

mybetterfuture

Sustainability Report 2017/2018



Sustainability at MAM

#mambaby

Austrian family owned business since **1976** with **~1,000 employees**

What is more sustainable than to work for the future for babies? This mission is expressed in all pillars of CSR at MAM and has been sweepingly proven through numerous awards. www.mambaby.com

#happybaby



All MAM products free of BPA, BPS and phthalates

400,000 product tests with **68** different testing methods in over **12,000** working hours for bottles and soothers



Awards 2017/2018



TRIGOS 2017: Most Sustainable Company in Austria



Environmental Award of the City of Vienna 2017



ASRA 2017: Austrian Sustainability Reporting Award



Great Place to Work 2018: Best Employer



Work and Family Audit 2017



Austrian Living Standards Award 2018



Various product awards in 2017 and 2018 such as the Mother & Baby Award

Most Family-Friendly Workplace Region Vas (HUN) 2018

#fairsociety

75%
of employees are women

41%
of management are women,
nearly 100% parental leave return rate



Shared findings from
10,225
scientific studies
in the field of infant health with
~520,000 MAM Club members,
~1,950,000 Facebook fans,
~250,000 Instagram followers

#livingplanet

High resource efficiency due to sprueless production of soothers and bottles



Up to
85%
less CO₂
and energy with the MAM sterilising methods for our products

#newhorizons

+240%
sales growth
in the last 10 years

Development of the Chinese market during the reporting period



The four most important Sustainable Development Goals for MAM

happybaby



livingplanet



16 The material matters

Safe raw materials, selected suppliers



28 Emissions

CO₂ and energy saving for parents made easy

18 Standards compliance

No compromise in product quality



32 Waste reduction

Using resources wisely



21 Product news

Five new developments for babies and parents



35 R&D

A new home for innovation

22 Service oriented

Comprehensive advice for mums and dads



25 Found out

Breastfeeding and soothers are not mutually exclusive



4 Foreword

What to expect in this report

6 MAM at a glance

Company facts and figures



8 SDGs

The MAM Mission and its contribution to the UN Sustainable Development Goals

12 Value chain

Stakeholders from A to Z

Contents



38 Social Audit

For fair working conditions at all locations



50 Impact in Hungary

Create regional value

40 Benefits

MAM employees have a clear advantage



54 Active in China

Armed with know-how and information, MAM enters the market



42 Compatibility

Creative ideas for more family friendliness



56 CSR workshops

Learning and copying sustainability from one another

44 Team spirit

Maintaining a great 'we' feeling



46 Corporate giving

Acting-as-one to do good for others

58 Summary and goals

MAM's contribution to the SDGs

60 Materiality matrix

The most important sustainability topics at a glance



61 Code of Conduct

How we deal with one another and others

62 Tables and conclusions

Statistics of special interest

72 CSR programme

What's next

74 GRI Standards Content Index

The GRI (Global Reporting Initiative) Standards disclosures in this report



Legal notice: Published by: MAM Babyartikel GmbH, Lorenz-Mandl-Gasse 50, 1160 Vienna, www.mambaby.com, Tel.: +43 1 49 141 0, Fax: +43 1 49 141 404 · Editorial and Layout: www.egger-lerch.at · Expert advice: www.csr-and-communication.com · Photos: MAM Babyartikel unless otherwise noted · Printing: www.janetschek.at



Shaping the future for the babies of today

Dear readers,

► For more than 40 years now, we have been working at MAM* in the areas of health and product safety, alongside our mission to improve the health and well-being of babies and parents around the world. We develop products for babies and their parents and work for their future with great attention to detail.

In 2017, it was our great pleasure to receive the Austrian Sustainability Award. The TRIGOS is presented annually by a jury of civil society representatives and honours our commitment as the most sustainable company of the year. We see awards like these as confirmation that we are on the right track – although knowing that there is still a long way to go.

This report will let you know about our activities in 2017/18 and their contribution to sustainability. We report on goals we set for ourselves in the last report, along with if and how we achieved them ► **page 68–69**. Together with our stakeholders, we would like to look ahead in our new report. The shape of the future is

especially important since the babies of today will be living in it.

Take responsibility

At the end of 2015, the 193 member states of the United Nations agreed on a good, common future for all: 17 goals for sustainable global development should be achieved by 2030. In order to make this possible, companies are also being called upon to make relevant contributions. It was clear for us at MAM that we wanted to bring our existing sustainability strategy into line with these goals in the short, medium and long term.

We took a close look at the 17 global goals – also known as SDGs – during the reporting period, reviewed our own sustainability goals and, where possible, brought them in line. This report provides an overview of our existing activities which contribute to achieving the SDGs as well as our work to integrate these goals, such as with our processes for innovation.

Parents ask – MAM answers

As in previous years, we have prepared the report according to the internationally recognised GRI Standards. In doing so, we meet the criteria of modern sustainability reporting and make our contributions to increased sustainability

transparent and comparable. We have defined the topics covered in this report together with our most important holder groups with whom we are constantly in contact throughout the development of our products. You can read what they have to say in the following chapters and find answers to the most common questions from parents as well.

Important forums for exchange are international specialist and expert committees as well as corporate platforms in which we actively participate. One such example is the UN Global Compact: As a member of the Austrian network, we regularly exchange ideas with other companies and experts on topics, challenges, opportunities and trends of taking responsibility and the Global Goals. As a signatory, we are committed to upholding the ten principles of environmental protection, labour practices, human rights and anti-corruption measures, as well as contributing to the SDGs.

For happy babies

As an innovation-based company we want to stay fit for the future and contribute to preserving and improving the health and welfare of parents and babies through our work in research and development – which is demonstrated

*For easier reading, "the Barmen MAM Group Ltd" has been shortened to MAM.

by our project with the IMC University of Applied Sciences Krems **pages 8–11**. This also includes new service offerings such as our all-round packages **pages 22–23**. In the chapter #happybaby you will find answers to questions from parents about the safety, quality and characteristics of our products which for our stakeholders are by far the most important aspects of the work we do **pages 18–21**.

At present, with the issue of climate protection, SDG 13 is strongly in the public focus which, in the spirit of the Paris Agreement, calls for measures from all stakeholders to stop global warming. At MAM, we have already implemented existing energy efficiency measures in all of our production facilities and provide environmentally conscious parents with a CO₂ calculator for climate-friendly use of our products. There is more information about our activities in the field of ecology as well as the carbon footprint of our products in the chapter #livingplanet **from page 28**.

Healthy evolution

As a dynamic, expanding company, MAM will continue to grow in a healthy and responsible manner over the coming years, while taking into account international standards for responsible business practices. We will continue to be there for parents and their babies as well as for our employees, and in the chapter #fairsociety we talk about some of our activities in the areas of social and working conditions **from page 36**.

As a responsible part of the local community, we will discuss insights into our work in Thailand from our last two reports and this year we will be giving a very detailed account of MAM's role in Hungary for the first time. Our production site in Vaskeresztes contributes significantly to the development of the region. The chapter #newhorizons **from page 48** deals with our own long-term economic considerations as well as the associated challenges and opportunities such as our entry into the market in China.

Feedback welcomed

As always, we look forward to your suggestions and comments on our report. Our CSR team welcomes your feedback on csr-team@mambaby.com.

We would like to thank all our talented and dedicated employees, without whose dedication the success of MAM would not be possible. We are looking forward to the coming years together. Because only those who set the tone for sustainability today can succeed tomorrow. <



A blue ink signature of Peter Röhrig, consisting of a stylized 'P' followed by a horizontal line.

Peter Röhrig,
MAM Founder



A blue ink signature of Niklaus Schertenleib, consisting of a stylized 'N' followed by a horizontal line.

Niklaus Schertenleib,
Director Bamed MAM Group Ltd



founded in 1976 by Peter Röhrig

at a glance



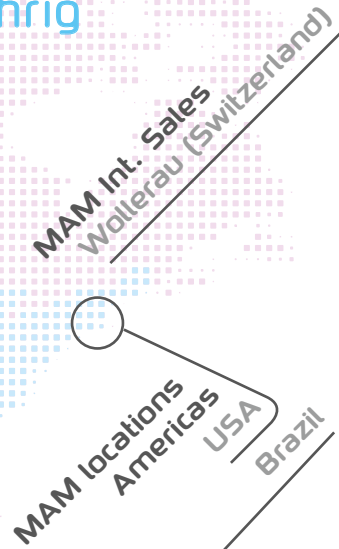
MARKET LEADER*
FOR SOOTHERS IN
11 COUNTRIES AND
6 COUNTRIES FOR
BOTTLES

8 PRODUCT GROUPS

Distribution in
60
countries

140
ITEMS

>30
medical
experts
work intensively within
the scope of product
development



MAM Int. Marketing & Design Center
Vienna (Austria)

MAM Research and Development
Siegersdorf (Austria)

MAM Production
Vaskeresztes (Hungary)

MAM locations Europe
Great Britain
Sweden
France
Germany
Greece
Italy
Spain
Switzerland
Cyprus

MAM Production
Kabinburi (Thailand)

MAM Production
Hat Yai (Thailand)

MAM location Asia
China

150
products
are sold
per minute



964

EMPLOYEES

SALES DISTRIBUTION

EUROPE

66%

USA

27%

REST

7%

>90%

of our product parts
are from Austria

PRODUCT TESTS

>400.000

INHOUSE TESTS OF
PRODUCT ITEMS

>12.000

WORK-HOURS
WITH

>68

DIFFERENT
TEST METHODS

+240%
turnover growth
in the last 10 years



Babies have a right to a clean and fair world

On the path to a sustainable future



Sustainable Development Goals.

It's not just since children around the world have been skipping school on Fridays to express their concern for a livable future that economic, social and ecological development issues have been debated internationally. MAM has taken an important step by anchoring the SDGs in its own innovation work.

► In order to get all interests moving in one direction, the 193 UN Member States have committed themselves to reach 17 goals at regional, national and international levels by 2030. These Sustainable Development Goals (SDGs) from the United Nations serve countries, businesses, educational institutions and civil society as a compass for a fair and clean world for all.

17 Global Goals

The SDGs were defined in a three-year process, involving all Member States and experts. Countries, citizens and businesses must participate equally. As states issue policies and laws to make the necessary changes, educational institutions are called upon to provide students with content for sustainable development.



MAM is also committed to the goals for sustainable development. We will show with this report where MAM is contributing.

The international community has planned quite a lot: eliminating poverty and hunger, improving health and gender equality, access to education, clean water and affordable renewable energy. The economy should ensure decent work and growth, with production and consumption both being sustainable. Inequalities should be reduced and infrastructure made sustainable and livable. Climate protection measures are just as necessary as strong and just institutions.

The Role of the Economy

Companies play an essential role in achieving the SDGs. They not only influence how resources are used, but also people's working conditions and buying habits. Making decisions responsibly requires experience. Those who already have a structured approach to responsibility management have an advantage from the start. "Corporate Social Responsibility" (CSR), which the accountability of companies for the environment and soci-

ety, is much more than just "doing good". It means addressing the expectations of special interest groups and understanding the consequences along the entire value chain.

Intergenerational justice

Our children, grandchildren and great-grandchildren are entitled to a clean environment, peace and justice. That is why we must take care with the planet's finite resources and protect and preserve habitats – their future depends on that. Since the founding of MAM, the well-being of the generations to come has been at the heart of our activities. While the steps may seem small in the face of the challenges, each one is an important step in the right direction. CSR management, which is to say, proceeding in a structured fashion, is the means of reaching this goal. For several years now, we have been working comprehensively to set strategic and operational priorities in all areas of



Sustainability at MAM in a nutshell.

sustainability – products, ecology, society and the economy. Still, much effort, new approaches and ideas are needed to develop sustainable solutions to existing challenges, such as health and environmental issues.

Innovation and sustainability

As an open-minded visionary, MAM CEO Peter Röhrig has founded our



? What contribution does MAM make toward the Sustainable Development Goals of the UN?

» company on a deeply rooted quest for improvement and innovation. At MAM, we have therefore decided to incorporate our CSR strategy and the associated objectives into innovation processes in the best way possible. This is also crucial to remaining competitive. Röhrig is convinced that only those who set the tone for sustainability today can succeed tomorrow. In 2017 we began an internal

process to strengthen the cooperation of our departments for innovation management and CSR with external partners. It started by participating in the research project “CSR and Innovation” from the IMC University of Applied Sciences Krems (www.csrundinnovation.at). The aim was to develop tools to better integrate sustainability into innovation processes. Teaching, research and economics

are closely linked at the IMC University of Applied Sciences Krems. The project, funded by the Austrian Research Promotion Agency FFG, was especially beneficial to SMEs and family businesses (with 50 to 250 employees). Over two years, MAM employees from departments involved in innovation processes (Innovation, CSR, Production Plants, Product Design & Development, Technical PM, Packaging Development, Medical Science Cooperation, Market Research and Product Management), together with scientific experts from IMC Krems, have developed a model for a CSR-driven innovation process. They were guided by the SDGs.

What guides our daily activities

- **Our passion is to understand and answer babies’ and parents’ needs so they can focus on the joy of being a family.** The babies of today are the generation of the future. