

Online services are increasingly used with mobile devices. To ensure the best user experience, all Elisa's services are designed first for small screens and after that to be responsive in larger once. To meet the needs of our multi-culture customers we have increased our ability to produce services in different languages.

In the future, the new EU directives will set conditions to accessibility of services and transparency of information. Customers are entitled for example to know what personal information Elisa stores about them.

We follow the law, rules of the sector and good practices in our marketing. The Finnish Competition and Consumer Authority supervises and provides guidelines for marketing in the industry. Our customers have the right to opt out of direct marketing. Our Communications unit handles our marketing.

The Consumer Protection Act, the Personal Data Act and certain other special acts, as well as guidelines and regulations from the authorities, apply to telephone marketing. Elisa's subsidiary Enia is responsible for Elisa's telephone sales service. Its quality monitoring ensures compliance with the agreed rules.

Radiation from base stations and mobile phones and potentially related health problems give rise to concerns from time to time. In Finland, the safety of the mobile phone networks is monitored by the Radiation and Nuclear Safety Authority (STUK), whose decisions and regulations are based on scientific research findings.

We also engage in close cooperation with operators in the industry with regard to electromagnetic fields, and we act as expert members on the Electromagnetic Fields (EMF) advisory board.

With regard to product safety, we act in the manner required by legislation and regulations. At Elisa, the liability for product safety rests with the business unit that put out the product or service in question. We verify compliance with these laws and regulations through subcontracting agreements or by separately contacting the hardware manufacturers.

Key measures and their results in 2016

- In 2016, we invested in many ways in the improvement of multilingual customer service. We made significant improvements to the OmaElisa customer service application, customer service site and invoicing. With the acquisition of Anvia, we strengthened our service resources in Swedish considerably, and we will be able to further improve our multilingual services.
- Several customer groups participated in the design of services in 2016. Slightly more events were arranged for senior citizens than for other groups. The OmaElisa customer service application and its availability were discussed with older people, for example.
- Elisa's Service Design and UNICEF arranged a seminar on how to design services for children, and related practices.
- We continued to invest in digital schools for children and the offering of a service for families to support digital parenting. We cooperated with Save the Children Finland by adding their HelpSome application to our [website](#).

Comprehensive mobile network and fixed network

Our task as part of Finnish society is to ensure comprehensive and reliable mobile and data communication connections. We also play an important role in securing operational reliability in society.

We are bound by a universal service obligation for specific areas in Finland set by the Finnish Communications Regulatory Authority. Universal service means the right of consumers and companies to receive an affordable and faultlessly operating telephone subscription and a 2 Mbit/s broadband connection to their home or the business premises of their company in Finland.

Utilisation of digital services requires a reliable and ever faster nationwide network.

We systematically measure the coverage and availability of our network through a population coverage indicator. We also monitor an independent study by ECE Ltd on the coverage of the operators' networks in Finland.

The construction of masts, base stations and transmission stations requires a municipal permit and good statutory cooperation with both individual housing companies and landowners. In the siting of base stations, we extensively utilise construction sites shared with other operators in the industry. More than half of our base stations are in shared use.

We prepare in advance for disturbances and proactively collect up-to-date information from our network service, analyse it and perform the

necessary fault repair measures before a disturbance arises. We measure the reliability of our service with an availability indicator and by monitoring the development of the total number of faults.

We continuously develop a comprehensive fault management process in case of, for instance, extended fault situations caused by exceptional weather conditions. We cooperate with electricity companies to coordinate reserve power needs in risk areas. The units maintaining the networks practise regularly for emergencies.

Key measures and their results in 2016

- The majority of our investments were again directed towards improving the functionality of the fixed and mobile phone networks and extending their coverage. In addition, we completed several pilot projects with new techniques and speeds.
- We managed to continue to decrease the overall number of faults and the number of major disturbances, even though the number of services we offer is continuously growing.
- We continued our investments in proactive, comprehensive communication about disturbances. When an extensive disturbance is observed, communication

to customers about it starts as soon as possible and continues until the fault has been repaired.

Elisa's supply chain

Cooperation with more than 5,500 suppliers and subcontractors is a vital part of the responsible development of our business. We acquire a large part of our services, materials and products from within the EU (92.8%) and some also from outside the EU (7.2%). Active cooperation ensures that the quality and responsibility goals are reached in the different parts of the supply chain.

Responsibility of purchasing is guided by Elisa's Code of Ethical Purchasing, our Code of Conduct, compliance with the Act on Contractor's Obligations and Liability, and Elisa's instructions and principles related to security. Bribery and other inappropriate payments and benefits in business operations are illegal and forbidden. We require compliance with laws and statutes and the prevention of bribery from all of our partners and subcontractors.

When signing an agreement, suppliers must accept Elisa's Code of Ethical Purchasing and commit to complying with international principles and agreements guiding the use of labour and human rights, managing the more efficient use of limited resources and reducing harmful environmental emissions. Suppliers can report any defects or misconduct in the manner laid down in the Elisa Code of Conduct, also anonymously.

We acquire most of our network and data system equipment and phones from well-known international suppliers. We place special emphasis on assessing the energy efficiency, lifecycle and operational reliability of the equipment.

The majority of services are purchased from our operating countries, except for special support and development services, which are purchased from abroad. They comprise 2.7 per cent of all service purchases.

When purchasing services, we pay special attention to information security and data protection.

We perform supplier audits when selecting new suppliers from outside the EU, especially in the case of high-risk countries. To become an Elisa supplier, a company must pass an assessment that complies with Elisa's inspection protocol and be prepared to work on any observed development issues in cooperation with Elisa.

Key measures and their results in 2016

- We updated Elisa's Code of Ethical Purchasing and published it in Finnish, English and Estonian.
- We conducted a total of three subcontractor assessments and selected three of the companies as Elisa suppliers.
- We performed corporate responsibility surveys on 30 of our largest suppliers (45 per cent of the total supply volume) to investigate key responsibility actions in the supply chain.

For further information on responsible purchasing, please see our [website](#).

Environment responsibility

We want to be part of creating a low-carbon society. We are committed to continuously improving the environmental impact of our operations and to promoting environmentally friendly business.

We assist our customers in reducing their carbon footprint by offering services that help them act efficiently and in an environmentally friendly manner.

Furthermore, we continuously optimise and renew our network and purchase renewable energy to make our own carbon footprint as small as possible.

As a service provider, we also reduce the environmental impact by effectively recycling our WEEE waste.

Our environmental responsibility focuses on climate and energy

The ICT industry is a key player in moving operating methods in a more environmentally friendly direction and mitigating climate change. The global carbon footprint can be reduced by as much as 20 per cent with telecom and ICT products and services.

For the ICT industry to be able to effectively reduce the emissions of other industries, it must take care of its own emissions. At present, emissions from the ICT industry are around 2 per cent of global emissions. Emissions from the industry are expected to decrease, even though the amount of data and the number of devices will continue to grow on a global scale.

Elisa's telecommunication networks in Finland and Estonia consume around 240 GWh of electricity. Electricity consumption is responsible for around 98 per cent of Elisa's direct CO₂ emissions.

Reducing our carbon footprint and that of our customers

Elisa has an environmental policy and a management system to continuously decrease its key environmental impacts. The reduction of carbon dioxide emissions has been part of our strategy since 2009. We monitor our objectives every six months through the CO₂ emission savings scorecard. The energy efficiency of our

operations is monitored through the sub-metrics of the scorecard.

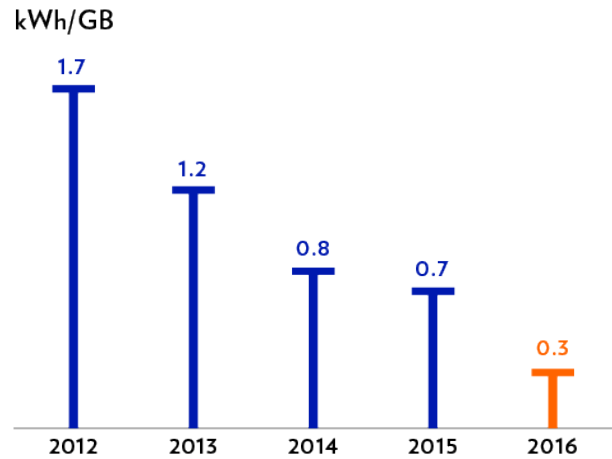
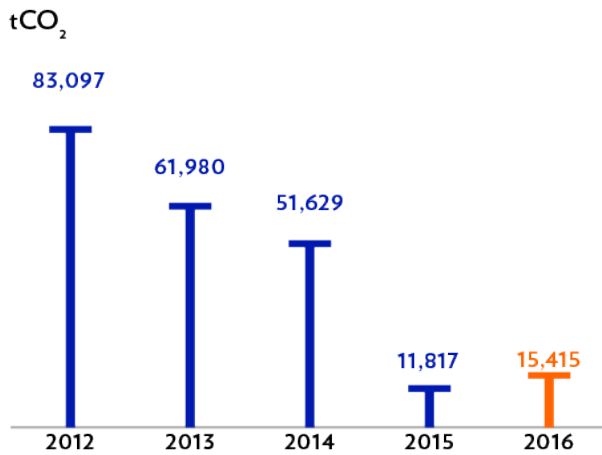
The energy efficiency team meets four times a year to monitor the achievement of our energy efficiency and carbon footprint goals. The EU Energy Efficiency Directive obligates Elisa to perform energy audits at company and target level every four years.

In the case of electronics, batteries, rechargeable batteries and packaging, Elisa is bound by the WEEE Directive. In Finland, our shops have WEEE (waste electrical and electronic equipment) collection receptacles, through which waste is taken for re-processing to become material for new electronic devices. Our shops also have collection boxes for mobile phone batteries and other portable batteries. We provide monetary compensation for any functional phone given to us by a customer who purchases a new one. These phones are sold to be recycled.

In Estonia, Elisa's shops accept used batteries. Used electronics may be returned without charge to Kuusakoski recycling points, for example. Elisa Estonia's own electronics waste is recycled at Kuusakoski in Finland.

We follow statutory regulations and instructions when building our network. We promote product safety by making sure that the products we sell comply with the statutory environmental requirements.

Key measures and their results in 2016



- Almost all of the electricity Elisa used in Finland and Estonia 244,700 MWh (240,050) came from renewable sources.
- Our carbon footprint (Scope 1 and 2) has shrunk by 70 per cent since 2014.
- Since 2014 we have achieved 14,000 MWh savings in our mobile network.
- The waste heat recovered from our data centre in Espoo corresponded to the annual consumption of 82 single-family houses with electric heating.
- 73 per cent of our own servers are virtual, which resulted in energy savings of 31,187 MWh.
- With our solutions, our customers achieved emissions savings of 37,527 tCO₂ (32,313).
- Of the invoices we sent, 70 per cent (65) were electronic.
- The grade of Elisa’s environmental report in the CDP Nordic Climate Change 2016

report was B, compared to the average grade of C among Nordic companies.

The calculation basis of Elisa’s CO₂ emission indicators and additional information is available on our [website](#).

Other environmental impacts

A significant part of the ICT industry's environmental impact comes from the manufacture of devices. Conflict minerals, such as gold and tin, are also used in the manufacture of these devices. As a service provider, Elisa can reduce the environmental impact from the manufacture of devices by effectively and properly recycling used devices.

Reduced biodiversity and its negative impact on ecosystem services, such as natural resources and regulation mechanisms, poses risks for business. Elisa's business is no different. Our direct impact on biodiversity is very low. We can best protect biodiversity by combating climate change.

