

MAM

The joy
of being a family



Sustainability Report
2015 & 2016

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milestones

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have passed since
our first soother
came onto the market.
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the meantime – with
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quite a lot!

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We want to make babies and parents happy

This has been the focus of all our thoughts and actions here at MAM* for over 40 years now. That we are on the right path with this mission is demonstrated by the global success of our products and the growth of our company: In the past few years, we have opened up many new countries and markets and continue to develop on a permanent basis. This development process is, of course, not yet finished. Like our little consumers, the babies, we continue to grow, learn constantly and use new skills and even more know-how. We are curious, like to try things out and look with confidence toward the future. This has a direct impact on our economic success, our products, our relationship to the environment and our social relationships, as shown by the four chapters of this sustainability report.

MAM is growing – and our responsibility grows with us

Development at MAM is also accompanied by major challenges. We need to think about how we can satisfy the ever-increasing demand for our products and at the same time guarantee quality and delivery reliability. Changes in society, for example through globalisation and digitisation, have an impact on our stakeholders and therefore directly on our company. We also have to consider our corporate culture, since the more countries, locations and employees are

involved, the greater and more diverse the MAM family becomes. In short: With the growth of MAM, our responsibility also increases. We also take this into account here in our third MAM sustainability report.

Our CSR reporting is outstanding...

In the report for 2013 and 2014 we closely examined the life cycle of our products. We were able to show that environmental and social responsibility at MAM regarding the development of our products, their production, the transport and use all the way to disposal counts. We managed to achieve a balancing act between an easy to understand and entertaining magazine and a professional sustainability report. This concept not only enthused our stakeholders, but also the juries from competitions that have awarded our publication many times over (see pg.18). We want to build on this success.

...and sustainability is part of our strategy

In the current report for the period of 2015 and 2016, we discuss the development of MAM in the past, present and future, and show which sustainable measures we have already implemented and those we are working toward. The report is based on the new Standards of the Global Reporting Initiative

FEEDBACK

How do you like the 2015 & 2016 MAM sustainability report? Is there anything you'd like to tell us?

We look forward to your feedback on csr-team@mambaby.com

*For easier reading, "the Bamed/MAM Group" is shortened to MAM.

(GRI) and thus fulfils all the criteria of a contemporary report. We also address current global challenges: Our targets for sustainability are based on the global goals for sustainable development set by the UN (see pg. 9). We are also part of the Austrian network of the UN Global Compact, a worldwide pact between the United Nations and businesses, to make globalisation more social and ecological. As you see, we take sustainability very seriously. This is why it is also anchored in our corporate strategy.

Baby health and product safety is everything for us

What are you going to find on these 60 pages? Something on all key MAM issues related to sustainability during the reporting period of 2015 and 2016. However, we did not define these alone. We also surveyed our stakeholders (see pp. 10–11). There are two things most important to them: the health of babies and the safety of our products. We agree without exception! This is also the prerequisite for us to successfully complete our mission – to make babies and parents happy.

We've already achieved quite a lot...

We are constantly striving to ensure the quality of our products, go beyond legal standards (see pp. 24–26) and put our plastics expertise to work (see pp. 30–31). The fact that research and development are paying off at the highest level can be seen, for example, with our MAM Perfect, which has recently been proven in an airtight, long-term study (see pg. 28). We think about all

our activities on a long-term basis and incorporate environmental protection into everything we consider. The best example is our new energy-efficient factory in Kabin Buri, Thailand (see pp. 36–38). You can read about this and other sustainability measures in this report. And because our employees know best what makes MAM tick, what we do and why we do it, they are represented on nearly every page – from the cover that shows MAM parents with their children and throughout the report with individual articles in which they have their say. The worldwide success of MAM is above all to their credit – and for that we thank them very much!

... and we will be there for babies in the future

MAM will continue to grow and develop in the future. As corporate management we're not just running CSR up the flagpole, we are also living up to sustainability. And there is one constant at MAM from which we do not stray: We want to be there for parents and babies, to listen to them and make their lives happier and nicer with our products and valuable services. Because babies are our future, and what could be more responsible than working for their health and safety?



Peter Röhrig is the founder of MAM



Niklaus Schertenleib is the chairman of the Bamed/MAM Group

Peter Röhrig,
MAM Founder

Niklaus Schertenleib, Chairman of
the Bamed/MAM Group

An introduction to MAM

Product range



Soothers

They are developed with medical experts and designers and produced in many sizes.



Bottles & cups

MAM bottles are available for every baby age and in different styles.



Oral care & teethers

They ensure perfect cleaning and promote the positive development of babies' teeth and jaws.



Breastfeeding

Practical breast pads, breast pumps etc. make everyday life easier for mothers and offer maximum comfort.



Eating

Our colourful Learn to Eat products are perfectly suited to the skills and learning behaviour of babies and young children.



Cleaning & sterilising

Functionality is a big priority with our cleaning products.

MAM Group

locations

OFFICE LOCATIONS

- **Wollerau, Switzerland:**
International sales and production coordination
- **Vienna, Austria:**
International marketing and design centre
- **Siegersdorf, Austria:**
Research & Development

- **Europe:** France, Germany, Greece, Hungary, Italy, Spain, Sweden, UK
- **North America:** USA
- **South America:** Brazil
- **Asia:** China (from 2017)

PRODUCTION CENTRES

- **Vaskeresztes, Hungary:**
MAM-Hungária Kft.
- **Hat Yai, Thailand:** Thaimed Babyproducts Co. Ltd.
- **Kabin Buri, Thailand:**
Thaimed Hightech Co. Ltd.

MAM products are sold in about
60 countries
on all
5 continents
(end of 2016)

TOP 5 COUNTRIES (TURNOVER):
FRANCE, GERMANY, SWEDEN, UK, USA

Facebook members worldwide:

1,500,000

MAM Club members worldwide:

600,000

MAM employs

930

people

worldwide of which

76 % are women

and

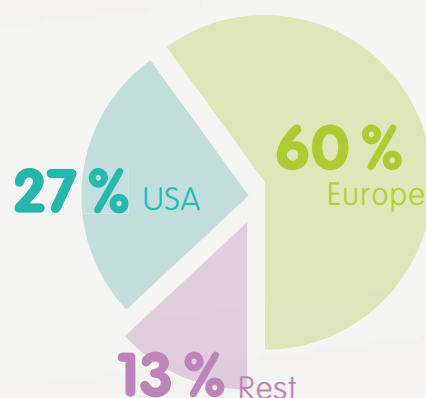
24 % are men.

MAM is part of

9 sustainability initiatives
and **8 international scientific**
and **standardisation**
committees

We work with more than
20 medical partners worldwide
to develop our products.

Turnover



We are the market leaders for soothers in Brazil, Chile, Denmark, Finland, France, Israel, Norway, Austria, the Czech Republic, Sweden, Switzerland and the USA

If all of the soothers produced in one year were placed end to end, it would result in a chain

2,600 km

long. That's the distance between Rome and Oslo.

2 MAM products are sold
every second.

We work for families ...

Total commitment. We are on a mission with our products and services. We want to make life for parents and babies better. This ambition guides our thinking and actions.

THE MAM MISSION

**We work for
babies and parents.**

With our longlasting expertise of more than 40 years we manufacture premium quality baby products that are 100% safe, functional and easy to use. Their thought-through designs function perfectly; they are scientifically tested and support the development of babies. We also provide service and expert information for parents and healthcare professionals.

How we work

All MAM products are developed in an ongoing dialogue with parents and international medical experts. We identify and anticipate trends and work on real innovations. We take responsibility for our employees, the environment and society.

"To be successful as a brand today it is no longer enough to talk about what we do and how we do it. Above all, we need to explain why we do it, so our stakeholders can identify with our values", explains International Brand Director Michaela Reisenbichler. Parents, medical experts, suppliers, trading partners and our employees should have a clear picture of how MAM works and what drives us. Therefore, in a company-wide process in which employees of all hierarchy levels took part, we wrapped up our brand awareness in a nutshell. To what purpose? "The MAM Mission is the reference point for all of our activities as a company and as a brand", says Michaela. "It's not an invention but rather a part of our DNA."

Because babies are our future

Naturally, this credo also has an impact on our CSR commitment, which we have expanded and professionalised in recent years. In this area we have oriented ourselves to a clear vision: "We want to use our abilities to make the world better. More responsible. More far-sighted. Because the babies



Michaela Reisenbichler,
International Brand
Director

of today are the parents of tomorrow." The fact that we think and act sustainably is not just lip service: The implementation of appropriate environmental and social measures across the entire value chain (see pg. 19) as well as our participation in various sustainability initiatives and projects (see pg. 17) are testimony to this. The best proof of this is this report itself, in which we have carefully implemented the new guidelines of the Global Reporting Initiative (GRI Standards) for the preparation of sustainability reports. □

... and make a global contribution


Sustainable Development Goals. We accept social and environmental responsibility: MAM is committed to the United Nations global Goals for Sustainable Development. Their integration into our innovation process is on the agenda for 2017.

As a member of the UN Global Compact, MAM is also committed to the UN goals. Through our actions we have made a concrete contribution to ten of these (highlighted).

We don't just think about babies, parents and which products help them. We also think about the huge challenges to society – from energy and environmental protection to education and health to a dignified life and peace. We are guided here by the United Nations: They have defined 17 goals for sustainable development (Sustainable Development Goals, SDGs) in the scope of their "Agenda 2030" that concern people the world over and are worth fighting for. We want to ensure that they are reached as soon as possible.

But we are also realistic: Although MAM operates worldwide, our sphere of influence is limited by the size of the company. All the same, it is our social responsibility to make a solid contribution to the best of our abilities.

We let actions speak

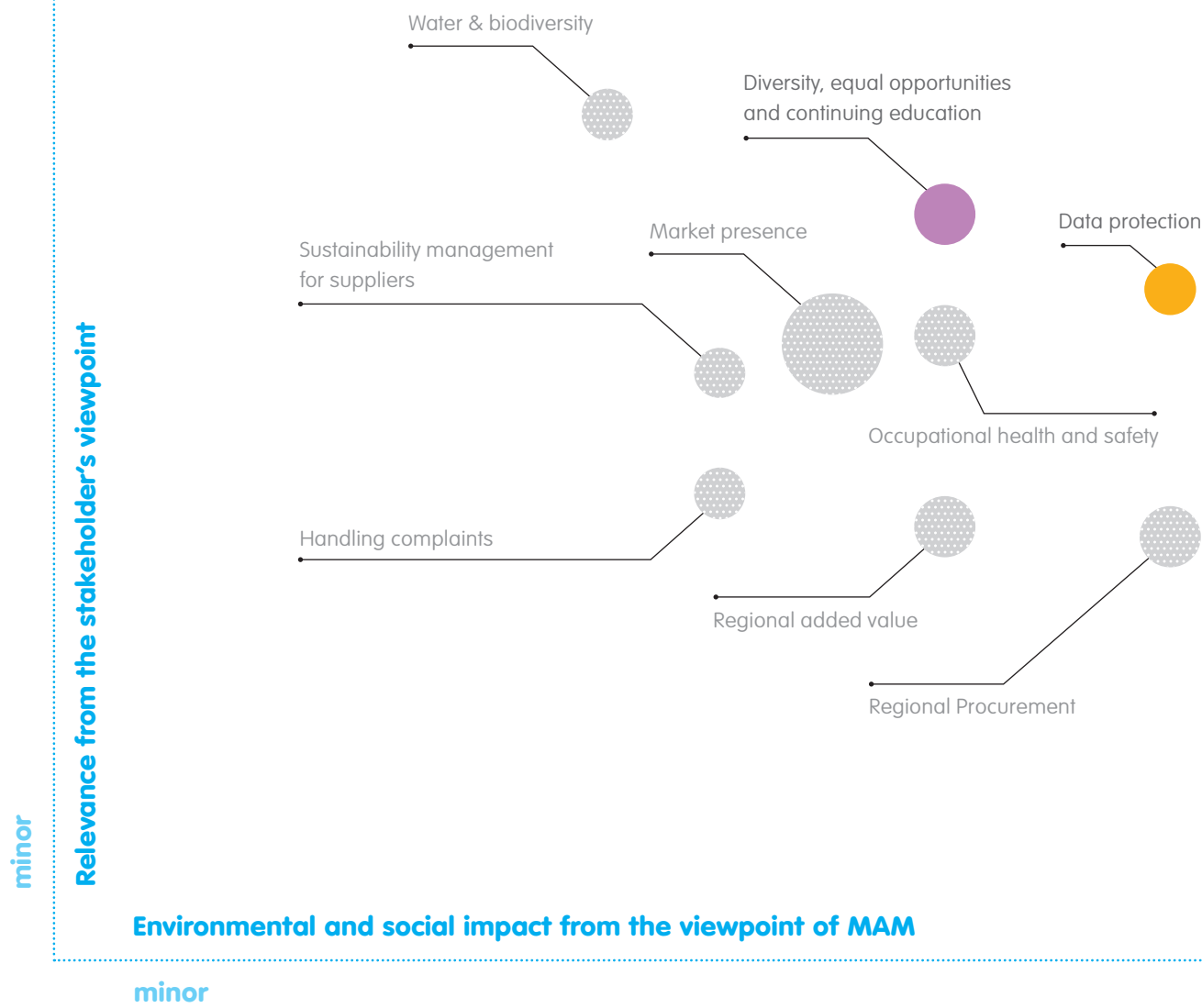
That is why in 2016, in cooperation with the Krems University of Applied Sciences, we conducted several workshops involving colleagues from a variety of departments, on how MAM can integrate the goals of the UN in its own daily activities, especially in the innovation process. We have already focused on this in the 2015 and 2016 reporting period: It was important for us to link the key topics for the stakeholders from the materiality matrix (see pp. 10–11) to the SDGs. This shows that we are looking beyond the boundaries of our own industry. To find which CSR activities correspond to which of the global SDGs, see the icons on the upper right corner of the pages. 

