

THE BETTER REPORT +

REPORT:
KUNGÄLV
MUNICIPALITY INVESTS
IN ACTIVITY-BASED
WORKING
ENVIRONMENTS
AND RE-USE

SUCCESS WITH CUSTOMERS CENTRE STAGE +



“Better use of raw materials”

“Success by putting customers centre stage”

“Being involved and making a difference”



Per-Arne Andersson,
CEO Kinnarps

2014 has been a highly successful year, having continued to put customers centre stage. Our CEO Per-Arne Andersson talks about how we are doing to create even better working environments for our customers.

Why does Kinnarps work with sustainable development? We want Kinnarps to flourish for many years to come and so need to produce solutions that are sustainable in the long term. Our desire to improve the working environment for our customers, our employees and our suppliers is the force that drives us. Our most recent customer survey shows that we have a close relationship with our customers, 90% are loyal to and satisfied with the Kinnarps brand, whilst 80% would recommend us to others. With this report, we want to show how we can be part of our customers' own sustainability work. Our aim is to increase the sense of well-being the people that use our solutions feel. We want to produce furnishings that promote pleasure and health, offering materials that are free of unnecessary chemicals. But we also want to help customers find a better way of using resources, to use less and re-use.

Does it pay to invest in sustainability? We use briquettes, made from the waste material we produce, to heat both our factories and parts of Kinnarps town. The alternative of heating our factories using oil, would have cost at least an additional SEK 1 billion since the beginning of the 1970s. Additionally, this process has reduced our emissions of carbon dioxide. This is just one example of how sustainable development also has an impact on our bottom line. In the future, we will need to take advantage of our employees' expertise to an even greater extent than we currently do. On many occasions, production em-

ployees are the ones who see new solutions and what sustainable investments may be required.

When looking back at 2014, what are you proud of? I'm proud that we take the different needs of a working day seriously. We now know that it is unhealthy to sit still for long periods. As an industry leader, we must be able to present more solutions and show new ways forward. That's why, during 2014, in many of our showrooms we have started to investigate and develop the positive effects of an activity-based environment and to see how that type of environment has an impact over time. During 2014, we also started a pilot project that sought to increase the life-span of furniture and to give older furniture a new lease of life. I'm excited to see how these projects develop. One of the biggest events during the year was moving part of our manufacturing from a factory in Germany to our production units in Sweden. This has streamlined our production processes and brought a higher level of sustainability as we are using fewer resources. However, it has come at a cost - the loss of jobs in the city of Minden.

What is the factor for success? Our customer promise, *Making life better at work*, builds on the commitment of our employees in their day to day activities. If only a tiny measure of our employees' passion reaches our customers then we will have succeeded. I'm pleased that our employee index has reached 64/100. It shows that our employees know that they have the capacity to work in a successful and efficient manner. Those of us who want to make life at work better have a desire to make Kinnarps an even better place to work.

What do you want to achieve in the long term? The best result would be having more customers asking for our help to develop and select our holistic solutions, experiences and advice as a part of their sustainability work. It will be an acknowledgement that we have succeeded.

“OUR TASK IS
TO MAKE LIFE
BETTER AT WORK
FOR CUSTOMERS,
OUR EMPLOYEES
AND OUR
SUPPLIERS.”

A BETTER DAY AT WORK IS THE START OF A CHAIN REACTION +



Making life better at work is about seeing the inner potential in everything - in you, your organisation and the world around you. It is the start of a chain reaction.

We create working environments that generate health, well-being and productivity. Pure materials and inclusive Scandinavian quality design are a good start.

When we help you and your organisation succeed, we also give society, the natural world and the earth's atmosphere a better opportunity to do the same.

We take responsibility for the entire chain. From raw materials and relationships to the way we design and manufacture our products. Together, we find solutions that create the greatest possible effect.

When you choose Kinnarps, you become an essential part of this chain reaction. Choosing quality solutions characterised by craftsmanship, cooperation and ergonomics means choosing a healthier, happier and more productive team. It also means a more successful and more sustainable business. Everything comes back to THE BETTER EFFECT.

A HEALTHIER ENVIRONMENT

An ergonomic working environment means healthier bodies and minds. This in turn leads to a healthier organisation and immediate environment.

PURE MATERIALS

Our working environments are characterised by the purity of the materials used. This means that they are responsibly produced, free from unnecessary chemicals and can be easily broken up for recycling.

REDUCE CONSUMPTION

Instead of buying, you can rent your furniture. It means reduced consumption and furniture that can be used several times, thereby increasing its service life.

RECYCLE

When furniture can no longer be repaired and upgraded, we help you recycle it - resulting in fewer consumed resources and a more sustainable effect.

INCLUSIVE DESIGN

We have always collaborated with ergonomists, designers and our customers to produce solutions that are tailored to the needs of people instead of vice versa. It enables the design to incorporate different requirements, abilities and perspectives in order to be intuitive and attractive, making solutions flexible and sustainable in the long run.

REPAIR AND UPGRADE

We're happy to help you repair and upgrade your furnishings. It means that we use materials for longer, save resources and reduce our negative impact on the environment.

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BEING INVOLVED AND CREATING CHANGE +

During 2014, we continued to develop our sustainability work. Head of Sustainability Tomas Ekström gives his views on how we are moving into the future.

You've worked at Kinnarps for a quarter of a century. What drives you?

I want to be responsible for my actions. I have immense personal commitment. I can be involved and create change. If I couldn't do that, I wouldn't stay.

When Jarl and Evy Andersson started Kinnarps in 1942, they wanted to make really solid furniture that would meet everyone's needs for many years. For them, making furniture that lasts in a resource-efficient manner was just plain common sense. Now, 70 years later, we're seeing the results of that philosophy.

Looking back at 2014, what are you most proud of?

We've put significant focus on the working conditions that exist in our sub-contractors. A serious situation in one of our suppliers showed that we hadn't done enough and so prompted us to increase our focus on these issues. In addition, increased price pressure has meant that we have recently had to start engaging the services of more suppliers based outside our immediate area, primarily in the Baltic States and China.

An audit highlighted major problems with one of our suppliers. These included serious issues such as forced labour, punishments, underage workers and poor evacuation procedures. As the problems were so extensive, we produced an action plan for improvements within 24 hours. Our initial decision was to get involved and make improvements. We are now seeing that improvements have been made in all areas. I'm proud that we acted in the way we did and immediately took the bull by the horns.

We updated our Code of Conduct during 2014. We now impose more stringent requirements on our suppliers, which also makes the process of follow-up easier. Our long term goal, to have a full 100% surveillance of all our suppliers, means that we have to follow-up how things are progressing, conduct even better risk analyses and identify which suppliers we want to collaborate with. We will be producing the action plan in conjunction with the roll-out of the new code during 2015.

We are at the forefront of the development of industry and product standards, both national and international, including those under development within the framework of the European standardisation organisation. For example, we have become involved in a more inclusive standard for work desks. For a long time, it wasn't necessary for these to be less than 67 cm high. This excluded 50% of the female population in Europe, who had to use footrests instead.

By being involved in Möbelfakta, a hallmark that imposes requirements on quality, the environment and social responsibility, we've been able to drive important issues in the industry. We're also heavily involved in the European Federation of Office Furniture, helping produce a new sustainability label for furniture and furnishings. We're working to bring areas such as chemicals, ergonomics, design, recycling and re-use under the umbrella of the label standard.