We use small amounts of water in our service production. We haven't examined yet our indirect water consumption, but we will do that in the future.

Description of the report

Elisa's annual report consists of four parts: the financial statements, annual review, corporate governance and responsibility. The annual report is published in electronic format in Finnish at www.elisa.fi/vuosikertomus and in English at www.elisa.com/annualreport.

This is Elisa's fourth verified responsibility report, which is published as part of the annual report. It was prepared in compliance with the Global Reporting Initiative GRI G4 Core requirements. The reporting period is the calendar year 2016. The Global Reporting Initiative index for 2016 is part of this report.

Elisa's management has decided to have the corporate responsibility report assured by a third party. The 2016 corporate responsibility report is assured by EY. The assurance covers the responsibility section of Elisa's 2016 annual report and the personnel review.

The reporting of key aspects covers all of the business units: Consumer customers, Corporate customers, Production and Support functions and subsidiaries included in Elisa's consolidated financial statements. Reporting is aligned with Elisa Corporation financials reporting. In specific aspects boundaries are restricted to availability of reliable data. Our aim is to constantly develop the data coverage.

The financial information is from the consolidated financial statements, and it complies with IFRS accounting principles.

With regard to environmental indicators, the most significant environmental impact of the parent

company and subsidiaries has been calculated in accordance with the GRI guidelines.

Calculation of carbon dioxide emissions is based on the Greenhouse Gas Protocol (www.ghgprotocol.org) Corporate standard. We apply also the GHG protocol Corporate Value Chain standard. A description of the calculation is available in the responsibility section of our [website](#). The following changes have been made compared to previous years:

- Scope 3 emissions have been reported in 2016 according to GHG protocol Corporate Value Chain -standard as in CDP reporting in previous years.
- In Scope 2 reporting the new GHG protocol Scope 2 guidelines have taken into account.
- In indicator EN17, in Capital goods - section only base stations are reported in year 2016. Other equipment to network will be reported in CDP reporting in June. We are improving the reporting in this during the year 2017.
- The calculation boundary of wastes has been changed. Now a waste figure covers all wastes in Elisa Finland. Waste figures have been calculated retroactively with new boundaries to year 2014.
- Scope 1 emissions have been corrected retroactively to year 2014.

With regard to personnel, figures for both the parent company and subsidiaries are included. No significant changes have been made to the

indicators compared to previous years. The structural changes in the Group are presented in more detail in the annual report. The following changes have been made to indicators compared to previous years:

- In indicator G4-10 regarding to part time employees reporting has improved and boundary has been changed. Current figure covers Elisa Corporation. Previously Finnish part time employees covered Elisa parent company´s part time employees.
- In G4-11 indicator boundary has been changed. Current figure covers Elisa Corporation. Previously G4-11 covered only Elisa Finland.
- In indicator LA1 boundary has been changed. Figure 2016 covers Elisa Corporation. Previously LA1 was reported regarding following Finnish operations Elisa parent company, Elisa Appelsiini, Elisa Videra, Elisa Treasure as well as Enia and regarding abroad operations Elisa Estonia and Elisa Videra was included.
- The coverage regarding LA9 has improved and current figure covers Elisa Corporation. Previously it was reported covering Elisa parent company.
- The coverage regarding LA11 has improved and current figure covers Elisa Corporation. Previously it was reported covering Elisa parent company.

The responsibility report is published annually. Previous responsibility reports are available at www.elisa.com. Before 2013, we compiled an index describing responsibility measures based on the GRI's sustainable development reporting guidelines in 2011 and 2012. The 2015 report´s release date was 09.03.2016

Independent Assurance Report

Independent Assurance Report

(Translated from the original Report in Finnish language)

To the Management of Elisa Oyj

At the request of the Management of Elisa Oyj (hereafter Elisa) we have performed a limited assurance engagement on the information presented for the reporting period 1.1.–31.12.2016 in Elisa's Corporate Responsibility Report 2016 (hereafter corporate responsibility information).

Management's responsibility

The Management of Elisa is responsible for the preparation and presentation of the corporate responsibility information in accordance with the *Global Reporting Initiative (GRI) Sustainability Reporting Guidelines G4*, and Elisa's internal reporting guidelines (hereafter the reporting principles).

Assurance Provider's responsibility

It is our responsibility to present an independent conclusion on the corporate responsibility information based on our work performed. We do not accept nor assume responsibility to anyone else except to Elisa for our work, for the assurance report and for the conclusions that we have reached.

We have conducted the assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information'. The ISAE 3000 standard requires compliance with ethical requirements as well as planning and performing the assurance engagement to obtain limited assurance on whether the corporate responsibility information has been prepared, in all material respects, in accordance with the reporting principles.

Assurance Provider's independence and quality assurance

We comply with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the IESBA (International Ethics Standards Board for Accountants). We apply ISQC 1 (International Standard on Quality Control) and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Limitations of the Engagement

In a limited assurance engagement the evidence gathering procedures are more limited than in a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement. The procedures selected

depend on the Assurance Provider's judgment, including an assessment of the risks that the corporate responsibility information would not, in all material respects, comply with the reporting principles. We have planned and performed our engagement to obtain sufficient appropriate evidence on which to base our conclusion.

We have performed, among others, the following procedures:

- a. An update of our knowledge and understanding of Elisa's material sustainability reporting topics, organisation and activities,
- b. An assessment of suitability and application of the reporting principles regarding the stakeholders' needs for information,
- c. Interviews with senior management to understand Elisa's corporate responsibility leadership,
- d. Interviews with personnel responsible for gathering and consolidation of the corporate responsibility information to understand the systems, processes and controls related to gathering and consolidating the information,
- e. Reviewing corporate responsibility data from internal and external sources and checking the data to reporting information on a sample basis,
- f. Performing recalculation of information and reviewing the underlying data which is the basis of narrative disclosures related to the data.