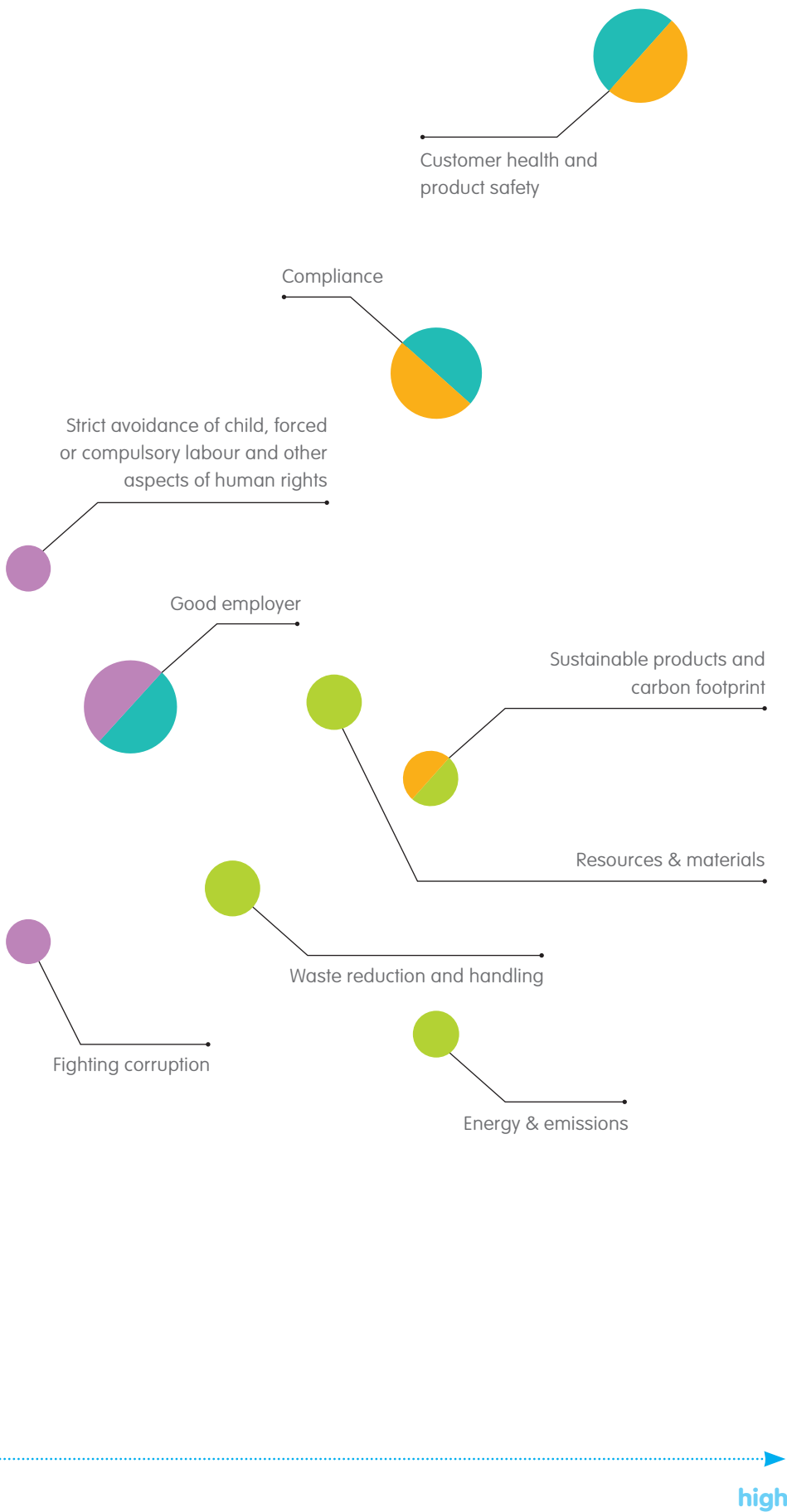


high

Sustainability to the point

Online survey. We asked our stakeholders about the sustainability topics that matter to them about MAM. The result was clear: There is nothing more important than the health of babies and the safety of our products. Our thoughts exactly!





Our Stakeholders

Parents, medical experts, distribution partners, suppliers, the owners and our employees are our most important stakeholder groups. We defined these in a workshop. We regularly ask them for their opinions on our sustainability activities and what aspects are particularly important to them.

The stakeholder survey

In November, MAM launched the largest online survey to date on the subject with very good response: 300 stakeholders participated! We evaluated their responses and converted them into a materiality matrix, which forms the basis for this report.

Eleven topics in four chapters

The eleven topics, which are the most important from the perspective of the stakeholders and from MAM have been divided into the four chapters. MAM has already successfully implemented sustainability measures in all of these areas. There are no decisive changes in comparison to the 2013/2014 CSR report – a sign that MAM is on the right track. All topics shown in grey have a lower significance from a stakeholder perspective, also have a minimal impact on sustainability and are therefore not included in this report.

- GROWTH, PAGE 12 FF.
- EATING, DRINKING, PLAYING, PAGE 22 FF.
- ENVIRONMENT, PAGE 32 FF.
- RELATIONSHIPS, PAGE 44 FF.

The size of the circles expresses the economic significance: The larger the circles are, the more economically significant the respective effect is for MAM.

Economic

sustainability

OUR GOAL: A long-term
and stable sustainable
growth strategy

3x invested: plant extension in Hungary,
new production facility in Thailand,
new R&D Centre being planned

New affiliate: **MAM Italy**

144% growth in sales
over the last 10 years

Over **70,000,000**
products sold worldwide

Market leader for soothers in
8 European countries



“We are growing together”

“Right now I am experiencing how a baby is growing inside me. Growth always means change, which is something I see every day at MAM: Our company is steadily evolving – now with subsidiaries in 13 countries.”



Li Zhen Arroyave-Gao,
International Country Coordinator,
with her husband Daniel



40 Years of MAM

In four decades, MAM has grown steadily and has continued to evolve - with new and improved products, through additional business areas and locations as well as international subsidiaries.



“ In the first year we manufactured barely a million products while today we make 70 million a year. In order to produce even more efficiently, we are concentrating on automation in the future.”

Katalin Kiss, General Manager MAM Hungária in Vaskeresztes, Hungary



Soother. The first MAM soother comes on the market. Its child-friendly and ergonomic design mark the first step in a 40 year success story.

1976

1975

Company name.

With a team of designers, Peter Röhrig begins work on developing a soother prototype. Inspired by typical baby talk, the name MAM is born.



“ We were the pioneers of the button-soother in Scandinavia, now we are market leaders. In the future, we want to get even closer to our customers.”

Ingrid Grönfeldt, General Manager Bambino MAM Scandinavia

Distribution Centre.

The international sales and production centre is established in Switzerland.

1987

1989

UK & Sweden. MAM UK is established in Great Britain. In the following year, Swedish market leader Bambino was bought (Bambino MAM).

1990

1991

Germany. MAM Germany is founded.

1994

Teethers. They support healthy jaw development and encourage active learning.



“ In 1989, MAM was a European niche brand for quality soothers. Today we have more than 70 product lines on the market and are number 2 for soothers in the UK.”

Lisa Parkhill, General Manager MAM UK





Toothbrushes. New in the Oral Care portfolio: Developed with dentists, the brushes help get accustomed to oral hygiene.

Expansion of production.

The group's own Thaimed latex production begins operation in Thailand. Working conditions go far beyond local standards.



MAM Perfect. A product star is born: The soother with the especially thin and flexible teat neck begins its own success story.

“Over the past 40 years, MAM has evolved from being a one-man business into a global company. We are now established in about 60 countries on five continents and there is still potential for growth.”

Bettina McDermott, International Sales Director



Company anniversary. MAM celebrates its 40th birthday.

Brazil & Hungary. The first expansion outside of Europe and MAM Hungary gets started.

Research & Development. The MAM product development department moves to Siegendorf.



“In the beginning, there were only four of us but today the R&D department comprises 28 colleagues. Our focus is on innovation: How can we create special ideas and implement them quickly to have happier babies?”

Dietmar Rainprecht, Head of Packaging Development and Strategic Technical Purchasing

Anti-Colic. After intensive market research and scientific evaluation, the first MAM Anti-Colic bottle is launched. It remains one of the most popular MAM products today.



USA & Spain. MAM companies established in the USA and Spain.

France & Greece. Establishment of two more MAM companies.



Toys. With the MAM Friends, made of natural rubber, the first collection of developmental toys hits the market.

Growth

“Our recipe for success is functionality, design and medicine.”

Where does the journey lead? In a personal conversation, the founder and managing director of MAM explains where the journey leads and why sustainability is a core part of the business.



Peter Röhrig founded MAM in 1976. In the coming years he will hand over daily operations to his son Stefan.

You started thinking about soothers as a young plastics engineer. Today you are leading a global company. Did you ever expect this kind of success?

Peter Röhrig: No, I never could have imagined that, though I always wanted to achieve something. There were several factors involved: I found – certainly with some luck – the right partners and we set out from the start with an unbeatable combination of functionality, design, and medical backup. Mothers understood this immediately. In addition, major social upheavals were taking place at the time. After the war, people only bought what they really needed. In the 60s and 70s they became more demanding and suddenly wanted to have good products. This increased with the rising age of mothers, which in the meantime had risen to over 30. And on top of that, our products are not very expensive. A baby carriage can cost more than 1,000 Euros today. The best soother or the best bottle is something anyone can afford to buy for their baby.

If the combination of functionality, design, and medical know-how was a major challenge at the outset: What's the toughest thing today?

The question remains the same. More and more mothers in more and more countries have this specific demand for baby products. We're seeing that in China, for example: I never would have dreamed that MAM had a chance in this market! And that we are market leaders in Israel and Brazil today was unimaginable for me. This combination is our recipe for success.

China is one of your most important markets for the future. In which countries do you still see growth potential for MAM?

There are plenty of countries where we are not yet number 1 (laughing). There, we want to convince other mothers of our products – and we are continuously growing.

That includes the product range, too.



Exactly right. For example, we just launched our first electric product for heating and sterilising milk: the Electric Steriliser & Express Bottle Warmer. But I don't want to veer too far from our basic premise. We are still specialists for products that have to do with babies' mouths. And there are always plenty of chances to do something better.

What does the strong demand for MAM products mean for the production sites and manufacturing methods?

At the moment we are expanding our main assembly plant in Hungary and we just finished building a new energy-efficient factory in Kabin Buri, Thailand. In manufacturing, we are increasingly focusing on automation to guarantee delivery of our products. So we have even more precise quality control. Along with this, by the way, the thing I'm most proud of and my biggest fear are the same: In over 40 years, there has never been a serious accident with a MAM product - that's sensational! And we work hard to make sure that it will never be the case.

Growth, internationalisation and automation – does the family business culture get lost in all of this?

I try to manage MAM very personally. In the very beginning it was just me (laughs). It was only in the 90s that we really started hiring in a big way and we've been growing ever since. But our business area is and remains highly emotional: We work for babies. That brings us together and contributes to the great atmosphere and the extraordinary commitment of our employees. Naturally, they are happy about financial advantages and company

benefits but that's not why they are here. It's because they feel a sense of purpose in what they do.

The topic of sustainability has become a part of public awareness in recent years. When did you first start thinking about environmental and social responsibility?

I was thinking very early on about the proper use of plastics. In the early 90s I was involved in the establishment of Altstoff Recycling Austria AG, or ARA for short. If you will, I co-organised that plastic in Austria doesn't float down the Danube or simply get buried somewhere, but rather that up to 97% of it is recycled. It really paid off: There are only six or seven countries in the world that are on the same level as we are.

You mentioned the new production facility in Kabin Buri. It is a masterpiece of energy efficiency. Why is that so important to you?

We all have to deal with the topics of energy, resources and the environment. Through a variety of interdependent measures and clever planning we save over a thousand tons of CO₂ per year. It will take eight years to amortise the costs, so it is a long-term investment. But it would simply be senseless not to take advantage of the conditions – after all, it is always hot and mostly sunny in Thailand. (Mr. Röhrig pulls out his smart phone and opens an app. A line diagram shows the power generation from the photovoltaic system per day.) You can see exactly how many kilowatt-hours of electricity we generate per day – even when clouds pass over our plant. I follow it every day, it's great fun!

INFO BOX

We are committed to sustainability

MAM participates voluntarily in many initiatives and projects that have put sustainability up front. Here are a few:

- Co-founder of ARA (Altstoff Recycling Austria): Austria's leading recycling specialist for packaging
- UN Global Compact: worldwide largest initiative for CSR and sustainable development
- respACT: Austria's leading platform for CSR and Sustainable Development
- klima aktiv mobil Partner: Climate protection initiative of the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management
- Austrian Plastics Cycle (Österreichischer Kunststoffkreislauf, ÖKK): Association for the recycling of plastic packaging
- Association of Austrian Orthodontists (Verein österreichischer Kieferorthopäden, VÖK): voluntary union of dentists specialising in orthodontics in Austria
- Austrian Society of Paediatrics and Adolescent Medicine (Österreichische Gesellschaft für Kinder- und Jugendheilkunde, ÖGKJ): Association of over 1,600 paediatric specialists from private practice and hospitals
- SIDS Austria: Organisation for the prevention of Sudden Infant Death Syndrome
- Montanuniversität Leoben: Funding contributor to plastics technology

GRI 102-12, 102-13



INFO BOX

Outstanding CSR reporting

Our MAM 2013/2014 CSR report impressed not only the readers but also a number of expert juries. We were thrilled about the nominations and awards from these competitions:

Austrian Sustainability Reporting Award (ASRA):

Gold in the category "Best Sustainability Report SME"

FOX Finance Award:

Gold in the category "Best Sustainability Report"

Econ Award:

Nominated in the category "Sustainability report / CSR report"

European Business Awards for the Environment (EBAE):

Nominated in the category "CSR Management"

And just how sustainable are MAM products?

We pay close attention to energy efficiency and environmental protection throughout the entire product life cycle – you can read about this in detail in this report. And we are constantly working to get even better. Another focus is on helping consumers with CO₂ and energy savings – for example, by not boiling our bottle on the stove top but sterilising it in the microwave.

We also think about the functionality of our products in a sustainable way. While developing the microwave steriliser we asked mothers what they need. It's two things: They have to clean the bottles and, if they are not breastfeeding, be able to quickly warm the milk at night. So we combined several functions into one unit, even steam cooking is possible. Naturally, this is much more practical and sensible than having six different appliances in the kitchen cabinet. You just have to put some thought into it.

How do functionality and design go together?

As a technician, regarding the construction of a product, I first think about the requirements for that product. From the very beginning, I have worked together with designers who are always thinking: How will a soother or bottle be used? How do the hands and the brain work?

This thinking about function determines our way of working at MAM, a beautiful design comes afterwards. Consumers often don't notice what is behind all this. Form follows function – not the other way around!

MAM is known for regularly surveying its stakeholders, like when asking mothers about an electric steriliser. How important is market research for product development?

Very important! And I would like to clarify here what we mean by market research: We don't just conduct surveys but we give mothers working products that they can actually use and evaluate. They then give us feedback on which we can improve. Our good fortune is that the mothers are happy to do this and like that they can share with us what they know. We have an incredibly high return rate. The feedback from healthcare professionals

is very important to us as well. We work intensively with nurses and doctors, who look at our products closely and always bring us new ideas.

Let's take a look at the future: What are the major MAM goals for the next 40 years?

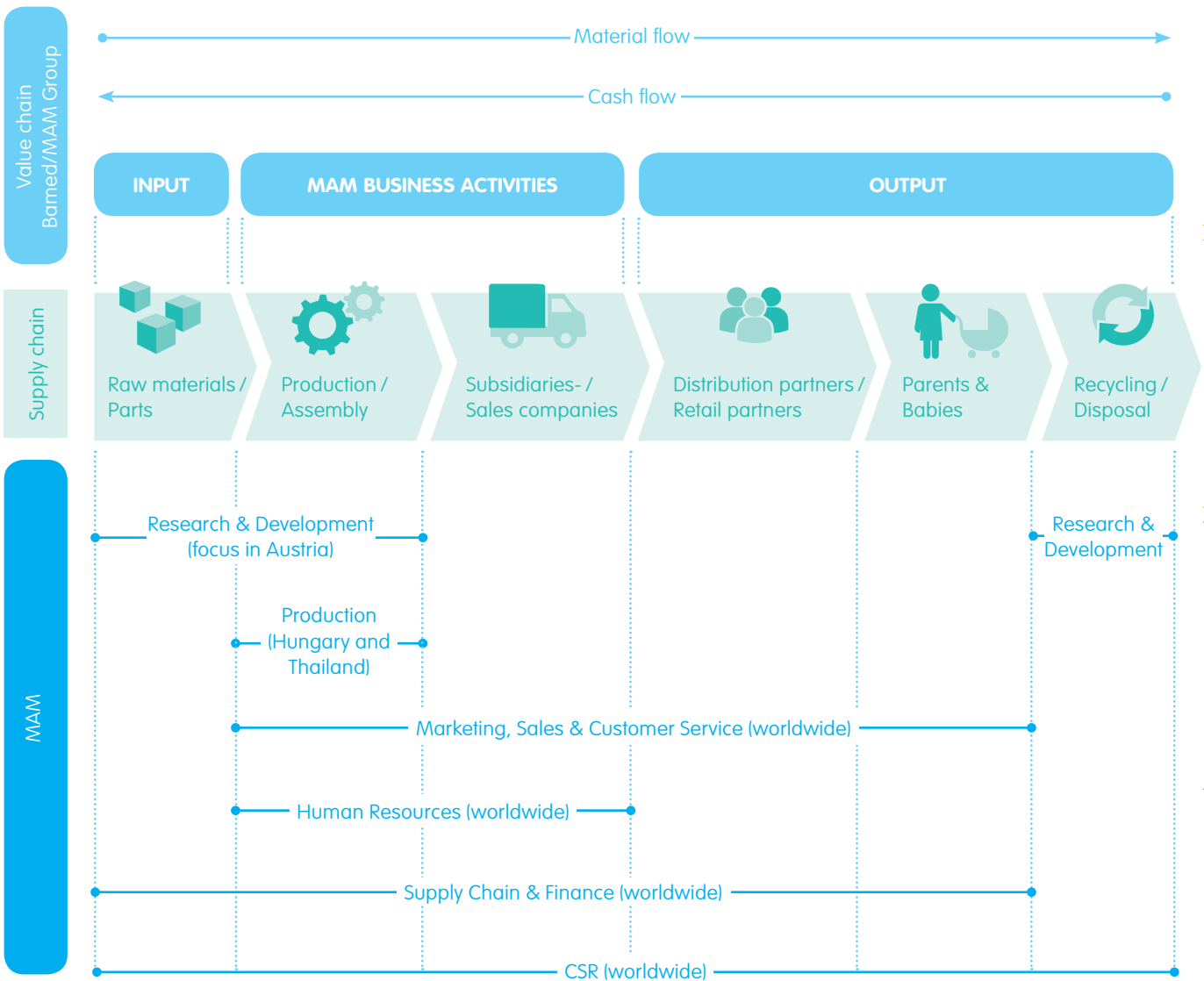
In three to five years my younger son Stefan will take over the company. He has a technical and economic education, he was involved in setting up MAM USA and at the moment, he's running a start-up in the USA. The direction of MAM will be the same in the future as it was 40 years ago: We do not want to offer any gimmicks, but to develop concrete products and solutions that meet a need. People should say: Yes, MAM products really work for me! That we work for babies sounds very simple – and that is precisely why it is so convincing. □



Responsibility across the board

CSR step by step. We have invested a lot of energy to make our activities more sustainable in recent years. We consider the entire MAM value chain and don't spare a single area of business – from raw materials all the way to disposal. And all that in nearly 60 countries on five continents where our products are sold. On the following pages we will show you how we bring CSR to life in every division of the company.

Growth



Thank you for your Feedback!



40 years of experience have taught us something: Only those who listen can develop products that satisfy real needs. This is why we so highly value the opinion of parents – also when it is about making existing products even better.



Thomas Rohaczek, Head
of Product Design &
Development



Verena Aringer-Zach,
Teamlead Product
Management

A MAM product doesn't have it easy: Before it hits the market it is tested countless times, squashed, bitten, twisted – and evaluated by parents. "Their feedback is very important to us. As early as the development phase there are four rounds of market research with consumers", says Thomas Rohaczek, Head of Product Design & Development. In the period from 2010 to 2016, a total of 227 MAM studies were carried out, in which 43,081 consumers from 15 countries were interviewed. "We also get feedback from doctors, midwives and other medical experts who are involved in product development," says Thomas.

Always getting better

If a product makes it onto the shelf, it has its hardest days behind it and can finally do what it's meant for: making the lives of parents and babes easier and nicer. But it has to constantly prove itself because even existing products are tested. "For example, it is very important to parents that bottles and soothers are accepted by babies. We conducted market research on this and found: Our soothers have a sensational acceptance of 94%" says Verena Aringer-Zach, Team Lead Product Management. What other sources are helpful when it comes to the potential for

improving products? "Once the product is on the market, the sales figures are an important indicator. We also follow discussions on Facebook and what parents write about in the MAM Club," the expert tells us.

Sustainable product development

An interdisciplinary team consisting of employees from marketing, product development, product management and packaging development takes care of the optimisation process. Thanks to extensive feedback from parents, we have been able to sustainably improve some of our products and broaden existing product lines – and MAM develops along with the products. □



MAM Clip-It

Always nice to stay clean

Today's mothers and fathers find: The perfect soother has to be versatile since babies need it in different situations. That's why the new generation of soother clips have a clever length adjustment: It makes sure the soother is always at hand and ready to use while it stays clean.

**MAM Easy Start™
Anti Colic 320 ml**

Voilà, the bigger bottle!

Our Anti-Colic bottle has been an absolute hit on the shelves for the last ten years. Thanks to the patented base vent, babies drink more relaxed and 80% of mothers confirm less colic. But parents wanted even more: They wanted a larger version, so now it is available in a 320 ml size – ideal for babies from four months. With the self-sterilising function parents can also save energy at home (see pg. 39) and the two-sided printing keeps babies entertained while drinking.

MAM Air Night

Luminous and airy-light

The Night soothers are a blessing for babies and parents especially at night: Since they glow, they are easy to find in the dark. For lightness while sleeping, extra-large air holes ensure that they are especially friendly to babies' soft skin.

MAM Perfect Double Pack

Twice as perfect

Scientifically proven thanks to a long-term study (see pg. 28): The MAM Perfect, with its especially thin and flexible teat neck prevents malocclusions – a big contribution to baby health! At the request of parents it is now also available as a double pack in the practical transport and steriliser box, with new designs, as well as a night model.

MAM Friends

100% natural, handmade, and very soft

They are called Max, Bob, Ellie and Lucy, and they are the first developmental toys for babies to explore with all of their senses. The little animals come in bright colours and are made of 100% natural rubber from our plant in Thailand (see pp. 40–41). Why? Because parents explicitly wanted these products made of natural material.



Growth

Product-specific
sustainability

OUR GOAL: The health of
babies and product safety as
our highest priority

350,000 MAM products
tested with **2,500** quality checks in 2016

MAM Products **free** from BPA, BPS
und phthalates

More than **85%** of our product parts-
suppliers from Austria

27 technical inventions in **120**
patents and **4** registered designs protected

52 market research studies with
12,000 parents from **10** countries (2016)

“We are always curious”

“My Emma learns something new every day. Her curiosity is boundless and infectious. This is good because when developing our products at MAM, creativity and openness are vital for new ideas.”



Josef Pogatsch,
Technical Product Manager,
with his daughter Emma (4 months)

Eating, drinking, playing

Only the best make it to the shelf

Product tests. Our soothers, bottles and Co. must do more than just make it through our boot camp where they are squeezed, bitten, boiled and thrown to the ground. Our understanding of quality goes beyond that.



Hortenzia Csiczár,
MAM-Compliance Manager

By the time one of our products lands in a baby's hands it already has a long, tough road behind it: It is examined, evaluated, tested and not exactly handled with kid gloves. Quite the opposite, actually. There are two people in particular who know exactly what needs to be done: Hortenzia Csiczár, Head of Compliance, and László

Pungor, Head of Quality Management, from our production plant in Hungary. Day after day, they and their teams ensure that the soothers, bottles and teethers reach – and maintain – the highest possible level of quality. That's a lot of work.

Standards alphabet?
We know it by heart.

Let's start at the very beginning, in the product development phase. This is where compliance expert Hortenzia comes into play: "We make sure that the product meets MAM requirements before it goes into production. We have defined our own standards which go above and beyond international standards." That's because the strictest regulations worldwide for design, materials etc. are for MAM the bare minimum. This is the only way to guarantee maximum safety, which must be the highest priority for baby products. This requires extensive knowledge of all regulations – from Brazil to the USA to Europe. "We are proficient in a world of standards since there are fundamental differences from

QUALITY MANAGEMENT BY THE NUMBERS

In 2016, MAM internal tests and quality controls accounted for over **10,000 working hours.**

There were over **2,500 tests** conducted on over **350,000 products.**

For MAM soothers there are **40 test procedures,** **28** for MAM bottles.

The complaint rate 2016 amounted to **42 per one million products**

(2015: 42, 2014: 68).



Our Hungarian laboratory quality management team: Bettina Nagy, Zsuzsanna Harkai, Szilvia Szalay, Gáborné Kovács, Cecilia Hidegh (Head of Laboratory), Márta Fehér, László Pungor (Head of Quality Management) and Klotild Obersinner (left-to-right)

country to country. To be able to define a MAM standard, one must know all of the national standards and always stay up to date”, says Hortenzia. Together with MAM founder Peter Röhrig, the compliance expert also works with official committees responsible for the development of new standards. MAM expertise leads to concrete results here. For example, EN 14350, the standard for baby bottles and EN 1400, the standard for soothers were developed with help from MAM.

How should a baby product be designed?

According to strict MAM guidelines, for example, it should not have sharp edges or corners. It cannot be easy to bite through or swallow and should not be too fragile. It has to be made of clean and safe materials and have instructions for use and possible hazards. When a new product is developed, the prototype quickly lands in the hands of Hortenzia and her team, where it is checked and evaluated against these standards. Chemical tests also take place during this phase. These

are conducted by external, accredited laboratories such as TÜV SÜD, Swiss Quality Testing Services or SGS Fresenius Institut. “We have the materials tested for heavy metals as well as BPA and BPS, phthalates and PVC. These are materials that must not be present in our products”, explains Hortenzia. The colours are also tested there – both those contained in the raw materials as well as those printed on the soothers and bottles.

Off to boot camp!

If the soother or bottle passes the first series of tests and the product conforms to all standards and regulations, it goes to László Pungor and his team. “Our soothers are boiled, pulled on, squeezed and bitten. We throw our bottles in a filled state from a height of more than one meter to the floor. The aim is to expose our products to all kinds of mechanical stress, as this is the only way to achieve the highest possible quality,” says the quality management leader. And, before the products even have to pass all of these tests, all possible scenarios are recreated – we leave soothers in the oven

INFO BOX

Still good enough?

In addition to strict quality control during the production process, the MAM laboratory conducts annual tests on existing products. Soothers and bottles have to go through the complete testing programme that they passed during the development phase once more. “Our main goal is to offer the highest quality and greatest level of safety. Besides that, it is very important for us to keep rejection and defect rates as low as possible”, says László. And it works: The corresponding rates are extremely low.

Eating, drinking, playing



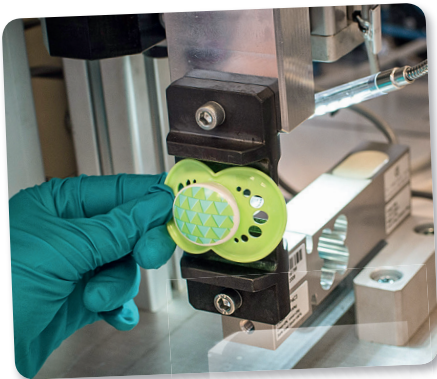
Under the microscope: Every MAM product is closely examined.

STANDARDS

In some cases, MAM voluntarily goes beyond the following European standards:

- EN 14350: Standard for baby bottles
- EN 1400: Standard for soothers
- EN 12586: Standard for soother clips
- EN 12868: Standard for products for babies and toddlers
- EN 14372: Standard for cutlery and dishware for babies and toddlers

The quality management team is responsible for **system certificates**. To date, MAM Hungary is certified to the international quality management standard ISO 9001 and the environmental management system ISO 14001. ISO 50001, the energy management standard, is currently under review. The compliance team takes care of the **product certification tests** for the US and the EU. Each year, between 100 and 150 of these tests are performed.



Can the soother withstand firm biting? This machine performs that test.



How much can the teat stand? The pull test will find out.

Is the scale on the bottle accurate? That is checked with the scale.

for a week at 70 degrees Celsius and boil them in water for ten minutes. We freeze the bottles and wash them hundreds of times in the dishwasher. The MAM laboratory can be seen as a kind of boot camp for baby products, where nothing is spared. If the soother or bottle survives the torture, it takes a big step forward: into series production.

Three-stage quality control during production

Quality assurance is now performed as a three-stage process. In the first step, the receiving department inspection team examine the newly arrived parts – plastics, latex, cardboard, and so on. They check whether the parts meet our strict quality criteria.

If everything is in order, step two follows: quality control in production, a most important and sensitive operation. To ensure that production runs smoothly, the pull test is carried out in which a machine checks the tensile strength of every single soother. Furthermore, the quality control team performs additional random tensile strength tests. The shape and surface of the soother is also carefully examined with the aid of a digital camera. At this

stage, the team checks whether the elephants, butterflies and other motifs have been printed correctly on the soothers and above all, on the bottles: Are they in the right place? Do they come off? Is the scale printed on the bottle accurate?

The third and final step is all about the packaging. “Packages prepared for shipping are opened again and checked whether the right products are in the correct numbers and colours and if the EAN codes are in order”, says László. If everything is correct, the packages are cleared for shipment – and soon mothers’ and children’s hands will be able to pull the items off the shelf. □

Our distinguished products

Our **MAM Anti-Colic Bottle** is one of our premier flagship products. The first model was launched over ten years ago. We have been continuously investing in improvements ever since: from the teat with a more comfortable shape to energy saving microwave sterilisation to the patented base vent with the scientifically proven effect of preventing colic. These innovations have not gone unnoticed. In the last two years our product – in 160, 260 and 320 ml sizes and with various designs – has received numerous awards.



Evolving from the first MAM soother four decades ago, the **MAM Perfect** is a timeless, quality product. The readers of "American Baby Magazine," a subsidiary of the American journal "Parents," think so, too. Over 60,000 votes were cast at the 2015 American Baby Bests Awards. The MAM Perfect and the MAM Mini Air were the winners in the category "Best Pacifier".



The **MAM Bite & Play** teether was named Best Toy for Tactile Play for 0–12-month-old babies at the 2015 Harper's Bazaar Junior Toy Awards in Singapore.



The **MAM Bite & Brush** Teether is part of our relatively new range of oral hygiene and dental care products. Product development in consultation with medical experts was rewarded with a win in both the 2015 WhatToExpect.com Editor's Choice Award and the 2016 Natural Child World Eco-Excellence Awards.



We also received further accolades for our **MAM Trainer** (Gold at the Prima Baby Awards 2015), the **MAM Mini Teether** (The Bump Best of Baby Award 2015), the **MAM Learn to Brush Set** (Harper's Bazaar Junior Most Loved Baby Care Award 2015), our **MAM Breast Pump** (Gold in its category at the Mother & Baby Awards 2016), the **MAM Friends** (Silver in their category at the Mother & Baby Awards 2016), our **MAM Bite & Relax** and our **MAM Oral Care Rabbit** (Winners in their categories at the Harper's Bazaar Junior Toy Award 2016) as well as the **MAM Heat Sensitive Feeding Spoon** (Silver at the Netmoms Mommy Awards 2016). □



Dr. Yvonne Wagner,
dentist at the
Jena University
Clinic for Preventive
Dentistry



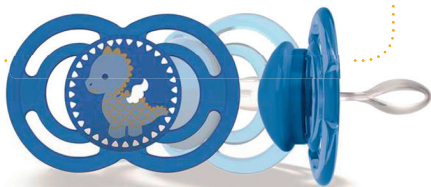
Proven Perfect

Study. Compared to conventional soothers the MAM Perfect reduces the risk for tooth and jaw misalignment and helps with weaning off the soother. Now, scientifically proven.

INFO BOX

The most important study results

- The risk of malocclusions such as overbite (overjet) and open bite are reduced with the MAM Perfect.
- With an acceptance of 94%, the MAM Perfect offers an alternative to conventional soothers, which can have a detrimental effect on tooth and jaw development due to their significantly thicker teat neck.
- The final examination showed that the MAM Perfect was just as effective in regard to a horizontal overbite as weaning off a soother entirely.



MAM PERFECT FACTS

Developed in close cooperation with dentists and paediatricians to provide support for healthy tooth and jaw development.

Compared with regular soothers, the MAM Perfect is, on average, 60 percent thinner and 4 times more flexible * (64 models were compared in 3 test groups), so less pressure is exerted on the teeth and jaws.

Symmetrical teat, so the soother always sits properly in the mouth

Large air holes for increased comfort and healthy skin

Hygienic self-sterilising in the microwavable carry box – quick, easy and energy-saving

* Average values: between 32% and 83% thinner – 1.1 – 19.5 times more flexible than a conventional silicone soother

The 12-month study was conducted with 86 children aged 16 to 24 months, who already suffered from malocclusions. They were randomly divided into three groups. Group 1 switched to the MAM Perfect, group 2 kept their regular soother and group 3 was to wean off the soother during the course of the study. The children were examined every three months during the study.

Good for the teeth

Weaning off the soother is best for dental development. If this is not successful, the risk of malocclusions such as an open bite and overbite while using a very thin and flexible soother is less than when using a conventional one. However, weaning off a soother is often not very easy. Many children switch to thumb sucking – with corresponding adverse effects on the teeth and jaw, as

numerous studies have clearly shown. Six children in the study could not be successfully weaned off the soother and three started thumb sucking. The MAM Perfect can help here, too: It makes gradual weaning easier. This as well as other studies show that the MAM Perfect positively supports dental development. □





our Online-Duo for Millennial Parents

Digital helpers. We have the needs of children and their parents constantly in focus – and it goes beyond just soothers and the like. That's why, in addition to MAM products, we also offer free value-added services.



Susanne Pohlert,
Team Lead Digital Brand
Management

Little Big Heart

Our online magazine is also available as an app.

"Millennials want independent information and no ads," says Susanne. "And, they prefer to have it on their smart phone." Thus came the idea for a magazine for new mothers and fathers (to be), featuring well-researched articles with substance and a sense of humour. "It all revolves around babies: pregnancy, childbirth, the first months, but also lifestyle and fashion", says the expert. The magazine website went online in May of 2016 and the app has been available since November, allowing users to access interesting content anytime and anywhere with their smart phone. Another plus: Articles can still be read using the convenient offline mode when there is no, or only a very poor, internet connection.

Eating, drinking, playing

MAM Diary App

A digital baby diary conquers the world.

The first tooth, the first step, the first time baby says "mama": Life with a baby is full of firsts. "The MAM Diary App records milestones that are often forgotten in the course of the year," explains Susanne Pohlert, Team Lead Digital Brand Management. "Apart from this, everyday events like going for a walk, a visit with a friend or other practical information can also be documented. For example: When did I last breastfeed or change diapers?" The nicest photos can be put into an album, and best of all: Users can share it all with their partners. The reactions so far? "We interviewed 200 users and the overwhelming majority are thrilled," Susanne said. In 2016 alone, the app was downloaded 35,000 times in the seven countries in which it was available (Austria, Germany, UK, Sweden, Denmark, Norway, Brazil). 2017 sees the launch in Italy and new features are already in the works.

INFO BOX

We protect the privacy of our customers

World-wide, MAM has about 1.5 million Facebook followers and 600,000 MAM Club members. Personal information obtained via our social media activities, MAM Club registration, the MAM Baby Diary App and the MAM Online Shop, is handled and stored safely and securely. There were no substantiated complaints concerning breaches of customer privacy or losses of customer data during the reporting period.

GRI 418-1

“We want to be much better than the standards require.”



Material expertise. Norbert Polatschek, Head of Technical Research, feels at home in the world of plastics. He knows what materials and substances can be trusted and which have no place in MAM products. An interview about trends in materials, voluntarily exceeding standards and why it's sometimes better to take your time.



Norbert Polatschek, Head of Technical Research



As Head of Technical Research you deal with trends in the development of plastics – a delicate issue with baby products. What's happening at MAM?

Norbert Polatschek: We are absolutely certain that the materials we currently use, including polypropylene and silicone, are the safest materials available. They are materials which are also used in medical technology because they are completely harmless to health. Nevertheless, we are constantly looking at alternatives. We ask ourselves what new technologies should we be dealing with or what standards we would have to meet. We follow discussions in the media. A current topic, for example, is BPS; a substance with a

structure similar to BPA. Although there is no standard yet, we have had all of our products tested for BPS and we can now say that they are also completely safe in this respect. To give parents a choice other than plastics, which are perfect and safe for baby products, we have developed a glass bottle as an alternative. We also exchange information with our suppliers and the largest material manufacturers. We always try to think ahead, and for the long-term. We don't follow every trend.

So you don't take action too quickly.

Exactly. The principle at MAM is: Quality comes before time. If, for whatever reason, a material trend arises, we analyse it first. If there are any concerns – no matter how small – we are through with it. A lot of materials disappear from the market quicker than they arrived. This does not mean, however, that we don't always want to be faster and more efficient with our innovations.

Why do many of your products go beyond legal standards?

We do believe that the global standards are sufficient for the safety of babies,

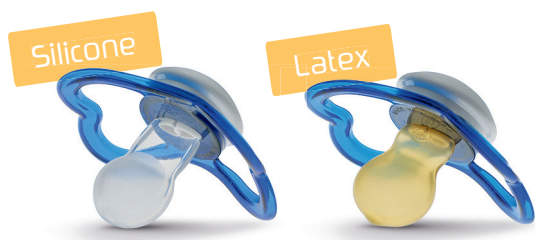
but we set our limits higher just to be sure. That's why we have a so-called MAM standard: If the rule says you have to stress a soother with 12 kilos, we say it has to stand much more than that. We want to be much better than the standards require.

Why do you use two materials, silicone and natural latex, for soothers?

They both have their advantages: Silicone can withstand high temperatures and boiling and is completely safe for contact with skin and saliva. In addition, it has the appearance of being hygienically clean since it is practically crystal clear. For the consumer, it simply looks 'clean'. Latex or natural rubber, on the other hand, is highly bite-resistant. One thing's for sure: Both materials are completely safe!

Why doesn't MAM use recycled or bio-based plastics from natural raw materials?

Company founder Peter Röhrig was personally active in starting the Austrian Plastics Cycle (Österreichischer Kunststoffkreislauf, ÖKK). This in itself is a sign that the topics of environmental protection



Both materials have their advantages: Silicone is crystal clear and looks “clean”. Latex is especially bite-resistant.

and resource conservation are important to us. From the tens of thousands of plastics available, we select only those few that are best suitable. However, if we do not know exactly which materials have been recycled and absolute purity of the varieties of material can not be assured, then we cannot provide a sufficient guarantee of quality. That’s why recycled plastics are out of the question for us. Bio plastics are another interesting subject, which we look at in terms of their technical properties in order to maintain a high quality standard. A soother must not disintegrate if it is sterilised in boiling water – this is often the case with degradable plastics. There are also materials from renewable resources. We always have technical and sustainability questions in mind for future decision possibilities.

What are the challenges that MAM faces in regard to plastics technology?

Deciding on which of the many hundreds of ideas we have are actually technically feasible or may be possible in the future, will bring long-term success, and satisfy customer requirements. To accomplish this you have to keep an open mind to everything, ask the right questions and work with experienced partners and suppliers. We look at technologies in other industries and ask ourselves how we – and especially parents and babies – can benefit from technical trends. We realise that we do not know everything and, when necessary, actively seek advice from outside experts. □



INFO BOX

A little glossary of plastics

Bio-based plastics: plastics of renewable raw materials such as sugar beets, for example. They are currently not used in MAM products because they are not sufficiently heat and break resistant.

Bisphenol A (BPA): a chemical substance used in the production of PC. Strongly criticised since it may harm the endocrine system and other bodily functions. BPA has been prohibited by law in baby bottles since 2011 and long before that at MAM.

Bisphenol S (BPS): a chemical compound, which is also used for the production of polysulfones and can be found in thermal paper and printing inks. Possible health risks have not yet been scientifically proven, but are under investigation. MAM products do not contain BPS.

Natural rubber: a natural raw material obtained from the latex milk of the rubber tree. MAM uses fresh, natural rubber from Thailand, where it is directly processed to make teats.

Polycarbonate (PC): a thermoplastic, water-resistant, transparent and stable polymer which contains BPA. CDs, for example, are made from PC. Not used in MAM products since potential health hazards cannot be ruled out.

Polypropylene (PP): odourless and skin-friendly material with a chemical structure similar to candle wax. It does not contain plasticisers and is used in MAM products instead of polycarbonate (PC), which contains Bisphenol A (BPA).

Polyvinyl chloride (PVC): a synthetic, brittle plastic which may contain phthalates (substances used as plasticisers) to make it more flexible. Used for flooring surfaces. Since phthalates can leach out and be absorbed by the body, MAM products do not contain phthalates or PVC.

Silicone: a transparent substance often used in medicine consisting of silicon and oxygen, the structure of which is very similar to quartz. Is used in MAM teats, because it is harmless to health.

Environmental sustainability

OUR GOAL: Continuous reduction of energy consumption and CO₂ emissions over the entire product life cycle.

Parents can reduce energy and CO₂ emissions by up to **85%** when sterilising our products

Optimal energy use thanks to an **energy audit** in Vaskeresztes

1,000 tons of CO₂ per year saved through energy efficient systems in Kabin Buri

CO₂ neutral mobility in Vienna

An increase from **15%** to about **40%** in renewable materials (natural rubber) at the Hat Yai facility

“We take care of our environment.”

“It’s important to me that my children are conscious of their environment and that they treat nature with respect. I also live this belief on the job. It helps me make our company more sustainable and environmentally friendly.”