As far as we're concerned, it's all about futureproofing. In order for us to develop, the industry needs to develop as well. We can't achieve this alone. We must share our knowledge with colleagues in the industry and listen to their experiences. In this respect, we have no competitors.

I'm most proud about our unswerving ability to continually increase the proportion of products that are certified in accordance with FSC® – Forest Stewardship Council, a global standard for sustainable forestry. It means that less pesticides are used in the production of raw wood and that we take social aspects into account to ensure sustained profitability.

In connection with our commitment to FSC, and to my role as President of the Swedish FSC, we have examined the use of chemicals in forestry. The pine weevil is a small beetle, but it causes hundreds of millions of kronor of damage to the forest industry every year.



Tomas Ekström, Head of Sustainability, Kinnarps.

The use of chemical pesticides has been prohibited in FSC-certified forests for some time, but it has been possible to ask for a dispensation, which many forestry companies have done. In recent years, the FSC has imposed more stringent restrictions on these dispensations. At the same time, we have managed to bring environmental organisations together with the forest industries, which feels like valuable progress. The upshot of all this is that, during 2015, 80 million saplings will be planted that are protected mechanically rather than chemically. If we continue in the same vein, we should be able to have chemical-free forestry within three years. That's massive.

+ "THE INDUSTRY NEEDS TO SEE THE REAL VALUE OF THE RESOURCES THAT ARE AVAILABLE."

What are the biggest challenges facing the industry? More stringent requirements will be imposed on chemicals in the future. In order to safeguard the future and remain one step ahead of legislation, the industry needs to both follow the level that many quality standards currently set and also work proactively and find alternative solutions. For example, the LEED building certification imposes requirements on the quality of indoor air based on reactive measurements of how many chemicals furnishings give off. Instead, we need to proactively remove everything we don't want in our products from the outset. In the future, greater transparency in the chemical industry will be required in order to ensure that customers are better informed.

One of the major challenges facing the industry is to demonstrate the sustainability advantages of the products we sell instead of merely forcing prices down. In the future, success will not be guaranteed just by having the right office chair, but by having the right holistic business model. The market is currently awash with furniture and furnishings. What can we re-use and update before we recycle? The

industry needs to move from a use-and-discard approach to seeing the real value of the resources that are available. Put simply, being able to use old products in the production of new items will be a key factor.

What's next for Kinnarps?

For some time now, we've been offering services that contribute to extending the life of resources and re-using them, including furniture hire, spare parts sales and recycling points. In order to be able to re-use or recycle future products, both pure materials and designs are required. Ever since the 1950s, Kinnarps has been a role model for the circular economy. One example of this is the way in which our Origo desk was assembled, just like a set of Meccano. We're now looking at how we can create products that last in the context of a circular business model. We're also involved in a number of pilot projects that aim to identify business models for re-using furniture in a public sector context. We've received some tremendous feedback. Clearly, the trend towards re-use is gaining momentum. ▲



FURNITURE RE-USE IN THE PUBLIC SECTOR

Kinnarps participates in the "Hållbar industriell utveckling" [Sustainable industrial development] pilot project, working in conjunction with the Environmental Secretariat in the Västra Götaland region and the Industrial Development Center to find business models for re-using surplus furniture from the public sector. When public authorities make new purchases, there is a risk that fully serviceable furniture will end up on the rubbish tip - a waste of resources that flies in the face of current sustainability thinking.

As a market leader, it is important that we show the way ahead - towards more sustainable development and, with the experience we garnered from *remake*, we bring knowledge and expertise to the market. One of the things we have done is to produce two new desks and chairs by taking, re-using and freshening up models from our own range.

Once the project has been evaluated, our hope is that it will lead to more stringent requirements that furnishings bought by the public sector are recycled or re-used.

CIRCULAR MATERIAL FLOWS

We're also involved in the "Cirkulär affärsinnovation för regionala möbelflöden" [Circular business innovation for regional furniture flows] project together with Viktoria Swedish ICT AB.

A circular business model means that you stem the flow of new raw materials into the production cycle, e.g. by re-using old material, and by renting or leasing instead of buying new.

In this project, we are investigating how companies can create jobs, profitability and competitive production by substantially reducing resource use. We contribute our experience and knowledge as a producer, reseller and distributor. For us at Kinnarps, it is a wonderful opportunity to be involved and drive the furniture industry towards more sustainable development.

HUNDREDS OF WAYS TO INFLUENCE USING A CHAIR



DESIGN

Where others see a chair or a desk, we see hundreds of ways to work towards a more sustainable future. We continually strive to improve the entire value chain to the best possible effect.

IMPACT Through design, we set the criteria for resource use and how useable the product and solution will be. The fact that something can be adapted for as many people as possible and makes every day at work better. The fact that something lasts, can be updated, complemented and finally separated when it's time for recycling.

INITIATIVE We are continually working on improved ergonomics and inclusive design and have stringent requirements in respect of materials choices and construction. From the drawing board stage onwards, we ensure that the product is ergonomic and has a design that is fully inclusive. During 2014, we decided that all new products would fulfill the requirements of the Möbelfakta, NF Environnement, NF Office Excellence Certifié and GS environmental and quality standards. *You can read more about these standards on page 22.*

60%

RECYCLED MATERIAL (WASTE FABRIC AND PET PLASTIC) IN OUR RE-FILL MATERIAL.



RAW MATERIALS

IMPACT The production of wood, textiles, plastics, metal and electronic components constitutes a major part of the impact we have on the world around us. Sustainable forestry, a reduction of chemicals and plastics are just a few of the major challenges we face. Other challenges include working conditions in textile and electronics production facilities, the difficulty of ensuring high volume recycling, as well as issues relating to the mining industry and conflict minerals. *You can read more about raw materials on page 16.*

INITIATIVE In terms of the materials we use most, Kinnarps has come a long way. We use either certified wood or wood derived from sources we monitor. Textiles usually come in direct contact with the body, which is why we never accept fabrics that do not fulfill our stringent requirements. We have also made good progress in terms of metals and electronics - but we're not quite there yet. Aluminium and chrome are two metals that have a significant negative impact during production and breakdown. However, recycled aluminium is a good alternative, which is why we are increasing the proportion of it in our products. In respect of electronics, we need to exercise greater oversight over conflict minerals.

94%

CERTIFIED WOOD RAW MATERIAL.



PRODUCTION

IMPACT All production has an environmental impact to some extent. This takes the form of energy consumption, waste production and the emission of chemicals. In addition, the working environments in both our own production facilities and those of our sub-contractors also affects the overall impact.

INITIATIVE We avoid using substances that are hazardous to both health and the environment, using alternative solutions wherever possible. In terms of staining and painting wood products, we've managed to reduce the amount of VOCs - hydrocarbons that have been proven to damage both health and the environment - and are conducting on-going research to reduce the amount of these substances even further. We produce our own padding and have completely eliminated the dangerous chemical TDI. All padding in our furniture is free of flame retardant substances and azo dyes (which contain hazardous chemicals), and no production is freon-based. Powder coating of metals takes place in a sealed facility that does not emit substances into the atmosphere.

During 2014, we also updated our Code of Conduct. We now impose more stringent requirements on our suppliers, which also makes the process of follow-up easier. Our long term goal, to have a full 100% surveillance of all our suppliers.

95%

FROM HIGH RISK SUPPLIERS HAS BEEN INSPECTED.



SALES

IMPACT Our biggest impact in terms of sales is the solutions we recommend to our customer and how, by doing this, we contribute to their sustainability work.

INITIATIVE Taking good care of both economic and human resources affords major sustainability benefits. We have extensive experience and know-how about what creates a good working environment. We share this both when we collaborate with customers to produce better solutions and when we install or update these solutions. Around the world, we have showrooms where we can inspire customers with efficient and energising solutions for their own business. Many of our showrooms are ISO-certified, showing that we work systematically with quality and the environment.

36%

OF CUSTOMERS BELIEVE THAT KINNARPS IS A LEADER IN THE FIELD OF SUSTAINABLE DEVELOPMENT.



DISTRIBUTION

IMPACT Carbon dioxide emissions from the transport sector are major contributors to the greenhouse effect. On roads, tyres produce particles that are hazardous to health. The type of fuel used also plays a big part.

INITIATIVE We pioneered making direct deliveries to customers using our own furniture vehicles in order to reduce transport damage and to get direct contact with our customer base. By undertaking the installation of furniture on our customers' premises, they get greater access to our expertise. We now have our own optimised transport system that ensures that vehicles are loaded to match the delivery schedule. We maximise the transport efficiency by running loads in both directions and we maintain an optimum filling degree of over 90%. This means that we get fewer returns, produce less carbon dioxide and have more satisfied customers. We are always looking ahead, trying to find even better solutions, such as enabling our most frequently used trucks to travel between factories on biodiesel.

28%

REDUCED EMISSIONS OF CARBON DIOXIDE SINCE 2012.



USE

IMPACT People are affected by their working environment to a very great extent. Well-being in the workplace has always been Kinnarps' primary focus. The fundamental idea is that employees who feel good will do a better job. This results in a more successful and sustainable business.

INITIATIVE We have collaborated with ergonomists for many years to create inclusive furniture that adapts to people, not the other way around. We design for diversity so that everyone, regardless of their size, needs and abilities, can find furniture that fits their requirements. Through the Next Office-ABW concept, we offer activity-based solutions for a sustainable workplace over a longer period of time. We create comfortable noise levels with sound-absorbing products made from recycled material, which can be compared with other products via Acoustic Facts. We impose stringent requirements on our materials and avoid using unnecessary chemicals in order to improve indoor air quality.

90%

ARE SATISFIED AND RETURNING CUSTOMERS. 80% WOULD RECOMMEND US TO A FRIEND.



RE-USE

IMPACT Most resources are available in finite amounts, and how we use them constitutes a major part of our environmental impact. In a linear economy, fully functioning products risk being thrown on the rubbish tip. This particularly applies to furniture and other furnishings.

INITIATIVE By extending the service life of our solutions and re-using resources, we create raw material loops. This can be done in several ways. For example, we can upgrade, adjust or add parts to an item of furniture and a whole furnishing solution. We also offer a leasing option, where you can rent your furnishings. We offer to take care of customers' old furniture and re-use or recycle items. Remake - re-using parts of old furniture to create new furniture - is something that we're investigating in several pilot projects.

96%

OF OUR RESIDUAL MATERIALS GO EITHER TO MATERIAL RECYCLING OR ENERGY PRODUCTION.

EFFECTIVE SURFACES AND PEOPLE +

Previously, we went to work to perform a given task. Today it is often a place of collaboration and creative solutions and many of a company's best ideas are created during informal meetings.

Example organisations that have embraced this vision include Working-based WWF-UK (World Wildlife Fund) and Kungälv Municipality in western Sweden, who have exchanged their traditional office environments for a more activity-based workplace. And the effects have already become apparent.

ACTIVITY-BASED WORKPLACES

People alternate between environments in activity-based workplaces depending on what they have to do. Section seating can for instance encourage people to

come up with creative ideas, while tasks requiring full concentration need more private and quiet areas. Going from traditional to activity-based work is a transition that requires some willingness to change and can be a cause of frustration if not approached correctly. But done properly, there are great benefits in the form of reduced absenteeism and increased productivity in a more creative working environment.

Activity-based work can free up many traditional work desks. It also generates long-term health benefits, as staff working in an activity-based area move around more.

"Sedentary work is a known risk factor that causes many diseases," says Anders Lundahl, ergonomist at Kinnarps' occupational health care providers. It is unfortunately not effective to compensate for sitting down simply by doing exercise at lunchtime or in the evening. The so-called "active couch potatoes" who sit all day but train and stay in shape when they are not at work still run the risk of ill-health. We have to stand up and move about more often to feel well and stay healthy. For this reason, movement and activity must be made an integral part of the office culture.



Kungälv Municipality invests in activity-based working environment and reuse

WWF-UK VERY HAPPY WITH THE NEW WAY OF WORKING

When WWF-UK decided to build a new head office, their vision was to have a beautiful and sustainable workplace. The office would work in harmony with nature and also be a source of inspiration and enlightenment.

"We worked in close collaboration with Kinnarps to ensure all interiors and solutions met our stringent environmental criteria," says Karen Gravestock, Director of People & Place at WWF-UK. All products containing wood are either fully traceable in compliance with FSC or are FSC certified.

In efforts to achieve sustainability, Kinnarps was tasked with creating an activity-based interior solution. The 300 desks in the old office were replaced with 160 "free" workplaces which staff choose between each day, and social areas were given priority. When you reduce the number of desks, almost 50% in the case of WWF-UK, an office does not feel crowded, the opposite is in fact true. Instead of filling the premises with fixed desks that are mostly not in use, it was furnished with standing tables, sound-insulated sofas and section seating. It promotes the will to work and improves productivity.

"It's wonderful to see how quickly our staff have taken to the activity-based way of working," says Gravestock. "Within an hour of moving in, people had found a suitable spot and started working."

KUNGÄLV SHOWS THE WAY

Kungälv Municipality in west Sweden is another example of a successful transition to an activity-based working environment. The new town hall was ordered to comply with the "top grade" criterion in Miljöbyggnad's certification system, meaning that both the interior design and way of working had to be sustainable.

The municipality was used to fixed desks and traditional meeting rooms. But the collaboration with Kinnarps gave rise to the realisation that the settings could be used by everyone. The new office encourages movement. There are few desks available but many easy chairs, stools and pouffes. There are quiet rooms, conference rooms and different creative and informal discussion zones.

Initially, only one floor was furnished, where 30 people test-worked for 18 months. The positive effects could be seen almost straight away. A subsequent staff survey found that most people were satisfied or very satisfied

with the new way of working and the new environment. Today all six floors have been transformed.

"The change is incredible," says Development Manager Gun Zetterberg. "I've worked at Kungälv Municipality for 33 years, and the new approach feels incredibly liberating. To be able to take more responsibility, think outside the box and in a digital way. We had a conscientious manager who spent a lot of time getting us to understand the concept and the reason for the change. This was of great benefit."

REMAKE SAVES MONEY

A stocktake of the old town hall was first carried out as a part of the sustainability initiative. What items could be moved straight in? What furnishings could be made new again by remaking certain parts? What needed to be added?

By re-using and making new from old, the municipality has been able to both reduce environmental impact and make six-figure savings. Existing underframes and motors used in height-adjustable desks were reused and the desks were given new tops. Conference tables were also fitted with new tops and many task chairs got new armrests.

+
"THE NEW WAY OF WORKING IS EXTREMELY LIBERATING, TO BE ABLE TO TAKE MORE RESPONSIBILITY, THINK OUTSIDE THE BOX AND IN A DIGITAL WAY."

"Remake, taking old parts and using them in new products, is something we have worked with for a long time, says Dan Hermansson, key account manager at Kinnarps. And finally getting to do it on a large scale was a great experience. I walked in to see our fitters on site screwing together all the desks that had been given a new lease of life. It was a sight that warmed my heart."

ONE SIZE FITS ... NO ONE +

From the outset, Kinnarps' philosophy has been that the workplace should adapt to people, not the other way around.

It's about creating a flexible working environment that is attractive and inclusive, and which enables organisations to find and retain talent. This calls for inclusive design and will be a decisive success factor for the workplace of the future.

FOCUS ON DIVERSITY

People are now working much longer, with some workplaces employing as many as four generations.

"It's now more important than ever to furnish workplaces to meet the needs of a diverse range of employees," says Elisabeth Slunge, Brand Range Design Director at Kinnarps. "In order to get the team working at their full capacity, everyone needs the opportunity to fulfil their potential, irrespective of needs, age, sex, weight, height and language. Therefore, you have to begin from extremes, and not take a 'man in the street' approach when furnishing a workplace."

INCLUSIVE DESIGN

Kinnarps was one of the first companies to offer height-adjustable desks, a classic example of inclusive design. Today, most Scandinavians are used to being able to customise their workplace.

Adjustable task chairs should have an intuitive design that makes them easy to adjust and customise perfectly to the shape of the body. This is important in a modern workplace, where you move around many times a day.

A good noise level increases concentration and reduces stress. Impaired hearing is now the most common disability. There are many acoustic solutions that are designed to achieve a comfortable noise level, such as noise-absorbing panels for walls, chairs and desks, as well as noise-dampening desktops for school environments.

Lighting affects how active, calm or concentrated we are. Customising the colour of a desktop can make seeing it easier, and by marking the edges, you can see where an item of furniture begins and where it ends.

WORKING CLOSELY WITH EXPERTS

Kinnarps develops its products and furnishing solutions in close collaboration with researchers, architects, designers and ergonomists.

"We've always made furnishings that are tailored to the needs of the individual," says Elisabeth Slunge, "even if the concept of inclusive design is a new one. For example, when we produce a new task chair, we ensure that it is produced with the latest ergonomic research as a guide and that it has an intuitive design that makes it easy to adjust. We have an in-house physiotherapist who has been working with the team for many years and has listened to customers."

Understanding and listening to customers is a strong tool in product development."



Inclusive design will be a decisive factor for success in the workplace of the future



+ "IT'S NOW MORE IMPORTANT THAN EVER TO FURNISH WORKPLACES TO MEET THE NEEDS OF A DIVERSE RANGE OF EMPLOYEES."

"We are test pilots for our own products," says Slunge. "Everyone who works at Kinnarps has to understand the needs of users, both those who work on the factory floor and those who work in customer services."

SUSTAINABILITY IS PROFITABLE

According to Slunge, inclusive design and sustainability are not mutually exclusive.

"If you have a product that can be adjusted, re-adjusted and re-used in new ways, you avoid having to buy new. This produces a sustainable workplace and a more sustainable world."

Well-being in the workplace has always been Kinnarps' primary focus. When you make the day to day lives of employees easier, it results in greater happiness in the workplace and higher levels of productivity. It is 'workplace biology' - a positive spiral that enables more people who want to continue to work to stay in employment.

"In Scandinavia, we have a long tradition of focusing on working environments, primarily due to the fact that we have strong health and safety legislation," says

Slunge. "Employees are motivated when they have good working conditions for carrying out their work. It increases productivity and it has given birth to the phrase 'happy employees, happy shareholders'."

MYTHS ABOUT A GOOD WORKPLACE

Open plan offices have long been seen as the embodiment of a modern working environment.

"Research shows that open plan offices increase stress and actually reduce productivity. Human beings are social animals, but at times we need to work undisturbed," says Slunge.

Another myth is that you must have your own desk.

"The current approach to work means that individual desks are not necessary," says Slunge. "Sometimes you need to work at a desk, but just as often you find yourself sitting in groups and talking or brainstorming."

As a result, activity-based furnishing may be the solution. This approach only features shared work settings that each person can choose according to what they need to do. It may be difficult to let go of the idea of individual desks, and it may fall to management to implement this new way of working. However, if correctly implemented, it can create enormous benefits for the entire organisation.

"In our Next Office- ABW concept, we have taken a holistic approach to this and offer tailored, future-proofed solutions," says Slunge.

THE WORKPLACE OF THE FUTURE

Slunge's job is to continually look forward and ask: What will tomorrow's workplace look like? What challenges will we face and what opportunities will there be? For those who want to futureproof their workplace, Slunge emphasises three things:

Firstly, technical development. Flexible environments that are adapted to different tasks and compatible with new technologies will provide better criteria for the new forms of collaboration that are now required.

"We are no longer tied to the workplace in order to work. However, we do need a place for creative and productive collaboration, to meet, to exchange ideas and to be energised. Flexible furnishing and inclusive design make the workplace inviting for those who would have otherwise worked from home."

Secondly, sustainability requirements. It is no longer enough to state what you have done before customers come into the picture. You now also need to show what the effects of use and re-use are.

"We're seeing a much higher level of awareness in respect of sustainable development," explains Slunge. "It is being increasingly demanded and expected by both users and buyers. It imposes stringent requirements on the industry to show how companies contribute to customers' sustainability work."

Thirdly, Slunge emphasises the importance of diversity in design.

"There is just no way of avoiding it, products and interior design solutions that work to meet different needs and criteria are key to a futureproofed workplace. In this respect, we are involved and are a driving force behind the development." ▲

A PURE INVESTMENT +



Pure materials without unnecessary chemicals produce a better indoor climate and a better environment to be in

Most of us spend a great deal of time in our workplaces - sitting on task chairs, meeting chairs and sofas, or standing at desks, meeting tables and other furnishings.

The materials we surround ourselves with have an enormous effect on us. At Kinnarps, we have a long tradition of using pure materials in our furnishings wherever possible. When we talk about pure materials, we mean the entire chain - from the choice of raw materials and the conditions in which those materials have been produced and how they affect us when we use them, to how easy it is to recycle products as their service life gradually comes to an end.

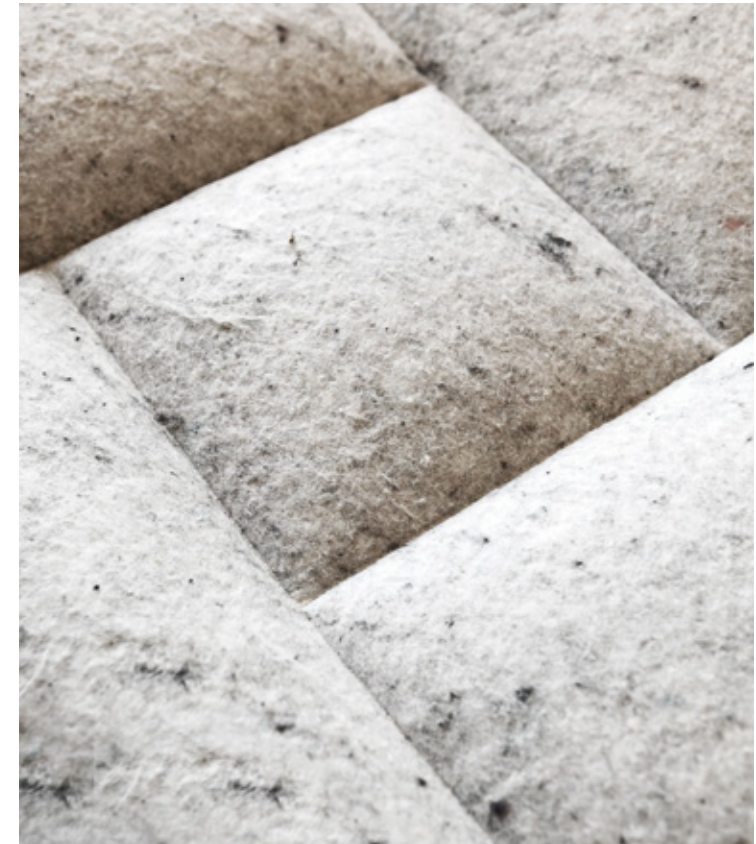
As a market leader, we have a responsibility to offer sustainable

solutions and to spread knowledge about how a better working environment can promote health, well-being and productivity. Choosing furnishings that are made from pure materials is not just good for the world, it is also a pure investment.

ENTIRE VALUE CHAIN

"Pure materials" covers all parts of the lifecycle of a product, from drawing board to recycling. Before producing a new product, we must look at the entire value chain: How are raw materials produced?

Our Re:fill material contains only recycled PET plastic, together with waste fabric and Oeko-Tex®-marked polyester melt fibre



**+
"FURNISHING THAT IS MANUFACTURED FROM PURE MATERIALS IS NOT JUST GOOD FOR THE WORLD, IT IS ALSO A PURE INVESTMENT."**

Is the wood obtained from responsibly managed forests? Is the fabric treated with a flame retardant that contains unnecessary chemicals? Is the plastic guaranteed to be phthalate-free?

It is our responsibility to ensure that raw materials are produced in socially acceptable conditions where those working in the factories enjoy good working hours, salaries and insurance.

We are proud to have been involved in the production of the national forest standard for FSC in Sweden. In Sweden, policy is based on voluntary responsibility, making FSC less powerful than it is in other countries. This makes it particularly important for us to continue to impose more stringent requirements on things such as biological diversity. Therefore, it is particularly pleasing to see the clear results in FSC's 2014 report that indicate improved biological diversity in certified forests.

We are always looking for the opportunity to use recycled materials wherever possible. We use for instance waste fabric in our noise absorbers and recycled metal in our desk underframes. When a product is designed, we ensure that it can be recycled, e.g. by using materials that can be taken apart and separated.

RE-USE

One of the materials we use the most is wood. It is a fantastic natural material that creates a pleasant environment that feels warm even when it is cold inside. It is also one of the few materials that can grow and be renewed. We ensure that we take a sustainable approach through all phases of the life of wood, from production to use and re-use. In this way, all raw materials production - including wood, which is a renewable resource - has a negative impact on the environment. Therefore, we must use production methods that affect the climate as little as possible. The wood we use must come from sustainable forestry that is either certified or subject to strict requirements and has a monitored origin. We are always increasing the proportion of FSC-certified products, which also means less pesticides and fairer work conditions in production.

In this phase, design plays an important role. During the development stage of a product, a sustainable design is required so that manufacturing can be done as resource-efficiently as possible.

Wood products store carbon dioxide for the duration of their entire service life. As long as wood furniture is used, it will be an important issue for the climate. Good quality

furniture lasts for many, many years, extending the storage time of carbon dioxide

A good working environment has a healthy indoor climate, free from unnecessary chemicals. Because of this, we impose very stringent requirements on all forms of surface treatment for our wood products.

We are seeing increased awareness of, and demand for, re-use. It challenges us to always be better by asking ourselves: How can we extend the life of this product using as few resources as possible? Can we close the raw materials loop?

More and more companies are using old material when manufacturing new products. It is an area that is experiencing rapid growth, and we are running several projects under the umbrella of *remake*.

For customers who want to completely replace their furnishings, we offer to take responsibility for their old furniture.

When an item of furniture reaches the end of its life, we make sure that it can be recycled in the best possible way. Even at the drawing board stage, we ensure that the different materials can be easily separated and recycled individually. This closes the circle and a new ecocycle can begin. ▲

BETTER RAW MATERIALS

Wood, metal, plastics, textiles, electronics and chemicals are the raw materials we use the most in our furnishings. They affect the three environmental areas we prioritise in various ways: climate, biological diversity and chemicals. Therefore, we are particularly anxious to ensure that we are always improving production.



 **94%**

CERTIFIED WOOD RAW MATERIAL (FSC, PEFC) OF TOTAL PROCURED WOOD MATERIAL.

WOOD


Wood is one of the few materials that is 100% renewable. Kinnarps was involved and produced the first forest standard for FSC in Sweden, and continues to be involved in its development.

The wood used in our products is either FSC-certified or comes from a source that we monitor. Access to certified forest has increased, but remains inadequate. The objective is that all wood shall be FSC-certified by 2020.

The surface treatment of our wood products is strictly regulated in order to have as little environmental impact as possible. Kinnarps is a member of GFTN (Global Forest and Trade Network) – WWF's corporate network for responsible forestry. We have established an action plan to increase the proportion of FSC-certified material.

You can read more about GFTN at: www.panda.org/gftn



 **60–90%**

PROPORTION OF RECYCLED CAST ALUMINIUM.

METAL

Aluminium has a significant negative impact on the environment when it is broken down, but can be recycled almost as many times as you like. In cast aluminium, we can use a higher proportion of recycled material.

We use recycled material in our frames and underframes to the greatest possible extent. When applying surface treatment to metal, we primarily use powder coating, which has a low environmental impact. It is done in a sealed facility so that no substances can leak out into the atmosphere.

In the case of screws and fittings on furnishing that are exposed to significant wear, the durability requirements are particularly stringent. In these contexts, it may be justifiable to offer a chrome-plated version as it increases the service life of the product. However, in such cases we only use trivalent chrome, which is less damaging to the environment and health than hexavalent chrome. Surfaces that have long term direct contact with the skin never contain chrome or nickel. We impose requirements dictating that metals must not be mixed in order to facilitate recycling. Metals cannot currently be traced.



 **2 out of 3**

TEXTILES IN OUR RANGE ARE CERTIFIED WITH THE EU ECOLABEL OR OEKO-TEX®

TEXTILES

We offer several durable and natural materials such as hemp, recycled jute and wool. Wool is also naturally flame-retardant - a fantastic example of nature exceeding chemistry. We also use polyester fabric in which the structure of the fibres replace chemical flame protection. One of our most commonly used polyester fabrics (Xtreme Plus) is made of 100% recycled polyester. We never use flame retardants that are bromated or contain polypropylenes. They accumulate in fat cells and remain in the body for a long period of time.

Since the end of the 1990s, we have worked on fabric requirements in order to be able to offer sustainable and safe products and to ensure that workers enjoy a healthy working environment. Two out of three fabric types are certified either in accordance with Oeko-Tex® or EU ecolabel.

All the leather we use is tanned using vegetable-based methods. However, we do not currently have oversight over all animal management. We will need to impose clear requirements in the future.



 **2008**

WE STARTED TO MANUFACTURE OUR OWN PADDING.

PLASTIC

Producing plastic from oil involves the consumption of a limited resource. Combustion of worn out plastics contributes to the greenhouse effect and may also lead to air contamination.

Plastic features in the padding used in almost all seating furniture. We mould our own padding in Skillingaryd and have chosen to completely remove the harmful isocyanate TDI and replace it with the less hazardous chemical MDI. The plastic parts we use are type marked in order to facilitate recycling. PVC and phthalates are not used in our products (except for the plastic elements of electrical components), and plastic components are PFOS-free.

It is currently difficult to use recycled plastic to any great extent in our products as there is insufficient pure plastic of the same type. However, our Re:fill material contains only recycled PET plastic, together with our own waste textiles and Oeko-Tex®-marked polyester melt fibre.



 **2008**

WE STARTED TO IMPOSE COMPREHENSIVE REQUIREMENTS DURING PROCUREMENT.

ELECTRONICS

Electronics contain metals and chemicals that can cause environmental and health problems associated with extraction, production, use and final processing. Extraction of metals usually has a major environmental impact. During use, we risk being exposed to evaporating chemicals.

It is important to recycle electronics in order to deal with valuable materials and to avoid dangerous metals and chemicals spreading. The EU has banned the export of hazardous waste to developing countries, but despite this there continue to be major problems with electronic waste being shipped out without first being processed.

We require that products are CE-marked and that suppliers comply with the EU RoHS directive, which bans the use of lead, mercury, cadmium, hexavalent chrome and flame retardants PBB and PBDE in electronic products. We will also impose specific requirements on minerals that risk coming from conflict areas and war zones.



 **16%**

REDUCED CONSUMPTION OF SOLVENT SINCE 2012.

CHEMICALS

Chemicals are everywhere - from our own bodies to children's toys. Some of them are essential to life, but many have a directly negative impact. At present, more than 100,000 chemical substances are used within the EU. Only a small proportion of them have been investigated and evaluated, taking into account how they affect health and the environment.

In terms of the chemicals we use at Kinnarps, we've made a lot of progress, but we're not quite there yet. Because we know far too little about how large amounts of chemicals react together, we always try to apply the precautionary principle and remove any unnecessary chemicals. One of the things we have done is to produce a new method for UV painting, reducing the use of solvents. We have also replaced chemical flame retardant in certain polyester fabrics where the structure of the fibres constitute natural protection against flame.

MILESTONES

Since Kinnarps' inception, our focus has been on finding solutions to achieve the best possible effect - and to have the smallest possible impact on the environment.

1942 An old motorbike is converted to both a trailer and a machine in the factory. Right from the outset, it has been necessary to use the resources that were available.

1952 Collaboration begins with customers' ergonomists in certain projects. Since then, this collaboration has been developed and ergonomics is now a natural part of the production development process.

1959 A dedicated transport system is introduced, which now maintains a high load efficiency in both directions of travel' blankets are used instead of single use packaging.

1977 Manufacturing of briquettes from waste begins. Since 1982, these briquettes have also been used to heat premises in parts of the town of Kinnarp.

1980 UV painting replaces solvents.

1989 Production of height-adjustable desks begins.

1997 The first environmental report is published.

1997 Kinnarps is environmentally certified in accordance with ISO 14001.

1997 Kinnarps offers customers a recycling service for their old furniture.

2002 Kinnarps becomes FSC-certified and the first FSC-marked product reaches the market in 2004. The company launches its first FSC certified products as standard in 2013.

2007 A cutting program optimises textile resource use.

2008 In-house manufacture of padding and Re:fill introduced in our products.

2009 Code of Conduct introduced for suppliers, updated in 2014.

2011 Offers activity-based offices through Next Office-ABW.

2014 Remake of old products into new ones.



KEY FIGURES

Unless otherwise stated, the report covers the entire Group, including our production units in Sweden and Germany, as well as our sales subsidiaries.

RESOURCE OPTIMISATION THROUGH FILLING DEGREE IN OUR OWN VEHICLES*

* Kinnarps-owned transports.

ANALYSIS AND FOLLOW-UP

Thanks to careful planning of deliveries, we can maximise load efficiency. We ensure that we pack to complement the delivery schedule and always plan the most optimal transport route. We use blankets and cardboard for packaging, which means that we can pack shipments

really tightly. This system has been optimised over several years. Now that we have gone as far as we can, it is time to also systematically follow up the return transports for which we can increase the filling degree by taking more materials from suppliers back to the factories.

90%

FILLING DEGREE, 2014

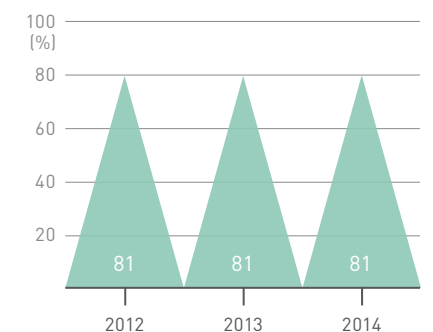
RESOURCE OPTIMISATION BY TEXTILE USE*

* Production in Skillingaryd.

ANALYSIS AND FOLLOW-UP

Proportion of material used during the cutting of fabric has been approx. 80% in the last three years, thanks largely to our automated optimisation program. It is a comparatively high level. The principal factor affecting the level of use is the shape of the products and the volume of products that is manufactured at the same time. Waste

fabric is currently sent to recycling or re-used in our noise-absorbing products. We are now looking to develop new products in which waste fabric can be incorporated. We continually update our machinery and optimisation programs in order to ensure that we are always at the forefront of development.



KNOWLEDGE OF KINNARPS' ENVIRONMENTAL WORK*

* 2,267 interviews conducted in Belgium, Denmark, France, Germany, Hungary, Norway, Poland, Sweden, Switzerland and the United Kingdom.

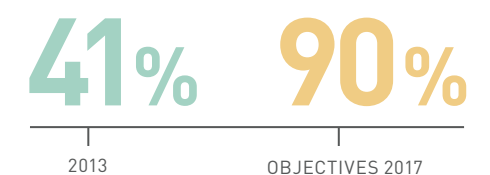
ANALYSIS AND FOLLOW-UP

We can say that we have not adequately got the message across about our environmental work as half of the respondents knew nothing about it. However, we can see that those customers who do know about our work believe that Kinnarps is in the vanguard when it comes to offering solutions that take the environment into account.

At Kinnarps, we continually work on turning the working environments

we create for our customers into a driver for positive effects for both customers and the environment. We take responsibility for the entire chain for the products and solutions we offer. At the same time, we have to be more clear in our communication and better at getting across the message about what we do and what effects our solutions can have.

OBJECTIVE By 2017, 90% of our existing and potential customers shall be aware of our sustainability work.



CUSTOMER SURVEY: NET PROMOTOR SCORE*

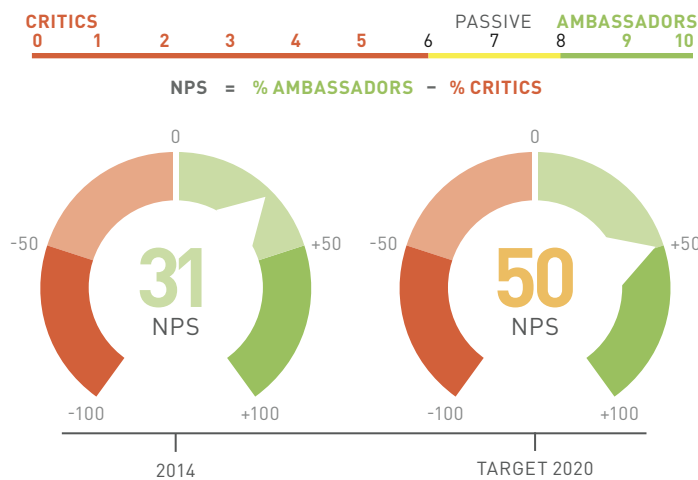
* Markets in Sweden, Norway, Denmark, Poland, the UK, France, Switzerland and Belgium.

ANALYSIS AND FOLLOW-UP

The Kinnarps customer satisfaction survey (based on 1,175 responses) shows that our customers are happy to stay with us. 36 % have been customers for 10 or more years. The survey gave us a *net promotor score*, NPS, of 31. That can be regarded as a very good result. As a comparison, an NPS above 0 is regarded as good, whilst an NPS of between 0 and 10 is normal. Very high performing companies have an NPS over 50. Our objective for 2014 was to reach 30. In the long term, our ambition is to achieve an NPS of 50. In order to achieve

this objective, we have local action plans and the results are followed-up centrally using a *balanced scorecard*. We are also working to refine the questions in forthcoming surveys in order to obtain even more detailed information and, in doing so, improve customer satisfaction even further.

OBJECTIVE To have an NPS of 50 by 2020.



EMISSIONS OF CARBON DIOXIDE EQUIVALENTS (TONNES)*

* Production in Kinnarp, Jönköping, Skillingaryd, Worms, (Minden 2012). For 2014 also ISO-certified sales offices in Sweden, Norway and France. In accordance with Greenhouse Gas Protocol scoop 1 and 2. www.ghgprotocol.org

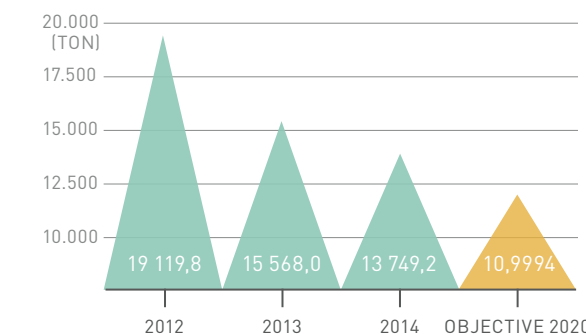
ANALYSIS AND FOLLOW-UP

Our transports have been streamlined through the application of a more flexible logistics system with co-deliveries and use of a transport hub. Our emissions from transports have increased as we are now running more routes. The fact that we have been able to increase the number of re-transports is a real boon, but it has also meant that the routes, and thereby emissions, have increased slightly. Several vehicles will be changed for new lower emissions vehicles.

In the production facilities, energy

meetings are held on a regular basis, which aim to reduce energy consumption for heat, electricity and ventilation. In the factory in Worms, we have streamlined production by reviewing compressed air going to machines and replacing light sources. Production in Minden has been relocated to Sweden. Several sales offices have reduced the size of their premises and switched over to more energy efficient lighting.

OBJECTIVE By 2020, to have reduced emissions by 20% compared to 2014.



PROPORTION OF CERTIFIED WOOD RAW MATERIAL OF TOTAL WOOD RAW MATERIAL PROCURED*

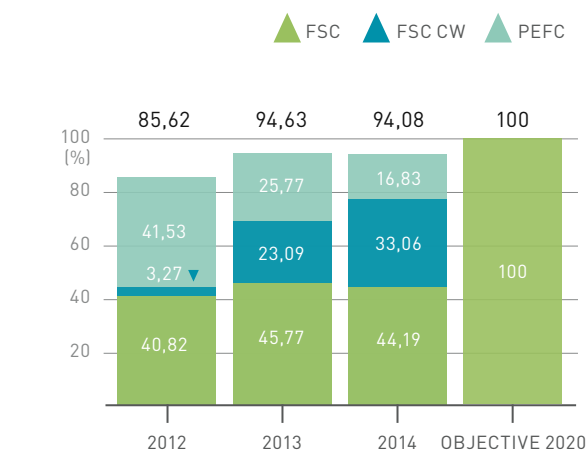
* Wood raw material in Kinnarp. (The unit is certified in accordance with FSC and processes approx. 90% of wood raw material.)

ANALYSIS AND FOLLOW-UP

Since 2011, we have been able to increase the proportion of certified wood from 63% to 94%. The high proportion of certified raw material now means that we can FSC-mark many of our products. We want to be an industry leader within responsible forestry and will continue to work to increase the proportion of certified wood in our products. The proportion of wood from FSC-certified forest has been on a relatively even level for the past three years, which is primarily due to limited access to FSC-certified material. Therefore,

we also use material that has the FSC Controlled Wood markings, which comes from monitored sources, and the PEFC marking, which is another forestry certification. We are seeing increased awareness in the industry of responsible forestry and believe that we will be able to increase the proportion of wood sourced from FSC-certified forests as access to this timber increases.

OBJECTIVE By 2020, all wood raw material bought and sold under the Kinnarps brand will come from FSC-certified forests.



CONSUMPTION OF SOLVENT (VOC) (TONNES)*

* Production in Kinnarp, Skillingaryd, Worms, (Minden 2012).

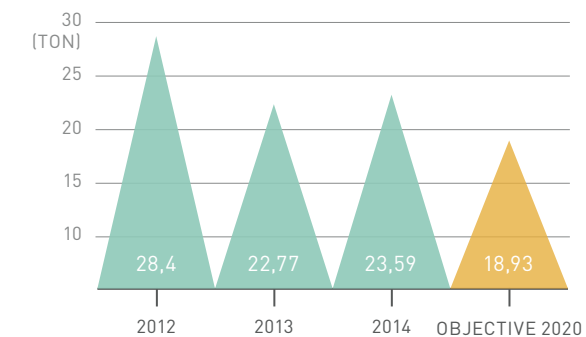
ANALYSIS AND FOLLOW-UP

We are always trying to reduce the use of solvents in production. In our factory in Worms, we have made technical changes that have reduced the need to clean using solvents. This, combined with the fact that we have replaced certain substances, has result in reduced use of VOCs, even if there remains a little way to go if we are to achieve the objective. However, there has been a temporary increase as new customer projects and technologies have been tested, meaning that

machines have required cleaning more frequently. But in the long term, use will continue to reduce.

In Kinnarp, we have started a project to reduce the use of dish thinner. The aim is to achieve a reduction of 30%. In our Skillingaryd factory, we will replace the solvent-based glue we currently use with one that is water-based.

OBJECTIVE By 2020, emissions of VOCs have reduced by 1/3 compared to the base year of 2012.



PROPORTION OF TOTAL WASTE SENT TO RECYCLING*

* Production in Kinnarp, Jönköping, Skillingaryd, Worms, (Minden 2012). ISO-certified sales offices in Sweden, Norway and France.

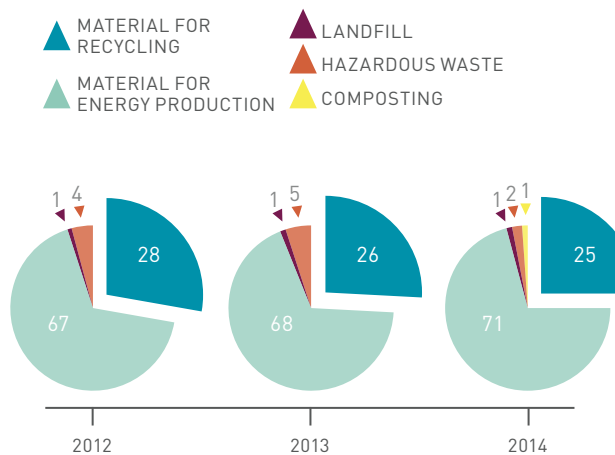
ANALYSIS AND FOLLOW-UP

We have developed our sorting and segregation over a long period of time, and this has delivered results. Today, 96% of material goes either to recycling or to energy production through combustion (the largest proportion).

In the factories, wood-based waste is processed and compressed into briquettes, which are then used to heat the factories and also parts of the local community of Kinnarp. The proportion of waste sent to landfill consists primarily of ash produced by briquette combustion. The amount of waste sent to

material recycling has remained at a relatively constant level, but has fallen off as the amount of material sent to energy production has increased. We want to maintain our high level of recycling and believe that we can find ways of being more thorough in our sorting processes. We are now offering customers a service to recycle their redundant furniture and are working to find models for extending the service life of an old product.

OBJECTIVE By 2020, 30% of all material we send out shall be recycled. In the long term, no waste shall be sent to landfill.



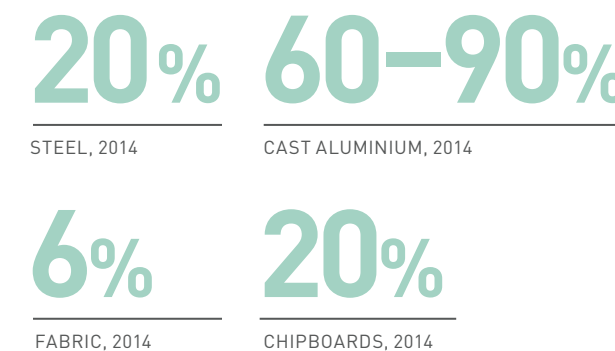
RECYCLED MATERIAL IN PRODUCTION*

* Procurement of raw materials for production units.

ANALYSIS AND FOLLOW-UP

Recycling materials and using the earth's resources well, is a no-brainer for us. Of the steel we use, an average of 20% is recycled, and the corresponding figure for cast aluminium is 60-90% depending on the supplier. Although demand for recycled fabric has increased, quality is an important aspect of sustainability for us and there are often shortcomings in the durability of dyes. It is also difficult for recycled plastic to fulfill our environmental and quality requirements. However, the following can

be used in smaller quantities: our Re-fill material consists of 40% waste fabric and 20% recycled PET plastic. We believe that interest in recycled material will increase even more, particularly in respect of aluminium. As technology develops, we will also start to see more recycled textiles. At present, 2 out of 32 fabric types contain recycled material. One of these contains 14% and the other contains 100% recycled material. We will produce a strategy for increasing the proportion of recycled material and systematising information.



PROPORTION OF TOTAL PROCUREMENT (IN SEK) WHERE THE CODE OF CONDUCT HAS BEEN FOLLOWED-UP BY AT LEAST ONE AUDIT*

* Entire Kinnarps range.

ANALYSIS AND FOLLOW-UP

Several of the inspections we have carried out concern new suppliers we believe will increase their procurement volumes over the coming years. This year, we will continue to audit new suppliers, suppliers that do not satisfy their undertakings and the suppliers we believe constitute a high risk. We also prioritise suppliers of materials that form part of our products.

In the case of high risk companies, compliance is checked by conduct-

ing on-site audits. All suppliers in south-east Asia are classified as high risk and all, with the exception of one supplier, have been subjected to an on-site audit. However, these high risk suppliers constitute only a small proportion of the total number.

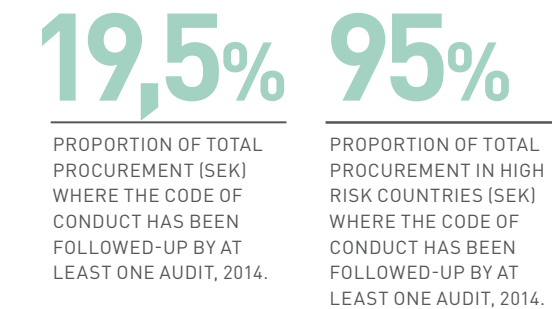
EMPLOYEE INDEX (EI)*

* Employee survey for Kinnarps AB (production units and head office) and sales subsidiaries in 10 countries.

The survey indicates an employee index of over 60, which means that good standards exist to work in a successful and efficient manner. It's a good result, but we don't just focus on that figure, we have also analysed our strengths and weaknesses. For example, we can see that one of our strengths is that our employees understand and believe in our fundamental values, whilst we must work more on communication between managers and employees. Each team and manager is given an analysis of

their strengths and weaknesses and draw up an action plan for their department. It is a constant process of improvement and we are always striving to improve both total EI and the results for each team in order to be sustainable in the long run. Our next objective is to achieve an EI of 68.

OBJECTIVE By 2015, all work groups shall have as positive an EI as possible above 60 on a scale of 0 - 100. The strategic objective is to have an EI of 68.



LABELLINGS

In order to stay a step ahead of legislation, we ensure that our new products fulfill the requirements of the following environmental labels: FSC®, Möbelfakta, NF Environnement and GS.



FSC® A responsible forestry management label. It means environmentally-adapted, socially responsible and economically sound use of the world's forests. FSC®C010544, www.fsc.org



NF ENVIRONNEMENT The only official environmental label for furniture in France. Covers product requirements in respect of quality and environment, and producer environmental requirements.



MÖBELFAKTA A Swedish furniture label that has a clear focus on sustainability. It covers product requirements within the areas of quality, environment and supplier requirements for social responsibility.



GS (GEPRÜFT SICHERHEIT) A German quality label for furniture that covers European legal requirements in respect of safety and, in certain cases, imposes more stringent requirements than those dictated by law.

YOUR WORK IS THE START OF A CHAIN REACTION+

ACTIVITY-BASED

A section of seating that encourages creative work or a separate reading corner for concentration. Choosing where you work during the day depending on what you need to do frees up lots of working space, provides long term health benefits and increases productivity in a more creative environment.

A GOOD WORKING ENVIRONMENT DELIVERS MORE

We create tailored working environments that give you a better opportunity to do a good job and, at the same time, give the community, the natural world and the atmosphere better opportunities to grow and flourish.

BIOLOGICAL DIVERSITY

We use either certified wood or wood from sources on which we impose requirements and monitor. This provides better criteria for biological diversity and a better environment for those who live off or in the forest.

RE:FILL

Our noise absorbers are made from waste textiles from the Kinnarps factory in Skillingaryd and recycled PET plastic in order to reduce resource use.

NO PACKAGING

We optimise our logistics and use our own blankets and cardboard sheets as packaging material. These are re-used until they are unserviceable and are then converted to briquettes for heating instead.

WASTE BECOMES HEAT

Surplus wood from production is compressed into briquettes that heat not only the entire plant, but also premises in the community of Kinnarp.

THE ENTIRE CHAIN

We take care of the entire chain - from how we extract raw materials, build relationships and design and produce products, to how we work together finding solutions to achieve the best possible outcome. This means that we can use our resources in the best way and influence our impact on the environment.