Our assurance report should be read in conjunction with the inherent limitations of accuracy and completeness for corporate responsibility information. This independent assurance report should not be used on its own as a basis for interpreting Elisa's performance in relation to its principles of corporate responsibility.

Conclusion

Based on our work described in this report, nothing has come to our attention that causes us to believe that the corporate responsibility information has not been prepared, in all material respects, in accordance with the reporting principles, or that the Information is not reliable, in all material respects, based on the reporting principles.

Helsinki, 10 March 2017

Ernst & Young Oy

Terhi Mäkinen
Partner,
Authorized Public
Accountant

Jani Alenius
Leader of Climate
Change and
Sustainability Services

GRI Index, Core

All indicators and disclosures on management approaches in the index have external assurance.

Please see chapter [Independent Assurance Report](#).

Content	Name	Boundary	UN Global Compact
Strategy and Analysis			
G4-1 CEO's statement	CEO's review	Elisa Corporation	x
G4-2 Risks and opportunities	Responsibility at Elisa; Risks; GRI data	Elisa Corporation	x
Organizational Profile			
G4-3 Name of the Organization	Accounting principles	Elisa Corporation	x
G4-4 Primary Brands, Products and Services	Elisa in brief	Elisa Corporation	x
G4-5 Location of the Organization's Headquarters	Accounting principles	Elisa Corporation	x
G4-6 Number of Countries where the Organization Operates	Expertise	Elisa Corporation	x
G4-7 Nature of Ownership and Legal Form	Shares and shareholders; Financial responsibility	Elisa Corporation	x
G4-8 Market areas	Notes to the financial statements 1.	Elisa Corporation	x
G4-9 Scale of the Organization	The report of the board of directors; Notes to the financial statements 1.	Elisa Corporation	x
G4-10 Total Number of Employees by Employment Contract, Employment Type, Region and Gender	GRI data	Elisa Corporation	x
G4-11 Percentage of Total Employees Covered by Collective Bargaining Agreements	GRI data	Elisa Corporation	x
G4-12 Organization's Supply Chain	Supply chain	Elisa Corporation	x
G4-13 Significant Changes during the Reporting Period Regarding the Organization's Size, Structure, Ownership, or its Supply Chain	Notes to the financial statements 2., 3. and 35.	Elisa Corporation	x
G4-14 Whether and How the Precautionary Approach or Principle is Addressed by the Organization	GRI data	Elisa Corporation	
G4-15 Externally Developed Economic, Environmental and Social Charters, Principles, or Other Initiatives to Which the Organization Subscribes or Which It Endorses	Responsibility at Elisa	Elisa Corporation	
G4-16 Memberships of Associations and National or International Advocacy Organizations	Stakeholder dialogue	Elisa Corporation	
Identified Material Aspects and Boundaries			
G4-17 Entities Included in the Organization's Consolidated Financial Statements	Description of the report	Elisa Corporation	
G4-18 Process for Defining the Report Content	Material issues and management; Description of the report	Elisa Corporation	
G4-19 Material Aspects	Material issues and management; GRI index	Elisa Corporation	

G4-20 List of Entities or Groups of Entities Within the Organization for Which the Aspects Are Material	Material issues and management	Elisa Corporation	
G4-21 List of Entities or Groups of Entities Outside of the Organization for Which the Aspects Are Material	Material issues and management	Elisa Corporation	
G4-22 Effect of any Restatements of Information Provided in Previous Reports, and the Reasons for Such Restatements	Description of the report	Elisa Corporation	
G4-23 Significant Changes from Previous Reporting Periods in the Scope and Aspect Boundaries	Description of the report	Elisa Corporation	
Stakeholder Engagement			
G4-24 List of Stakeholder Groups Engaged by the Organization	Stakeholder dialogue	Elisa Corporation	x
G4-25 Basis for Identification and Selection of Stakeholders with whom to Engage	Stakeholder dialogue	Elisa Corporation	x
G4-26 Approach to stakeholder engagement	Stakeholder dialogue	Elisa Corporation	x
G4-27 Key Topics and Concerns that Have Been Raised through Stakeholder Engagement	Stakeholder dialogue	Elisa Corporation	x
Report Profile			
G4-28 Reporting Period	Description of the report	Elisa Corporation	x
G4-29 Date of Most Recent Previous Report Report	Description of the report	Elisa Corporation	x
G4-30 Reporting Cycle	Description of the report	Elisa Corporation	x
G4-31 Contact Point for Questions Regarding the Report or its Contents	Contact information	Elisa Corporation	x
G4-32 GRI Content Index	GRI index	Elisa Corporation	x
G4-33 Policy and Current Practice with Regard to Seeking External Assurance	Description of the report	Elisa Corporation	x
Governance			
G4-34 Governance structure of the organization, including committees	Governance structure; Material issues and management	Elisa Corporation	x
G4-35 Process for delegating authority for economic, environmental and social topics from the highest governance body	Governance structure; Material issues and management	Elisa Corporation	x
G4-36 Executive level position(s) with responsibility for economic, environmental, and social topics	Material issues and management	Elisa Corporation	x
G4-37 Consultation between stakeholders and the highest governance body	Material issues and management	Elisa Corporation	x
G4-38 Composition of the highest governance body and its committees.	Governance structure	Elisa Corporation	x
G4-39 Indicate whether the Chair of the highest governance body is also an executive officer	Governance structure	Elisa Corporation	x
G4-40 Nomination and selection process for highest governance body and its committees	Governance structure	Elisa Corporation	x
G4-41 Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	Governance structure	Elisa Corporation	x
G4-42 Governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals	Governance structure	Elisa Corporation	x
G4-44 Processes for evaluation of the highest governance body's performance	Governance structure	Elisa Corporation	x

G4-45 Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	Governance structure	Elisa Corporation	x
G4-46 Highest governance body's role in reviewing the effectiveness of the organization's risk management processes	Descriptions of internal control procedures and main features of risk management systems	Elisa Corporation	x
G4-47 Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Descriptions of internal control procedures and main features of risk management systems	Elisa Corporation	x
G4-48 Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	Material issues and management	Elisa Corporation	x
G4-49 Report the process for communicating critical concerns to the highest governance body	Governance structure; Stakeholder dialogue	Elisa Corporation	x
G4-51 Remuneration policies for the highest governance body and senior executives	Remuneration statement	Elisa Corporation	x
Ethics			
G4-56 Ethics and Integrity	Responsibility at Elisa; Code of conduct	Elisa Corporation	x
G4-58 Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity	Stakeholder dialogue	Elisa Corporation	x

Content	Name	UN Global Compact
Economic responsibility		
Economic performance, DMA	Financial responsibility; The report of the board of directors	Elisa Corporation
EC1 Direct economic value generated and distributed	GRI data	Elisa Corporation
EC2 Financial implications and other risks and opportunities due to climate change	GRI data	Elisa Corporation x
Indirect economic impacts, DMA	Financial effects; Research and development	Elisa Corporation
EC7 Development and impact of infrastructure investments and services supported	GRI data	Elisa Corporation
EC8 Significant indirect economic impacts, including the extent of impacts	Research and development; Expertise; Networks	Elisa Corporation
Environmental responsibility		
Energy, DMA	Climate and energy; Material issues and management; Targets	Elisa Corporation x
EN3 Energy consumption within the organization	GRI data	Elisa Corporation x
EN5 Energy intensity	GRI data	Elisa Corporation x
EN6 Reduction of energy consumption	GRI data	Elisa Corporation x
EN7 Reduction in energy requirements of product and services	GRI data	Elisa Corporation x

Emissions, DMA	Climate and energy; Material issues and management; Targets	Elisa Corporation	x
EN15 Direct greenhouse gas emissions (scope 1)	GRI data	Elisa Corporation	x
EN16 Indirect greenhouse gas emissions (scope 2)	GRI data	Elisa Corporation	x
EN17 Other indirect greenhouse gas emissions (scope 3)	GRI data	Elisa Corporation, A more detailed description at the context of the indicator	x
EN19 Reduction of greenhouse gas emissions	GRI data	Elisa Corporation	x
Effluents and waste, DMA	Climate and energy; Material issues and management; Targets	Elisa Finland	x
EN23 The overall weight of waste by type and disposal method (tonnes)	GRI data	Elisa Finland	x
EN24 Total number and volume of significant spill	GRI data	Elisa Finland	x
Products and services, DMA	Climate and energy; Material issues and management; Targets	Elisa Corporation	x
EN27 Extent of impact mitigation of environmental impacts of products and services	GRI data	Customers	x
Compliance, DMA	Climate and energy; Material issues and management	Elisa Corporation	x
EN29 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	GRI data	Elisa Corporation	x

Social responsibility

Product responsibility

Product and Service Labeling, DMA (G4 standard referenced)	Stakeholder dialogue; Material issues and management; Targets	Elisa Corporation	
PR5 Results of surveys measuring customer satisfaction	Stakeholder dialogue	Elisa Corporation	
Marketing Communications, DMA	Ease of use; Material issues and management; Targets	Elisa Corporation	
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	GRI data	Elisa Corporation	
Information security and Customer Privacy		Elisa Corporation	
Customer privacy, DMA	Information security; Material issues and management; Targets	Elisa Corporation	
PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	GRI data	Elisa Corporation	
Safety of the products and services		Elisa Corporation	
Customer Health and Safety, DMA	Ease of use; Material issues and management	Elisa Corporation	
PR2 Total number of incidents of non-compliance with regulations and voluntary codes concerning the health	GRI data	Elisa Corporation	

and safety impacts of products and services during their life cycle, by type of outcomes

Labor Practices and Decent Work

Employment, DMA	Expertise; Material issues and management; Targets	Elisa Corporation	x
LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region	GRI data	Elisa Corporation	x
LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	GRI data	Elisa Corporation	x
Diversity and Equal Opportunity, DMA	Wellbeing; Material issues and management; Targets	Elisa Corporation	x
LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	GRI data	Elisa Corporation	x
Occupational Health and Safety, DMA	Wellbeing; Material issues and management; Targets	Elisa Corporation	x
LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	GRI data	Elisa Corporation	x
LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	GRI data	Sick absent rate: Elisa parent company; LTIF: Elisa parent company, Videra, Appelsiini, Sulake	x
Training and Education, DMA	Expertise; Material issues and management; Targets	Elisa Corporation	x
LA9 Average hours of training per year per employee by gender, and by employee category	GRI data	Elisa Corporation	x
LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Expertise	Elisa Corporation	x
LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	GRI data	Elisa Corporation	x
Human Rights			
Non-discrimination, DMA	Wellbeing; Code of conduct; Material issues and management; Targets	Elisa Corporation	x
HR3 Total number of incidents of discrimination and corrective actions taken	GRI data	Elisa Corporation	x
Security Practices, DMA	Information security; Material issues and management; Targets	Elisa Corporation	x
EN7 Percentage of security personnel trained in the organization's human right policies or procedures that are relevant to operations	GRI data	Elisa Finland	x
Society			
Anti-corruption, DMA	Supply chain; Code of conduct; Material issues and management; Targets	Elisa Corporation	x

G4-SO4 Communication and training on anti-corruption policies and procedures	GRI data	Elisa Corporation	x
G4-SO5 Confirmed incidents of corruption and actions taken	GRI data	Elisa Corporation	x
Public Policy, DMA	Stakeholder dialogue; Code of conduct; Material issues and mangement	Elisa Corporation	x
G4-SO6 Total value of political contributions by country and recipient/beneficiary	GRI data	Elisa Corporation	x

Contact information

Contact information for Elisa's corporate responsibility and investor relations is available on www.elisa.com

Economic responsibility indicators

EC1 DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

	2014	2015	2016
Net sales ¹	1,548	1,578	1,647
Suppliers and partners	776	776	802
Personnel remuneration	248	266	275
Dividends and interests	239	238	248
Taxes and other public obligations	54	56	60
Capital expenditure investments ²	192	196	204
Taxes	329	363	383
Corporate tax	54	56	60
Value-added tax	173	199	207
Income tax and withholding tax	84	87	93
Public fees	8	10	12
Other taxes and public fees	10	11	11

¹ Incl. financial incomes

² Capital expenditure investments differs from GRI definition and doesn't include investments in licenses.

EC2 FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

Risk	Description	Impact assesment	Risk management/opportunity
Fuel/energy taxes and regulations	Changes caused either directly or indirectly by climate change in the taxation of electricity, taxation of transmission of electricity and any carbon dioxide tax.	Amendments in taxation increase Elisa's costs. For example estimated costs from increased transmission costs are about 200,000 EUR. Estimated implications are less than 1% of the operational costs.	Optimisation of the electricity consumption of the data communications network, introduction of energy efficient solutions. Our customers can act in a more energy efficient way by using our services. For example, based our studies, one virtual server is 95% more energy efficient than one physical server.
General environmental regulations	Finland ´s new national Climate Change Act came into force on 06.01.2015. The law provides for climate policy planning system and monitoring the achievement of climate change goals.	It will potentially increase the need for even more detailed measurement and monitoring of energy consumption. This also adds pressures to more ambitious carbon target setting and carbon pricing. Estimated cost for Elisa of carbon pricing is 100,000–200,000 EUR. Estimated implications are less than 1% of operational costs.	We are constantly working on better measurement and calculations, using renewable energy and aiming to set more ambitious mid – and long-term targets to our carbon footprint. Our customers can reduce their own carbon footprint by using digital services, for example our virtual meeting services. Based on our calculations, one virtual meeting will save 25 kg CO ₂ per meeting.
Extreme weather phenomena	Climate change causes extreme weather phenomena that are a threat to Elisa's mobile networks. Storms cause power failures and interruptions in Elisa's services.	In 2016, there was one serious disruption caused by weather. The increase in the number of disruptions causes higher personnel costs and costs incurred in replacing broken equipment.	Elisa has in place a real-time, comprehensive monitoring system for network disturbances. This enables identification of disturbances and rapid repairs. The demand for real-time measurement and monitoring services will increase in the future.
Changes in average temperature	Rising average temperatures and heat waves will increase the need for cooling in Elisa's telecommunications and data centres and facilities.	Costs will increase due to the increased electricity consumption incurred from investments in cooling devices. On the other hand, in mobile sites, the technology is moving outside.	Elisa has a data centre in Espoo that uses heat loss energy generated by the data centre servers for district heating in the region.
Growing environmental awareness of our stakeholders	Climate change increases the environmental awareness of Elisa's stakeholder groups. Reporting to stakeholders is increasing, as are the requirements for climate-friendly operations.	Any failure to respond to the growing requirements of stakeholder groups will affect Elisa's reputation.	Elisa's services make it possible to build a lower carbon society. Growth in Elisa's business may also create new business operations. For example, our new Elisa remote measurement service to asthma patients could save CO ₂ emissions of 12% and monetary savings of 20% when compared to the old process.

EC7 DEVELOPMENT AND IMPACT OF INFRASTRUCTURE INVESTMENTS AND SERVICES SUPPORTED

	2014	2015	2016
Capital expenditure, EUR million ¹	191	196	204
CAPEX/revenue, %	12	12	13

¹ Investments are mainly commercial investments.

Personnel key figures

OWN INDICATOR: MOBILE WORKS SOLUTIONS AND CO2 SAVINGS IN ELISA

	2014	2015	2016
Virtual meetings	197,138	211,024	227,556
Distance working days/person/year	70	75	77
Carbon dioxide savings (tCO ₂)	4,406	8,817	5,101 ¹

¹ Basis of the calculation has changed. Look further from the chapter GRI indicators

PRODUCT RESPONSIBILITY

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

No significant violations in 2016

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

No significant violations in 2016

PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data

No confirmed complaints in 2016

LABOR PRACTICES AND DECENT WORK

G4-10 TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, EMPLOYMENT TYPE, REGION AND GENDER

	2014	2015	2016
Personnel in total, 31.12.2016	4,546	4,545	4,781
Permanent contract	4,431	4,410	4,475
Finland	3,625	3,705	3,838
Estonia	578	538	506
Other Europe	73	111	127
Countries outside Europe			4
Men	2,693	2,790	2,962
Women	1,583	1,564	1,513
Temporary contract	115	153	306
Finland	63	83	189
Estonia	47	65	112
Other Europe	1	3	5
Countries outside Europe	n/a	n/a	0
Men	56	77	192
Women	55	74	114
Full-time employees	3,795	3,753	3,926

Finland	3,002	3,076	3,236
Estonia	583	538	563
Other Europe	73	106	124
Countries outside Europe	n/a	n/a	3
Men	2,303	2,387	2,570
Women	1,355	1,333	1,356
Part-time employees	751	792	855
Finland	139	130	791 ¹
Estonia	38	38	55
Other Europe	0	8	8
Countries outside Europe	n/a	n/a	1
Men	50	41	584
Women	127	135	271

¹ Reporting has improved and boundary has changed. Look further from the chapter GRI indicators

G4-11 PERCENTAGE OF TOTAL EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

	2015	2016
	95%	82% ¹

¹ Reporting has improved and boundary has changed. Look further from the chapter GRI indicators

LA1 TOTAL NUMBER AND RATES OF NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER BY AGE GROUP, GENDER AND REGION

	2014	2015	2016 ¹
New employee hires	1,119	1,139	1,224
Finland	884	887	922
Estonia	222	194	258
Other Europe	13	58	44
Countries outside Europe	689	709	815
Men	421	430	409
Women	802	819	902
30–39 years	206	193	207
40–49 years	86	82	75
Over 49 years	25	45	40
Terminated employments	1,127	983	1,271
Finland	912	786	950
Estonia	194	193	201
Other Europe	21	4	120
Countries outside Europe	927	558	807
Men	544	425	464
Women	641	659	748
30–39 years	239	166	276
40–49 years	108	81	125
Over 49 years	139	77	122

¹ Reporting boundary has changed. Look further from the chapter GRI indicators

LA2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES, BY SIGNIFICANT LOCATIONS OF OPERATION

Based on collective agreements our occupational health, insurance, parental leave or pension benefits are not dependent on the duration or part-time nature of employment.

LA5 PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES THAT HELP MONITOR AND ADVISE ON OCCUPATIONAL HEALTH AND SAFETY PROGRAMS ¹

97% of our employees are represented in occupational health and safety committees through representatives

¹ We have referenced GRI, because data is not fully available. We will expand our reporting.

LA6 TYPE OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, AND ABSENTEEISM, AND TOTAL NUMBER OF WORK-RELATED FATALITIES, BY REGION AND BY GENDER ¹

	2014	2015	2016
LTIF (Lost time injury frequency)	n/a	n/a	0.4
SAR (Sickness absence per possible working hours)	n/a	n/a	3.6%

¹ We have referenced GRI, because data is not fully available. We will expand our reporting

LA9 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE BY GENDER, AND BY EMPLOYEE CATEGORY ¹

	2014	2015	2016 ¹
Gender			
Men	n/a	8.98	12.83
Women	n/a	10.86	16.38
Employee category	n/a		
Senior management	n/a	10.90	15.33
Middle management	n/a	8.80	19.92
Other employees	n/a	11.90	12.63

¹ Reporting boundary has changed. Look further from the chapter GRI indicators

LA11 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, BY GENDER AND BY EMPLOYEE CATEGORY

	2014	2015	2016 ¹
Percentage of employees receiving regular performance and career development reviews	92%	89%	78%
Men	1,594	1,596	2,488
Women	864	844	1,223
Senior management	n/a	n/a	169
Middle management	n/a	n/a	757
Other employees	n/a	n/a	2,785

¹ Reporting boundary has changed. Look further from the chapter GRI indicators

LA12 COMPOSITION OF GOVERNANCE BODIES AND BREAKDOWN OF EMPLOYEES PER EMPLOYEE CATEGORY ACCORDING TO GENDER, AGE GROUP, MINORITY GROUP MEMBERSHIP, AND OTHER INDICATORS OF DIVERSITY

	2014	2015	2016
Elisa's Executive Board	9	9	9
Women	2	2	2
Under 30 years	0	0	0
30-39 years	0	0	0
40-49 years	5	4	3
Over 49 years	4	5	6
Board of Directors	7	6	7
Women	3	2	3
Under 30 years	0	0	0
30-39 years	0	0	0
40-49 years	1	1	2
Over 49 years	6	5	5
Management teams of business units	79	79	79
Women	33	32	32
Under 30 years	1	1	0
30-39 years	11	10	8
40-49 years	46	43	42
Over 49 years	21	25	29
Managerial board for corporate responsibility	10	10	10
Women	4	4	4
Under 30 years	0	0	0
30-39 years	1	1	1
40-49 years	5	5	6
Over 49 years	4	4	3
Breakdown of personnel by gender			
Men	67.2%	63.6%	66.0%
Women	37.3%	36.4%	34.0%
Breakdown of personnel by age			
Under 30 years	26.6%	25.3%	25.9%
30-39 years	33.6%	33.0%	31.5%
40-49 years	24.1%	24.8%	25.0%
Over 49 years	15.8%	16.9%	17.5%

HUMAN RIGHTS

HR3 TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

No incidents in 2016

HR7 PERCENTAGE OF SECURITY PERSONNEL TRAINED IN THE ORGANISATION'S HUMAN RIGHT POLICIES OR PROCEDURES THAT ARE RELEVANT TO OPERATIONS

All security personnel working permanently in Elisa (100%) have conducted statutory training according to Finnish law and in addition they have been trained to Elisa Code of Conduct.

G4-SO4 COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

	2014	2015	2016
Code of conduct trainings	n/a	n/a	79%

G4-SO5 CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

No incidents in 2016

SOCIETY**G4-SO6 TOTAL VALUE OF POLITICAL CONTRIBUTIONS BY COUNTRY AND RECIPIENT/BENEFICIARY**

We have not made any political contributions in 2016

Environmental responsibility indicators

G4-14 WHETHER AND HOW THE PRECAUTIONARY APPROACH OR PRINCIPLE IS ADDRESSED BY THE ORGANISATION

The precautionary principle has been taken into account in accordance with statutory requirements

EN3 ENERGY CONSUMPTION WITHIN THE ORGANISATION (GJ, GIGAJOULE)

Direct energy consumption by primary energy source

	2014	2015	2016
Usage of diesel and petrol	3,042	2,435	2,261
Usage of oil	32,866	35,325	34,350 ¹
Total	35,908	37,761	36,611

¹ Figure has been revised retrospectively, please see the chapter 'Description of the report'

Indirect energy consumption by primary sources

	2014	2015	2016
Electricity	860,214	920,134 ¹	964,550
Heating	101,447	59,361	59,671
Cooling	15,828	16,797	18,021
Total	977,489	947,551	1,024,307
Renewable energy (electricity) (water)	460,800	864,180	880,920

¹ Reporting has focused, year 2015 figure updated

EN5 ENERGY INTENSITY

Energy consumption of transferred gigabyte (kWh)	2014	2015	2016
	0.8	0.7 ¹	0.3

¹ Reporting has focused, year 2015 figure updated

EN6 ENERGY SAVED DUE TO CONSERVATION AND EFFICIENCY IMPROVEMENTS (GJ, GIGAJOULE) ¹

	2014	2015	2016
Ideal work office spaces (electricity and heating)	28,720	39,832	52,286
Energy efficiency in server environments (electricity)	18,623	26,010	37,955
Reuse of server generated heat (electricity)	15,869	16,913	17,950
Energy efficiency in mobile networks (electricity)	n/a	n/a	24,630
Total	63,212	82,754	132,821

¹ Additional information and calculation principles for Elisa's environmental responsibility report are available at: <http://elisa.com/corporate-responsibility/environment/emission-savings>

EN7 REDUCTION IN ENERGY REQUIREMENTS OF PRODUCT AND SERVICES (GJ) ¹

	2014	2015	2016
Transfer to virtual servers (electricity)	61,718	85,026	73,975

¹ Additional information and calculation principles for Elisa's environmental responsibility report are available at: <http://elisa.com/corporate-responsibility/environment/emission-savings>

EN15 AND EN16 TOTAL DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT (TCO₂, TONNES OF CARBON DIOXIDE)

	2014	2015	2016
Scope 1, Direct greenhouse gas emissions	2,488	2,745	2,664 ¹
Scope 2, Indirect greenhouse gas emissions, market-based	49,141	9,071 ¹	12,751
Scope 2, Indirect greenhouse gas emissions, location-based	n/a	75,859 ²	79,292

¹ Figure has been revised retrospectively, please see the chapter 'Description of the report'

² Reporting has focused, year 2015 figure updated

EN17 OTHER RELEVANT INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT (TCO₂, TONNES OF CARBON DIOXIDE)

Sources of Scope 3 emissions	2014	2015	2016	Description	Figure includes:
Purchased good and services	94,695	86,338	85,195	Relevant, calculated	Elisa Finland and Elisa Estonia, paper- and e-bills, office paper, purchased products to sell and services
Capital goods	23,264	16,872	3,781 ¹	Relevant, calculated	Elisa Finland, purchased base stations
Fuel-and energy-related activities	8,813	5,228	5,117	Relevant, calculated	Elisa Finland and Elisa Estonia, emissions of fuel production of electricity used
Upstream transportation and distribution	1,469	554	1,456	Not relevant, calculated	Transportation of goods to Elisa and to our customers
Waste generated in operations	481	612 ²	868	Not relevant, calculated	Elisa Finland wastes
Business travel	1,925	1,579	1,998	Relevant, calculated	Elisa
Employee commuting	3,001	3,054	2,541	Relevant, calculated	Elisa
Upstream leased assets	0	0	0	Not relevant, explanation provided	Consumption in rented sites is calculated in Scope 2
Downstream transportation and distribution	0	0	0	Not relevant, explanation provided	Not relevant, Elisa is not selling transportation services
Processing of sold product	0	0	0	Not relevant, explanation provided	Not relevant, no processing of products
Use of sold product	22,828	11,483	13,935	Relevant, calculated	Energy consumption of customer´s devices. Electricity consumption of services is reported in Scope 2
End-of-life treatment of sold products	712	672	624	Relevant, calculated	End of life treatment of Elisa´s sold products
Downstream leased assets	3,415	4,277	5,603	Relevant, calculated	Elisa Finland, operators in leased
Franchises	0	0	0	Not relevant, explanation provided	Not relevant, no franchises
Investment	0	0	0	Not relevant, explanation provided	Not relevant, no significant credit management

¹ Only base stations to network is reported. The rest of the network equipments are reported in June to CDP report, please see the chapter 'Description of the report'

² The boundary of the calculation has changed, please see the chapter 'Description of the report'

EN19 REDUCTION OF GREENHOUSE GAS EMISSIONS¹ (TCO₂)

	2014	2015	2016
Emission reductions in service production	19,525	49,633	118,560
Ideal work solutions, scope 3	4,406	8,817	5,101
Computer rooms, scope 2	5,029	6,075	5,197
Reuse of products, scope 3	1,300	1,496	1,939
Electronic invoicing, scope 3	823	914	937
Emission savings in mobile network, scope 2	7,967	32,331	2,756
Usage of renewal energy, scope 2	n/a	n/a	102,630

¹ Additional information and calculation principles for Elisa's environmental responsibility report are available at: <http://elisa.com/corporate-responsibility/environment/emission-savings>

EN23 THE OVERALL WEIGHT OF WASTE BY TYPE AND DISPOSAL METHOD (TONNES)

	2014	2015	2016
Total waste amount ¹	878	964	1,339
Hazardous waste ¹	46	102	257
WEEE (Waste Electrical and Electronic Equipment) ¹	271	275	397
Recycling %	87%	83%	92.7%
Recovery %	13%	17%	7.2%
Landfill %	0%	0%	0.2%

¹ Amounts not available for Elisa Estonia

EN24 TOTAL NUMBER AND VOLUME OF SIGNIFICANT SPILLS

No spills in 2016

EN27 EXTENT OF IMPACT MITIGATION OF ENVIRONMENTAL IMPACTS OF PRODUCTS AND SERVICES (TCO₂)

	2014	2015	2016
Reduced customer CO₂ emissions ¹	30,971	32,313	37,527
Virtual conferencing	26,921	26,447	30,221
Cloud services	4,001	5,563	7,166
Reuse of mobile devices	49	303	140

¹ Additional information and calculation principles for Elisa's environmental responsibility report are available at: <http://elisa.com/corporate-responsibility/environment/emission-savings>

EN29 MONETARY VALUE OF SIGNIFICANT FINES AND TOTAL NUMBER OF NON-MONETARY SANCTIONS FOR NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

No non-compliances in 2016