László Pungor,
Head of Quality Management, with his
twin sons Mark and Mate (6 years)

A Hungarian bundle of energy

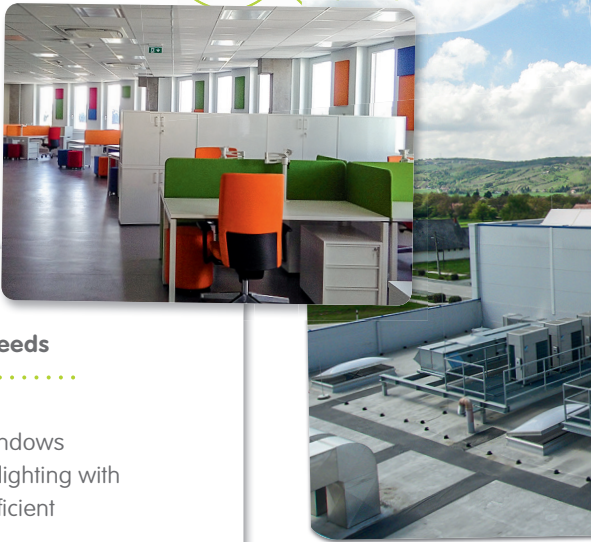


Factory audit. At our location in Vaskeresztes, there is quite a lot going on. Production is always busy and then there are expansions related to increased product demand. But we are also constantly investing in energy efficiency improvements, too.

Heating with the window open, leaving the lights on at night and even ignoring how hot the back of the old refrigerator is for a couple of months. We all know how things like this waste energy. But what if the room is a warehouse and, instead of a refrigerator, it's the climate control system for a nearly 15,000 square metre factory unnecessarily eating up electricity? In the long term, resource-conserving practices in production not only pay off for us, but for the environment as well.

More space, less consumption

In its 26 years of existence our factory in Vaskeresztes has increased in size by nearly a factor of forty. In 2015, the steadily increasing demand for our products finally necessitated a particularly large expansion. We have used this as an opportunity to invest in clever ways to save energy. Since 2016, not only the new buildings, but all areas in use have been equipped with motion detectors for efficient lighting. With planning the new areas, a well-lighted interior through the use of large windows and energy-saving light shafts was important to us.



We grow with the needs

Warehouse: Some of the windows include a heat recovery system. LED lighting with motion sensors and more energy-efficient forklifts are being used.

Maintenance room: Maintenance and repair work are now performed under ideal lighting conditions.

Training centre: New employees learn about their jobs in the comfort of colourful, upholstered chairs. Refresher courses, workshops and other events also take place here.

Offices: Natural lighting and efficient temperature control are not only good for the environment, they also provide a pleasant work atmosphere.

Relaxation area: Here, the employees come to unwind in their non-working time – or they use the fully equipped fitness room (pg. 48).





Air conditioning systems and heat exchangers on the roof of the plant provide energy-efficient temperature control throughout the production area.



Tips from the pro

Our on-site management team continuously discusses possible improvements during monthly plant walk-throughs. We even let the experts have a closer look. The consulting firm Menerko carried out an intensive audit in July 2016 and provided us with further proposals for optimisation. The ceiling fans in the warehouse circulate warm air downwards into the working area during winter. Solar collectors on the roof now provide hot water for the new locker rooms. Even a compressor with a heat recovery system was even installed. The recovered thermal energy is then used for heating.

Fit – not just for electric use

Our environmental initiatives in Vaskeresztes go even further: We constantly improve our work processes. For example, we have invested in new equipment for product printing and production – with a longer service life and more economical use of raw materials. Other resource-conserving measures include increased waste separation and waste prevention, the recycling programme and waste compacting project as well as the change from particular hazardous chemicals to environmentally friendly materials (for waste & disposal see pg.42, for materials see pg. 40). □

INFO BOX

Austria:
Award for good management

In 2016, and for the third time in a row, Öko Business Plan Vienna recognised MAM as an Ökoprofit company. Öko Business Plan supports companies with the implementation of environmentally relevant actions and presents possibilities to reduce operating costs. Switching to green electricity, employee training for saving fuel and initiatives related to cycling to work are direct results of this. MAM has also been CO₂ neutral regarding travel for two years. All of our business trips are constantly being offset.



Energy consumption within
the organisation in MWh

	2014	2015	2016
Hungary	2,816	2,688	3,507
Natural gas	1,408	1,105	1,664
Electricity	1,408	1,583	1,843
Thailand	1,266	1,795	1,652
Heating oil	818	1,210	1,088
Electricity	448	585	564
Total	4,082	4,483	5,159

GRI 302-1

Energy efficiency is an essential part of our environmental policy. Thanks to optimisation measures, energy consumption in 2015 could be significantly reduced compared to the previous year despite increases in production. The increased value for 2016 is mainly due to the factory expansion. Energy use in Thailand grew – in particular the use of heating oil along – with the increased production of latex.

Decisive for the site selection: The plant area can be expanded in the future if necessary.



Our energy-efficient masterpiece

Planned with foresight, built for the future. With our new Thai factory in Kabin Buri it was clear from the start: We wanted a state-of-the-art plant with the smallest possible carbon footprint. After more than four years this wish has now become a reality.



Markus Giefing, Head of Far East Activities

Delivery transport routes, waste heat from the cooling units, and the reflecting power of the exterior paint. A tour of our Thai facility makes it clear: There are an unbelievable number of details to consider when building a new factory. Markus Giefing gives a knowing smile. “I’m a technician myself,” says the Head of Far East Activities, who is responsible for the implementation of the project. “But it was also a learning process for me: all the things that can be observed if you want to work sustainably and carefully.”

Why Thailand, actually?

The new Thaimed Hightech Company Ltd. production centre is in the industrial area of Kabin Buri, northeast of Bangkok. Primarily, and for the first time, it allows MAM to manufacture plastic parts which we previously had to purchase. The choice of the location is no coincidence: MAM sees great potential for sales

growth in the Asian market so we want to invest locally. Local manufacturers and suppliers – not just for raw materials, but also for machinery – keep the transport routes short while the nearby container port and Bangkok airport ensure international connections. We have had years of positive experience with the latex factory in Hat Yai (see pp. 40–41) and MAM is quite familiar with standard practices in Thailand.

Only the best

However, our move to the Far East does not mean lower quality standards for MAM – quite the contrary. MAM founder Peter Röhrig insisted in particular that not a single kilowatt-hour of energy be wasted. Oberhumer Engineering was therefore consulted for process cooling, climate control, energy efficiency and a photovoltaic system. Right now, on hot days, the latter covers all of the energy





AERO, a local company with roots in Switzerland, installed the photovoltaic system. The 1,700 panels nearly cover the entire roof and are paying off: Solar power systems are up to 40% more productive in Thailand than in Europe.

needs with solar power; at full capacity of the plant the photovoltaic system will still deliver ten percent of the total energy needed. Economically, this will pay off in eight and a half years. “Many publicly traded companies don’t have the possibility to account for such a long amortisation period”, explains Otto Oberhumer who, together with PV specialists Niko Engineering, was responsible for planning and tendering the system. “Mr Röhrig was willing to invest in the long term, and saw this as his contribution to the well-being of the MAM target group, the babies. This company philosophy has created a plant that is not only outstanding for Thailand, but is also exceptional by European standards.”

Keeping a cool head

There are also two independent systems available for heat management: an adiabatic drycooler for process cooling in production and an independent and highly efficient reciprocating chiller system combined with state-of-the-art venti-

lation systems for air-conditioning. We also communicate this conscious use of energy to our employees. “Normally, staff rooms are too cold in Thailand because employees don’t think about conserving resources and simply sit there wearing jackets,” Markus tells us. “We use motion sensors and zoned climate control to only cool down where it is necessary.” Temperature sensors guarantee a uniform room temperature of 25 degrees Celsius in the production and office areas, which is pleasant for Thai conditions, and a relative humidity of 50%. When selecting the cooling systems and other components, close attention had to be paid to energy efficiency – from the manufacture of the equipment through the transport routes during delivery to on-site use.

Sophisticated technology, just good thinking

Most notable at the Thai facility is the thorough planning. For example, the heat generated while dehumidifying the air is recovered and used in the production

1.7 GWh electricity saved per year:
That equals the annual requirement of 120 Viennese households including transportation.

CO₂ reduction:
1,070 Tons:
with that one could go around the equator 220 times in a car or 1,900 times on a train.



Different countries, different ways: Local authorities require that the company name in Thai is larger than the English version.

Nature helps out:
Plants are strategically
arranged around the
facility for cooling.



Religion is very important
in Thailand. This is why,
in addition to staff rooms,
dressing rooms and
a canteen, the complex
also has a buddhist
ghost house ...



process. In the fight against heat, there is a ten centimetre air space between the wall and the exterior cladding to ensure that direct sunlight does not heat the masonry. The hot air is simply vented upwards and out through a chimney effect. In addition, the photovoltaic panels are arranged to provide shade while a reflective paint coating further reduces solar heating. Even the vegetation contributes to climate control: Strategically cultivated plants around the building reduce the temperature by an astonishing 0.75 to 1.5 degrees Celsius.

Shade rather than windows

These measures must, of course, be viewed against the backdrop of local circumstances. "One aspect that many European companies do not consider is the difference in climate," Markus explains. "In Thailand efficient shading plays a much more important role than natural light or heating." The new factory was designed precisely to these requirements. This includes, among other things, the windowless design of the production area, and an LED lighting system that nevertheless provides daylight-like conditions. The production and office area also have barrier-free access. (see pg. 49)

With an eye on the future

After fine tuning all of these details in over four years of planning and construction, the plant was commissioned at the end of 2016 and taken over from the

construction company. At present, about 30 employees, three injection moulding machines and one extrusion blow-moulding machine are at work in production. In total, there is capacity for 250 people working in different areas. Energy efficiency is far above planned levels (see table), the equipment and sophistication of the plant are trend-setting for the Kabin Buri industrial area and most likely unique for all of Thailand. □



... and the factory was
opened with a special
ceremony.

More than 1,000 tons		
lighter	Yearly savings	
	Electricity in kWh	CO ₂ in kg
Photovoltaic system	500,000	360,000
Process cooling	102,695	60,487
Ventilation systems	49,776	29,318
Chilling plants	207,776	122,380
Climate zone control	91,664	53,990
Heat recovery	753,600	443,870
TOTAL SAVINGS	1,705,511	1,070,045
Savings after 5 years	8,527,555	5,350,225
Savings after 25 years	42,637,577	26,751,125



Clean! Parents become environmental pros

MAM helps with saving CO₂ and energy. In which phase of the product life cycle are most of the emissions generated? For bottles and soothers: during use! That is why we work not just on our own, but together with parents for a clean future.

It began with our Easy Start Anti-Colic Bottle. In order to get to the bottom of the environmental impact of our product, we calculated the carbon footprint from production to disposal. The result was noteworthy: 98 per cent of the emissions are generated during use – by warming, cleaning and sterilising.

Clean performance

We at MAM naturally take our responsibility for the reduction of greenhouse gases (GHG) seriously, constantly optimise our plants and production processes and, in the case of capacity expansion, keep additional emissions as low as possible. But what to do if the main burden lies with the consumers at home? Our team in product development took up the challenge: Using the self-sterilising function of the Easy Start Anti-Colic Bottle results in up to 85% less CO₂ production than by boiling it in the cooking pot. By doing this, parents could save about 80 kilograms, which equates to driving over 600 kilometres by car, in less than a year.

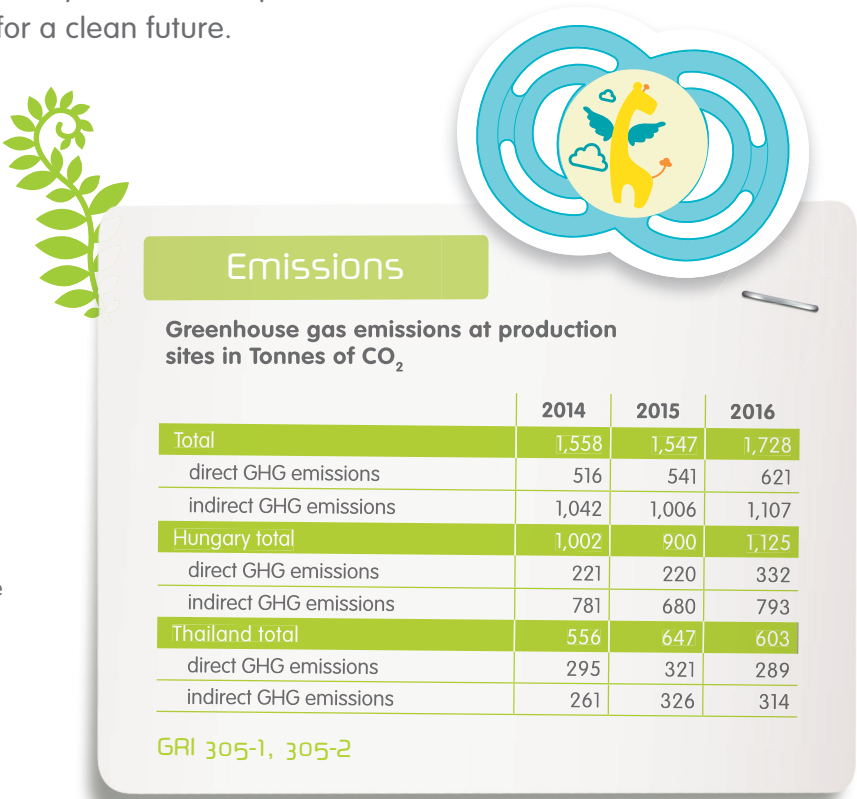
Count on the best

To put these impressive comparisons within reach of parents, MAM has developed an online CO₂ calculator available in 18 languages. With a few clicks parents can calculate their savings when sterilising bottles and become CO₂ pros themselves. But that still wasn't enough: In 2016, MAM commissioned

the renowned environmental consulting company denkstatt to perform the same analysis for our soothers. It turned out that all MAM soothers are roughly the same and, as with the bottles, most of the emissions are generated by cleaning and sterilising. Sterilising a soother using the Steriliser and Transport

Box in the microwave results in a similar 77% reduction in CO₂ production and energy use. In 2017, these values will also be integrated into the online calculator. □

www.mambaby.com/co2-calculator/



In addition to the overall carbon footprint (Scope 3), we look closely at the greenhouse gas emissions caused by the plants. The direct emissions result from the use of natural gas for heating in Hungary and heating oil for the latex production process in Thailand (Scope 1). The indirect results are derived from electricity consumption and have been calculated using the respective country power mixes (Scope 2). Despite a continuous increase in production, we achieved a reduction in total emissions in 2015; as a result of capacity expansion in 2016, they rose again.

White tears: The milky natural latex, which will be further processed in the plant, flows from the cuts in the tree bark.



From the rubber tree to the crib

Naturally in production. At our southern Thai plant in Hat Yai, we make sustainable products from pure, natural latex. Let’s have a look behind the scenes.

Let’s be Friends!

Market analysis showed that latex toys and products made of natural raw materials are a trend. The demand was there, but the supply was missing. That’s why we worked on the perfect shape and colour, and the design and functionality for four years – and finally created the MAM Friends in 2015. That rubber is so in demand is of no surprise: As a natural resource, it is biodegradable, harmless and sustainable in its cultivation. Also, baby products made of rubber quickly take on the smell of the child and are excellent for playing and biting. But where does the material actually come from? And how is it processed?

The life of latex

At MAM, the thick latex milk comes from the trees around the Thai facility. From there it is taken to collection points and then gently processed in 48 more steps. Due to the short transport distances, we don’t just keep CO₂ emissions low. Local farmers like MAM employee Uthan Bunglesin are also employed at the factory in Hat Yai and can experience every step of the process themselves. For the MAM Friends, for example, the

white natural latex is dyed, poured into specially crafted plaster moulds, dried and, finally, hand painted and finished – a sustainable production chain, from the rubber tree to the crib. □



Materials

Materials used at the production sites in tons

	2014	2015	2016
Total	2,849	3,119	3,474
renewable ¹	910 (32 %)	1,128 (36 %)	1,254 (36 %)
non-renewable ²	1,939 (68 %)	1,991 (64 %)	2,220 (64 %)
Hungary	2,730	2,952	3,319
renewable ¹	892 (33 %)	1,057 (36 %)	1,197 (36 %)
non-renewable ²	1,838 (67 %)	1,895 (64 %)	2,122 (64 %)
Thailand	119	167	155
renewable ¹	18 (15 %)	71 (43 %)	57 (37 %)
non-renewable ²	101 (85 %)	96 (57 %)	98 (63 %)

¹ renewable: 100% of the natural latex, 80% of the paper and cardboard
² non-renewable: 100% of the plastic, 100% of the chemicals, 20% of the paper and cardboard, materials made from non-renewable chemicals and fillers

GRI 301-1

The resource-conserving use of materials is one of our highest principles. We only manufacture on demand to avoid overproduction. Our largest plant in Vaskereztés, Hungary, uses 95% of all of the materials consumed. The double digit sales increase in recent years is notably reflected in the materials used.



Uthan Bunglesin and his wife, Preeda Binsin, playing with little Muhammad Sayyid, the daughter of a colleague.



There is always something to do in production because every MAM Friend is processed and painted by hand.



“Patience is the most important thing for harvesting latex”

Portrait. In Thailand, we were able to increase the share of renewable materials to nearly 40 percent, thanks in great part to our MAM Friends. Rubber farmers such as Uthan Bunglesin make a decisive contribution to this.

It's the middle of the night in the dense Thai rubber forest as a new work day starts for Uthan. “The most productive harvest time is from midnight to the early morning hours,” explains the 39-year-old. “The most important thing is patience.” The milky, natural latex is harvested by cutting the bark of the rubber tree and is later prepared for further processing. Uthan has been working with rubber trees for nearly 15 years and is always learning something new. “In the beginning, my brother-in-law taught me a lot about the equipment and methods. It takes a lot of knowledge to keep the trees going as long as possible,” he says. “It’s a family tradition for me: I had been watching for years and now I am harvesting myself – that makes me proud.”


For MAM in the forest and factory

In January 2016, Uthan applied for work at the MAM subsidiary Thaimed. Since then he has not only worked as a contract latex supplier for MAM, he is also employed in the Hat Yai facility. He works in maintenance and, as needed, in production where he helps with making the plaster moulds for the

MAM Friends. Unlike the work with the rubber trees, which pauses during the rainy season and in summer, there is always something to do in production. “My work week lasts from Monday to Saturday,” says the MAM employee. “Everyone here is friendly and caring and they always listen to what I have to say. My wife and many of my relatives work here. This company is like a family for us.”

Everyone wins

Apart from his work at MAM, Uthan likes to spend his free time with his eight-year-old daughter Natchaya, who has recently started attending a nearby school. They watch cartoons together, draw or sometimes take a nap. The father brought one of the brand new MAM Friends home for his daughter. “She’s of course too old for a teether but she plays with it like a doll. Sometimes it even has to be our house pet,” laughs the amiable Thai. As a latex farmer and factory worker, he hopes that people around the world buy MAM products: “The parents benefit from the quality, the manufacturer and we the employees profit from the sales, it’s a win-win for everyone!” ☐



Tons of good ideas

From old to new. At the end of every product life cycle comes disposal. But why throw away something nice if another use can be found for it?

Waste – through responsible handling of materials (see pg. 40), waste separation and recycling we can all contribute to reducing it. What might end up in the bin despite all this could, however, be given new life with a little clever and caring handicraft.

No creativity wasted

At MAM, upcycling is already something of a tradition. After the initial success of our “2nd Life” competition in cooperation

with the Vienna University of Applied Arts in 2014, we decided to continue: The same year we called for an internal competition among the employees in Austria and repeated the action in the following year. In the fall of 2015 we finally conducted the first international MAM Office Upcycling Competition. Our country teams accepted the challenge and came up with a number of ideas for creative waste recycling. A ten-person jury from different departments judged all submissions according to five criteria: Creativity, time and effort, functionality/applicability, wow factor and overall impression. We would like to introduce three contributions at this point. □

INFO BOX

Designs from around the world

- Greece: A wintry door wreath, a colourful soother wall as office decoration and cute soother magnets for the black board
- Spain: A shimmering pearl curtain made of old soothers in the sunlight
- Sweden: A stylish soother pillow, a colourful exit sign, a decorative flower pot and a clever fruit bowl with inwardly swept teats for extra soft storage
- UK: An entire office decorated with soothers, including pen holder, picture frame, lamp shade, tea tray and umbrella stand
- USA: A Christmas tree with soother ornaments and garlands – now a MAM upcycling classic

All participating country teams were rewarded with a box full of organic food items from Austria.

Upcycling deluxe from France

Also at MAM France little soothers were turned into great works of art. First, they wanted to reach for the sky and built an impressive soother hot air balloon for their conference room. A perfect doll's bed was created in painstaking detail which even lights up in the dark through the use of our Night Collection. And finally, a few reclaimed soothers made it back onto the shelf: as MAM lettering in a product display.





A light goes on in Brazil

A whole series of upcycling proposals came to us from Brazil, but three designs were particularly noteworthy. Who would think, for example, of using pink and blue soothers as elegant framing for the men's and ladies' toilets? The colour-matched magnetic clip was another useful application and is already in use as a notepad on the office refrigerator. With their night-light idea our Brazilian colleagues really gave old soothers a chance to shine again. That persuaded our jury and so the 2016 MAM Upcycling Award went to MAM Brazil.

Waste

Waste at the manufacturing facilities by method of disposal, in tons

	2014	2015	2016
Total	266	329	412
Non-hazardous ₁	243 (92 %)	302 (92 %)	384 (93 %)
Hazardous ₂	22 (8 %)	27 (8 %)	28 (7 %)
Recycling	87 %	84 %	87 %
Incineration	8 %	8 %	7 %
Landfill	5 %	8 %	6 %
Hungary	244	311	387
Non-hazardous ₁	222 (91 %)	284 (91 %)	359 (93 %)
Hazardous ₂	22 (9 %)	27 (9 %)	28 (7 %)
Recycling	85 %	83 %	86 %
Incineration	9 %	9 %	7 %
Landfill	6 %	8 %	7 %
Thailand	22	18	25
Non-hazardous ₁	22 (100 %)	18 (100 %)	25 (100 %)
Recycling	100 %	100 %	100 %

¹ Non-hazardous waste is disposed of through conventional waste separation (i.e., mixed waste, paper, plastic)
² Hazardous waste is a substance that presents a potential hazard to health and/or the environment and is therefore disposed of separately (i.e., cleaning agents in production)

GRI 306-2

We are not only looking for creative solutions to breathe new life into our products, but also constantly working on the optimisation of our resource streams. By means of precise quantity production, we minimise our material requirements and thereby our waste disposal. The share of hazardous waste in our production sites in Hungary and Thailand has been reduced from nine to seven percent in recent years. Hazardous waste is thermally utilised; about 87 percent of our waste is recycled.

Environment



The giant Swiss soother

Let's go all out, thought our colleagues in Switzerland. They came out big in our upcycling challenge and quickly turned 1,000 soothers into a huge sculpture. The idea, colour selection and the creation of cardboard stencils took just one day. On the next day, everything was sorted, the wire mesh framework was constructed and finally, the giant soother was put together. Although the entire team worked together, it was evening before the last soother was put in place.



Social sustainability



OUR GOAL: Not only to be a good employer, but also to expand our network of medical experts and develop our products together with them.

930

employees 2016, **43%** more than in the past reporting period

Over **50%** have children, **100%** return after parental leave

76% female employees, management: **40%** women in 2016, proportion increasing

Certificate **Audit „berufundfamilie“**

Network of **6,000** medical experts worldwide

"We learn from each other"

"I see with my children that not only the older one teaches the younger one something, but also the other way around."

It's like this in the MAM family too, where we learn from each other. My task is to promote and shape this process."



Victoria (3 years) and Constantin (2 years), the children of **Sandra Chini**, HR Manager

Sabine Beer manages the internal communications department at MAM in the morning, and her family life in the afternoon.



Part-time manager

Sabine Beer is the Director of Internal Communications at MAM – and a mother. She works Monday through Thursday in the Vienna office and spends the afternoons with her six-year-old son David. Sabine appreciates that a career at MAM does not exclude children: “It’s just great that managers, too, have the chance to come back part-time after parental leave.” Employees are free to determine the number of hours per week they will come back for – with a rule just for managers that it must be at least 20. Although Sabine is not in the office all day she doesn’t miss any important meetings since these are purposely planned during core hours for part-time workers. She plans her office hours together with her colleague, who also works part-time. “The arrangement works really well! Even switching days is no problem as long as we plan it in advance. That increases flexibility even more – and at the same time, our loyalty to MAM!”



After external verification and certification, MAM received the Government Seal of Family-Friendliness.

Kids and Careers

Family and work in harmony. For MAM, it’s completely natural to operate in a family-friendly fashion. We have three examples showing the measures in place to support our employees in coordinating work and family.

Gender equality

	2014	2015	2016
Total employees	651	852	930
Women	74 %	75 %	76 %
Female members of governance body	32 %	33 %	39 %
Women in office	67 %	66 %	67 %
Women in production	79 %	79 %	80 %
Labour turnover rate women	17 %	8 %	17 %
Labour turnover rate men	25 %	10 %	17 %
Women part-time	10 %	8 %	8 %
Men part-time	2 %	3 %	3 %

Average hours of training per year women, Austria*	ns	22	24
Average hours of training per year men, Austria*	ns	29	21

GRI 404-1, 405-1

Over 75% of our employees are women. The proportion of women in the governance body is continuously increasing and already at nearly 40 percent. There is no difference in the labour turnover rate between male and female employees at MAM.

* At over 20 hours per year, time for continuing education in Austria is very high. A complete collection of data is being compiled.

Photos: Egger & Lerch, Reinhard Lang (top left, bottom right)



Stefan Scharl is taking advantage of the possibility of parental leave. The MAM parental leave management roadmap gave him the information he needed.

The MAM Buddy System

Iris Lehner has been on parental leave since the birth of her second son Lionel in June 2016. Still, it is important to her to remain in contact with MAM. "I'm interested in what happens in the company. And when I'm up to date, my return will naturally be much easier and more enjoyable,"she says. This is the reason she uses the MAM Buddy System – a measure which was developed and introduced within the scope of the "berufundfamilie" audit. It works like this: Buddy pairs are formed between an active employee and a colleague on parental leave. They are paired up according to the random principle, which is how Iris and her buddy got together. They finalised the buddy agreement before her leave started. "We decided how and how often we want to exchange – and that also works very well," says Iris. Her return to MAM approaches calmly, since she will get all the info she needs to get started again from her buddy.



Iris Lehner is still interested in what is going on at MAM while she is on parental leave. That's why she takes part in the buddy programme.

Guide for future parents

After the birth of his daughter Luiza on January 21st, 2017, Stefan Scharl spent two weeks at home to enjoy time with his family. The Content & Social Media Brand Manager learned this was possible and, as a father to be, how to prepare for parental leave at work from the Roadmap. The online platform covering the topics of parenthood and care has been open to all Austrian MAM employees since 2015. Stefan recently consulted it again since he is going on parental leave for three months starting in September 2017: "The roadmap shows you everything about the different options available and how to prepare yourself and your colleagues for leaving and coming back to work." He found the checklists especially helpful: "It has all the to-dos and deadlines and even the forms to give to HR can be downloaded – a great service!"

Family-friendly workplace

	2014	2015	2016
Total number of employees on parental leave	31	28	40
Female employees	29	25	39
Male employees	2	3	1
Total number of employees who have returned to work after parental leave	10	17	16
Female employees	8	15	14
Return rate women	100 %	100 %	93 %
Male employees	2	2	2
Return rate men	100 %	100 %	100 %
Employees with children	394 (61 %)	433 (51 %)	481 (52 %)
Employees without children	257 (39 %)	419 (49 %)	449 (48 %)

GRI 401-3, 405-1

Family-friendliness is alive at MAM: Over 50 percent of our employees have children. The return rate after parental leave is nearly 100 percent, with just one colleague not returning to work during the reporting period. 94 per cent of our total staff (100 per cent of the women) has the opportunity to take parental leave. Some countries do not yet offer parental leave for men.

More than well provided for

From doctor visits to yoga sessions. We are there for our employees – in every situation in life. We offer additional services and benefits to our employees that go beyond those required by law at all of our locations.

Hungarian fitness centre

Our oldest and largest production site in Vaskeresztes has undergone many expansions over the years and it is still being regularly enlarged and modernised today (see pg. 34). This affects more than just the infrastructure. More than half of our employees work in Hungary – and we want to know they are well taken care of. As a balance for physical work in the factory, there are many opportunities for sporting activities, especially in the new fitness centre directly at the production site. Completed along with the most recent modifications, the training centre is outfitted with selected equipment and is available to all employees, whether assembly line workers or management personnel. Like the rest of the building, it is equipped with an efficient climate control system and LED lighting. Generous windows provide natural light for sports. After working out, employees have the opportunity to cool off at a nearby swimming pool. MAM also pays the entrance fees there.

Additional offers for our employees in Vaskeresztes:

- Foundation for financial support of employees in cases of hardship
- Shuttle bus to and from work (also reduces CO₂ emissions)
- Regular mammographies, eye exams, immunisations and massages
- Discounts in regional shops
- Theatre tickets as a performance bonus
- Relaxation room





MAM employees and distribution partners at the MAM Congress.

INFO BOX

MAM as employer

Equal opportunities, healthy interaction and common growth – these basic values are essential for our personnel management.

1. Everyone is important

We are a young, multicultural and gender-balanced team – from interns to management – and we highly value this diversity. We believe everyone should be treated with respect. The additional services described in this article are therefore mostly free of charge and are available to both full-time and part-time employees.

2. Always willing to listen

We see a lively dialogue between the operations teams and management in a safe working environment as the basis for healthy cooperation. Openness, honesty, trust and respect for other ways of thinking are always at the centre of this cooperation.

3. Growing together

Thanks to an excellent business climate, we have expanded our workforce by 43 percent since 2014 to a total of 930 employees. In doing so, we rely on qualified specialists and managers who can support us in our organic expansion. Nearly 35 percent of our employees came aboard in 2016 – 200 people in Hungary alone, and 50 at our plant in Thailand. But of course we don't want to grow just in numbers: We are also committed to the personal and professional development of our employees through continuing education courses, which are agreed upon within the scope of employee appraisal meetings held at least once a year.

GRI 404-3

Thailand plans ahead

The word “savings” is rarely used in everyday Thai life: People live in the present and there is no tradition of long-term financial security. Nevertheless, MAM has come up with a plan to make savings an attractive idea for the employees at both production sites in Hat Yai and Kabin Buri. Within the framework of a corporate pension fund, they can transfer between 3 and 15 percent of their monthly pay to their own account. The company pays 3% interest on every deposit – a major incentive for the workforce and a long-term investment for us. Currently, about 20 per cent of the employees are participating in this voluntary programme, thereby ensuring that their families will have a financial cushion even in harder times. We hope that participation will continue to grow over time and savings will become more a part of everyday life.

How we invest in our employees in Thailand:

- Interest-free education loans for children of employees
- In-company day-care in Hat Yai
- More holidays than customary in Thailand plus extra holiday time for the birth of a child
- Annual physical exams at the local hospital
- Free work uniform
- Phased introduction of a comprehensive Compensations & Benefits package including: social and accident insurance for employees and their families, cost of living allowances and food vouchers, shift premiums, birthday gifts, pension plans, and grants for weddings and the death of immediate family members.



Healthy for body and mind: The staff in Vienna relax with group yoga once a week.

Lotus position in Austria

Everyday stress, postural problems and tension – even with good medical care it’s hard to escape these problems in the workplace. For our employees in Vienna then, we offer a weekly, professionally led yoga hour throughout the year. The exercise is more than just part of responsible, healthy lifestyle. The training is funded by MAM but participants make a symbolic payment of five Euros per session. At the end of the year, the entire amount will be donated to a family in need. In 2016, 500 Euros found their way into the hands of a young mother whose biggest wish was to earn enough as a dishwasher, cleaner or assembly line worker to afford a room for herself and her son.

How we also support our team in Austria:

- Measures to reconcile work and family life (see pp. 46–47)
- Benefits for employees travelling to work by bike or public transport
- Employee day with an update on company strategy and keynote lectures for employees from Austria and Hungary

- Sponsorship at various running events (registration fees and meals)
- Beach volleyball in summer
- Back massage once a week
- Support for employees in the case of personal hardship
- Food vouchers
- Computer glasses and seat-standing table tops for a healthier working position at the desk

Organisational profile

	2014	2015	2016
Headcounts	651	852	930
Europe	497 (76 %)	628 (74 %)	693 (74 %)
Asia	96 (15 %)	156 (18 %)	168 (18 %)
America	15 (2 %)	16 (2 %)	16 (2 %)
Rest of the World	43 (7 %)	52 (6 %)	53 (6 %)
permanent	629 (97 %)	746 (88 %)	847 (91 %)
temporary	22 (3 %)	106 (12 %)	83 (9 %)
full time	602 (92 %)	796 (93 %)	866 (93 %)
part-time	49 (8 %)	56 (7 %)	64 (7 %)
female	484 (74 %)	640 (75 %)	706 (76 %)
permanent	470 (97 %)	546 (83 %)	644 (91 %)
temporary	14 (3 %)	94 (17 %)	62 (9 %)
full time	438 (91 %)	591 (92 %)	648 (92 %)
part-time	46 (9 %)	49 (8 %)	58 (8 %)
male	167 (26 %)	212 (25 %)	224 (24 %)
permanent	159 (95 %)	200 (94 %)	203 (91 %)
temporary	8 (5 %)	12 (6 %)	21 (9 %)
full time	164 (98 %)	205 (97 %)	218 (97 %)
part-time	3 (2 %)	7 (3 %)	6 (3 %)

GRI 102-8



Total number and rates of new employee hires and employee turnover by age group, gender and region

	2014	2015	2016
New employees (total)	141	187	324
Percentage of headcounts (total)	22 %	22 %	35 %
Europe	57 (40 %)	124 (66 %)	253 (78 %)
Asia	59 (42 %)	42 (22 %)	50 (15 %)
America	3 (2 %)	1 (1 %)	2 (1 %)
Rest of the World	22 (16 %)	20 (11 %)	19 (6 %)
female	94 (67 %)	132 (71 %)	253 (78 %)
male	47 (33 %)	55 (29 %)	71 (22 %)
< 30 years	94 (67 %)	87 (47 %)	144 (44 %)
30–50 years	40 (28 %)	56 (30 %)	157 (49 %)
> 50 years	7 (5 %)	44 (23 %)	23 (7 %)
Employees that have left the company (total)	123	71	157
Turnover rate	19 %	8 %	17 %
Europe	52 (42 %)	48 (68 %)	125 (80 %)
Asia	49 (40 %)	11 (16 %)	13 (8 %)
America	3 (2 %)	1 (1 %)	1 (1 %)
Rest of the World	19 (16 %)	11 (15 %)	18 (11 %)
female	81 (66 %)	50 (70 %)	120 (76 %)
male	42 (34 %)	21 (30 %)	37 (24 %)
< 30 years	74 (60 %)	35 (49 %)	61 (39 %)
30–50 years	39 (32 %)	29 (41 %)	73 (46 %)
> 50 years	10 (8 %)	7 (10 %)	23 (15 %)

GRI 401-1

Diversity of governance bodies and employees by gender and age

	2014	2015	2016
Governance body (total)	59	57	56
female	19 (32 %)	19 (33 %)	22 (39 %)
male	40 (68 %)	38 (67 %)	34 (61 %)
< 30 years	1 (2 %)	1 (2 %)	1 (2 %)
30–50 years	40 (68 %)	34 (60 %)	34 (61 %)
> 50 years	18 (30 %)	22 (38 %)	21 (37 %)
Employees (total)	651	852	930
< 30 years	187 (29 %)	225 (26 %)	251 (27 %)
30–50 years	363 (56 %)	508 (60 %)	552 (59 %)
> 50 years	101 (16 %)	119 (14 %)	127 (14 %)

GRI 405-1





Susanna Wagner, MAM
Vice President Customer
Relations

INFO BOX

Human rights at MAM

We respect the life, health and well-being of our employees and in the MAM countries we always act within the national laws, including human rights. In Thailand, however, there is a general risk that they will be violated. For this reason, we have reviewed the relevant GRI indicators (system boundaries) for our location in Hat Yai (see page 40) and are looking especially closely at this: Forced and compulsory work are forbidden. Overtime is voluntary and there are no penalties or intimidation. Our strict policy against child labour and the rights of the indigenous population is anchored in the code of conduct. Since MAM started, there have been no incidents in this regard. There are no legal collective bargaining agreements in Thailand but we pay above average wages and offer many benefits (see pg. 49). One of our goals for the next report: To offer training courses on the subject of human rights and to carry out a social audit at the factories.

GRI 102-41, 407-1, 408-1,
409-1, 410-1, 411-1, 412-1

Ethically correct conduct is our duty

Clear rules. We have implemented a code of conduct and an anti-corruption programme. Above all are human rights – and that naturally goes also for our production facilities in Thailand.

Imagine you are a MAM employee and you are given a laptop completely free by a potential business partner. Can you keep it? Even if no business comes out of it? Or does this fall under bribery? We are highly concerned about questions like these. In addition to sustainable management, environmental protection and social justice, MAM places particular importance on ethically correct behaviour.

In order to ensure this we have our code of conduct: It is based on the ten principles of the United Nations Global Compact and is part of our CSR philosophy. Not only all employees in all MAM countries must adhere to it – it also applies to our suppliers. With their signature, they commit to paying their employees fairly, to respect the environment in all their activities, and much more.

But that is not all. In 2017, we will start to roll out our anti-corruption programme at MAM – despite the fact

that we were not faced with corruption in the reporting period of 2015 and 2016. This involves rules for gifts such as the above-mentioned laptop, travel expenses, dealing with authorities and other important aspects that should strengthen our anti-corruption culture. We are planning training for employees, which will further define our code of conduct. In addition, the ethics representatives at MAM should continually be involved and act as a first contact for instances of suspected corruption. We don't fool around when it comes to responsibility. CSR has always had, and will continue to have top priority for us in the future.

Yours,
Susanna Wagner

PS: As a MAM employee, you could not accept the laptop. It would be a gift of too high a value. □



Explaining without words

Safe sleep. MAM develops information material without text. It visualises important topics such as oral hygiene or SIDS (Sudden Infant Death Syndrome), and does it all without words.

Faizah is at the paediatrician with her daughter Kalila. On the table in the waiting room is a stack of magazines that Faizah can't read. But the MAM info sheet about SIDS is there, too. It describes with pictures, among other things, that babies sleep best on their back on a firm surface in a baby sleeping bag. Faizah picks it up – and understands.

Not all new parents have the opportunity to get information on important questions and topics – they may have a language barrier like Faizah, for example. MAM developed educational material, like the SIDS info sheet, for people like her. The idea came from a training course that Monika Skokan, the team leader for medical science cooperation at MAM, attended at the Graz University Clinic. "Paediatrician Prof. Kerbl emphasised how difficult it is to reach particularly vulnerable families. That just clicked with me," recalls Monika. The idea for the info sheet was born, now was the time to make it happen. There was already a comprehensive brochure on the subject of SIDS co-developed by Prof. Reinhold Kerbl, head of the paediatrics department at the Upper Styria Regional Hospital in Leoben. It served as a basis for content – an advantage since both the concept

and comic characters had to be developed for the oral hygiene info sheet. "What we learned here is that clear, simple pictures are better than playful and finely detailed ones," says Monika.

Difficult topics simply prepared

Here too, Prof. Kerbl lent his paediatric expertise and an agency took care of working up the two-page SIDS info sheet. Today, it is available in medical practices, hospitals and clinics, and can be ordered free of charge from the MAM healthcare professionals online shop. "The SIDS info sheet is an absolute hit with both medical professionals and parents," says Monika. How does she explain that? "It's hard to talk about SIDS. With the pictures though, we were able to present the topic in an easy to understand and accessible form." Now Faizah knows what to pay attention to when putting Kalila to bed. She told her friends about it who are mothers, too. □



Monika Skokan, Team Lead Medical Science Cooperation



Sharing knowledge with parents is important to us. Besides the comics-style info sheets on SIDS and dental care we have published other MAM brochures on numerous topics including breast feeding, nutrition, using soothers and baby massage.

Relationships

Good news from our charity events

11 countries, countless projects. Across the globe, our employees work for those in need. 2016 was a big charity year – and with a bonus: For each non-profit initiative, there was an additional €500 contribution from MAM headquarters to charity organisations. MAM countries have sent us their project reports.

INFO BOX

Here is how MAM employees helped in other countries:

- **Brazil:** Donations in kind and collection campaigns for people in need
- **Germany:** Donation to the German Children's Cancer Foundation instead of Christmas gifts
- **France:** Donation of €16,000 to PREMUP, an organisation which conducts research for preterm health.
- **Hungary:** Cash donations and donations in kind to renovate a kindergarten.
- **Sweden:** Donation to UNHCR instead of Christmas gifts.
- **Switzerland:** Donations in kind for the victims of the August 2016 earthquake in Italy.
- **Thailand:** Collection of donations for the Ben Mae Marm School, a Thai Austrian Society project.
- **UK:** Donations were made, amongst others, for CLAPA, a charitable organisation helping people with cleft lip and palate.

GREECE

From: Letty Varella, General Manager MAM Hellas
Subject: 2,200 Euros for refugee children

Hello from Greece,

2016 was a special year for us: On one hand, MAM marked its 40th birthday – a reason for celebration. On the other hand, the refugee crisis presented us with great challenges. Help was needed everywhere. We thought: Why don't we use our anniversary to help the refugees?

This is how we got the idea for our Facebook campaign: In November we held a sweepstakes on our Facebook page in which 40 of our fans could win a 40th anniversary package. And not just that: Every response to this post – whether a like, share or a comment – meant help for refugee children. There were 2,200 responses by the end of the sweepstakes. For us that meant: We donated €2,200 worth of MAM products to the Red Cross, which provides care for children in refugee centres. The Red Cross was thankful for all of the teething rings, bottles, toothbrushes and other much needed items for babies and toddlers. And we were truly glad that we could help in a meaningful way.

Your Letty





USA

From: Jennifer Mitchell, Chief Executive Officer MAM USA/Canada
Subject: Corporate Volunteering Day at Blythedale Children's Hospital

Hello MAM,

the state of New York is a great place to live – especially if you can afford health care. Sadly, not everyone has the same opportunities. For those who are very poor, the cost of seeing a doctor is unaffordable. A sick child can be a serious problem for parents since there is often not enough money for medicine. In times like these, facilities such as the Blythedale Children's Hospital are a blessing. The hospital, which specialises in paediatrics, has more than just 120 years of experience in providing emergency care. It also has an excellent reputation when it comes to developing exceptionally innovative treatment concepts for young patients. They care for, treat and comfort over 2,500 children and families each year. What Blythedale does is incredible – so we decided to help: On our corporate volunteer day in the fall we accompanied the doctors and nurses while they performed their daily routines. What we experienced that day moved us deeply. The little boys and girls showed us just what courage means. Their gratitude really touched us. The staff puts their heart and soul into helping children and their parents in their fight against illness and poverty. Our contribution was only a very small one. But, the experience showed us what a wonderful privilege it is to be able to help. Many thanks to all of our dedicated colleagues!

All the best from New York,
Jennifer



AUSTRIA / HUNGARY

From: Zsafia Gresko, Supplier Quality Team Leader
Subject: A playground for refugee children

Dear MAM colleagues around the world,

so many people have come from war zones to Austria in the last two years! And like so many others, we wanted to help. After focusing on urgent needs the year before, we wanted to continue and make progress in other areas. We learned that there was a house in Baden bei Wien, where the Diakonie Refugee Services have been assisting 200 refugees, including unaccompanied minors and families with children, since February. The Paul Weiland House also has a garden. We thought we could build a playground, which would provide a space for all of the children living there to enjoy. We needed some help to do this, though. And help we got, from Linsbauer, a maker of playground equipment. One mild, October day, we were ready. Colleagues travelled from Vienna, Siegendorf and Hungary – with clothes, blankets, toys, toiletries, starter sets for the mothers-to-be in the house and loads of motivation. We started by getting rid of all the vines and weeds and then, side by side with the professionals and piece by piece, we built the playground: Sandboxes, slides, basket swings and more. By the end of our company volunteer day the garden, which just a few hours before was wild and overgrown, was transformed into a little oasis of fun. The residents of the house were very happy and extremely grateful. We were even rewarded: A Syrian chef, whose restaurant in Aleppo fell victim to war, treated us to some delicious foods from his homeland. A wonderful day with something for everyone!

Best regards,
Your Zsafia



Our CSR programme for the future

We have ambitious goals. In the coming years we will implement a variety of measures to realise them. This applies to all pillars of sustainability.

Our record shows that we follow our words with action. The objectives from our previous sustainability report have either been fully implemented or broadened, since we want to accomplish even more in these areas. The latter are marked in the table as “extended”. An example: One goal of the previous sustainability report was to expand our MAM network to 5,000 experts. By the end of 2016 it was already 6,500. Our new goal E1 goes even further: We

want to hit the 8,000 mark by the end of 2018. But there are also topics in the materiality matrix which we have not yet devoted enough attention to. They too are now on our sustainability agenda as goals and measures. These topics, which are now included in the CSR programme, are marked as “new” in the table.

A) CSR-Management

- 1. Key figures** EXTENDED
Improve management of key figures by the time our next sustainability report for 2017/2018 is completed in 2019
- 2. UN Global Compact** NEW
Active participation in the UN Global Compact Network by 2017
- 3. Supply chain** NEW
Roll-out of our sustainability management with product parts suppliers by 2020

B) Economic sustainability Chapter "Growth"

- 1. Strategy** NEW
Long-term and stable corporate strategy with the goal of sustainable corporate development
- 2. Investments** NEW
Farsighted self-financing of company growth and maintaining a high percentage of reinvestment
- 3. R&D** NEW
Strong focus on research & development to act as a driver of innovation

C) Product-specific sustainability Chapter "Eating, drinking, playing"

- 1. Product safety** NEW
Ensure safe products through quality testing and compliance with all standards
- 2. Sustainable Development Goals** NEW
Intensive engagement with the Sustainable Development Goals (SDG) and their integration into our innovation process by 2017
- 3. Bio-based plastics** EXTENDED
Close collaboration with scientific institutions by 2020 to build up know-how in the field of the components and processing of bio-based plastics with the highest level of safety and quality standards

D) Environmental sustainability Chapter "Environment"

- 1. Carbon footprint** NEW
Expansion of the MAM CO₂ calculator for parents by implementing the findings of the study on the carbon footprint of MAM soothers by 2017
- 2. CO₂ neutral production** NEW
Evaluation of the “CO₂ neutral production” project for Europe by 2019
- 3. Environmental management** NEW
Planning for the expansion of the environmental management system used in the Hungarian plant according to ISO 14001: 2015 to our production plant in Thailand by 2020
- 4. Energy management** EXTENDED
Implement energy management system principles per ISO 50001:2011 for our plant in Hungary by 2019
- 5. Waste** NEW
Reduction of the landfill waste rate per employee through various measures for our plant in Hungary by 2018
- 6. Energy efficient construction** EXTENDED
Establishment of a new research and development centre in Austria in accordance with energy-efficient guidelines by 2020

E) Social sustainability

Chapter "Relationships"

1. **Networking** EXTENDED
with **medical experts**
Continuous networking with at least 8,000 medical experts such as midwives, orthodontists, dentists and paediatricians by 2018
2. **SIDS** NEW
Educational work and knowledge sharing on Sudden Infant Death Syndrome (SIDS), especially in China, where the SIDS rate is significantly higher than in other countries, by 2018
3. **Social Audit** NEW
Conduct social audits at our production plants per Sedex/SMETA by 2017
4. **Human rights** NEW
Expand our initiatives to observe human rights, especially at our two plants in Thailand by 2018 (per GRI 412-1 and as stipulated by the Thai Labour Protection Act)
5. **Anti-corruption** EXTENDED
World-wide roll-out of an anti-corruption programme including employee training by 2018
6. **Work and family** EXTENDED
Intensify measures to reconcile work and family life including a "Beruf & Familie" re-audit by 2017
7. **Corporate Volunteering** EXTENDED
Implementing our annual corporate volunteering initiatives around the world
8. **Employer Engagement** NEW
Annual employee day for all employees from Austria and the management of the Hungarian production site. The focus is on information, development impulses for the team and shared experience
9. **Recruiting** NEW
Promoting beneficial diversity and taking the Equal Treatment and Disability Discrimination Law into account in our "Sequence of applicant selection" guide

WE PROVIDE DEEP INSIGHT

The 2015 & 2016 sustainability report is the third by the Bamed/ MAM Group and the first that was prepared in accordance with the new Standards of the Global Reporting Initiative (GRI). It is intended to show how seriously we take our ecological and social corporate responsibility and make our commitment to sustainability transparent. We pay attention to resources and energy efficiency and minimise the environmental impact in the development and manufacture of our products. In doing so we follow the precautionary principle. We construct, for example, in a way that is sustainable and state of the art (see pp. 36–38) and conduct regular energy audits (see pp. 34–35).

All locations in our sights

For the collection of quantitative data the scope of consolidation was defined as the reporting boundaries. This includes all of the locations of companies belonging to the group (see pg. 6). There are only two variations: As environmental aspects primarily concern the production sites, we have only compiled the relevant indicators for them. Regarding the subject of

human rights, we have restricted ourselves to our site in Thailand (see pp. 40–41), since that is where an increased risk lies.

Where does CSR reside at MAM?

The CSR team reports directly to the MAM management and they jointly define the strategic orientation of CSR. In doing so, we ensure that all sustainability issues are closely linked to our core business.

Do you have any questions? Our CSR department, headed by Hannes Thaler, will be pleased to provide you with information on the content of the report as well as the dialogue with our stakeholders: csr-team@mambaby.com

Sustainable on the Net, too: Our sustainability report is of course available as an online version at report.mambaby.com

GRI 102-11, 102-18, 102-45, 102-46, 103-1

GRI 102: GENERAL DISCLOSURES 2016*		
Organisational profile		
102-1	Name of the organisation	footnote 1)
102-2	Primary brands, products and services	page 6
102-3	Location of the organisations' headquarters	page 6 and footnote 1)
102-4	Number of countries, where the organisation operates	page 6
102-5	Nature of ownership and legal form	footnote 1)
102-6	Markets served	page 6 The sales locations support the markets supplied. Direct customers of MAM are primarily trading companies
102-7	Scale of the organisation	pages 6-7 and footnote 2)
102-8	Information on employees and other workers	page 50
102-9	The organisation's supply chain	page 19
102-10	Significant changes to the organisation and its supply chain	new subsidiary in Italy new production facility in Thailand (pages 36-38)
102-11	Precautionary approach or principle addressed by the organisation	page 57
102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	page 9, page 17
102-13	Membership of associations (such as industry associations) and national or international advocacy organisations	page 17
Strategy		
102-14	Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability	pages 4-5, pages 16-18
Ethics and integrity		
102-16	Organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	pages 8-9, page 52
Governance		
102-18	Governance structure of the organisation including committees of the highest governance body	page 57 and footnote 1)
Stakeholder-Engagement		
102-40	List of stakeholder groups engaged by the organisation	pages 10-11
102-41	Percentage of total employees covered by collective bargaining agreements	page 52
102-42	Basis for identification and selection of stakeholders with whom to engage	pages 10-11
102-43	The organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and indication of whether any of the engagement was undertaken specifically as part of the report preparation process	pages 10-11
102-44	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	pages 10-11
Report profile		
102-45	List of all entities included in the organisation's consolidated financial statements or equivalent documents	page 57
102-46	Process for defining the report content and the topic boundaries	pages 10-11, page 57
102-47	List of all the material topics identified in the process for defining the report content	pages 10-11
102-48	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	transitioning from GRI G4 to GRI Standards
102-49	Significant changes from previous reporting periods in the scope and aspect boundaries	pages 10-11
102-50	Reporting period (such as fiscal or calendar year) for information provided	2015 and 2016
102-51	Date of most recent previous report (if any)	2015 (for the reporting period 2013 and 2014)
102-52	Reporting cycle (such as annual, biennial)	biennially
102-53	Contact point for questions regarding the report or its contents	csr-team@mambaby.com
102-54	Claims of reporting in accordance with the GRI Standards	The report has been prepared in accordance with the GRI Standards: "Core Option"
102-55	GRI content index	pages 58-59
102-56	The organisation's policy and current practice with regard to seeking external assurance for the report	The report has not been assessed externally. GRI-consultancy by denkstatt GmbH

* For a better overview of the general disclosures, the texts of the key figures are shown in a condensed form, but the total content of the key figures is discussed in the report.

"1) Ownership and legal form:

Like BAMED AG, MAM Babyartikel GmbH is part of the Bamed / MAM Group. The supreme body of the Bamed / MAM Group is Tamino Investments Limited, based in Cyprus, represented by Wolfgang Allichhammer, Dr. Peter Karl Wolf and Dr. Peter Hoffmann. Major strategic decisions require the approval of the supreme body of the Group. Operationally, the Group is represented by BAMED AG, Switzerland, headed by the Chairman of the Board, Niklaus Schertenleib, whereby BAMED AG is responsible for production and sales. The two Austrian companies Bamed GmbH and MAM Babyartikel GmbH, represented by the managing director, Ing. Peter Röhrig, are, in consolidation with BAMED AG, responsible for research and development as well as for brand management."

2) Size of the organisation incl. balance sheet figures such as turnover, sales:

The Bamed / MAM Group is not listed on the stock exchange, so there is no obligation to publish. We live by the sale of a limited range of products under a single brand in a low-growth market. In the global market, we are the only remaining medium-sized company. All major competitors are part of larger, financially strong and diversified business structures. Under these conditions, we consider the risk as a given that a sales publication allows far-reaching conclusions for our competitors, which can be used to our disadvantage."

GRI 103: MANAGEMENT APPROACH 2016

103-1	Explanation of the material topic and its boundary	pages 10-11; page 57
103-2	The management approach and its components: GRI 200: STANDARDS 2016, ECONOMIC	page 52, pages 56-57
103-2	The management approach and its components: GRI 200: STANDARDS 2016, ENVIRONMENTAL	page 26, pages 34-35, page 39, pages 56-57
103-2	The management approach and its components: GRI 200: STANDARDS 2016, SOCIAL	page 26, pages 46-47, page 52, pages 56-57
103-3	Evaluation of the management approach	pages 56-57

GRI 200: STANDARDS 2016, ECONOMIC**Anti-corruption**

205-1	Operations assessed for risks related to corruption	page 52
205-2	Communication and training about anti-corruption policies and procedures	page 52
205-3	Confirmed incidents of corruption and actions taken	page 52

Anti-competitive behavior

206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	no legal disputes in the reporting period
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GRI 300: STANDARDS 2016, ENVIRONMENTAL**Materials**

301-1	Materials used by weight or volume	page 40
301-2	Recycled input materials used	page 31

Energy

302-1	Energy consumption within the organisation	page 35
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Emissions

305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	page 39
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	page 39

Waste

306-2	Total weight of waste by type and disposal method	page 43
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Compliance

307-1	Non-compliance with environmental laws and regulations	Environmental laws and regulations are complied with by ISO 14001. No incidents of non-compliance with environmental legislation during the reporting period
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GRI 400: STANDARDS 2016, SOCIAL**Employment**

401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	page 51
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	pages 48-50
401-3	Return to work rates and retention rates after parental leave, by gender	Return rates: page 47 Retention rates: no valid data; will be evaluated in the next report

Labour/Management relations

402-1	Minimum notice periods regarding operational changes	Timely communication at essential changes are standard at MAM
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Training and education

404-1	Average hours of training per year per employee	page 46
404-3	Percentage of employees receiving regular performance and career development reviews	page 49 Nearly 100%. A complete data collection will follow with the next report

Diversity and equal opportunity

405-1	Diversity of governance bodies and employees	pages 46-47, page 51
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Non-discrimination

406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in the reporting period
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Freedom of association and collective bargaining

407-1	Freedom of association and collective bargaining	page 52; based on the respective legal framework
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Child labor

408-1	Operations and suppliers at significant risk for incidents of child labour	page 52
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Forced or compulsory labour

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	page 52
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Security practices

410-1	Security personnel trained in human rights policies and procedures	page 52
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Rights of indigenous peoples

411-1	Rights of indigenous peoples	page 52
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Human Rights Assessment

412-1	Operations that have been subject to human rights reviews or impact assessments	page 52
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Customer health and safety

416-1	Assessment of the health and safety impacts of product and service categories	page 24; all product groups are subject to stringent quality requirements
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents in the reporting period

Product and service labeling

417-2	Incidents of non-compliance concerning product and service information and labeling	There were no incidents in the reporting period
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Customer privacy

418-1	Customer Privacy: Substantiated complaints concerning breaches of customer privacy and losses of customer data	page 29
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Compliance

419-1	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	no fines in the reporting period
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MAM

The MAM CSR report ends here,
but our commitment continues:

We'll keep working

to make babies

and parents

happy in the future, too.

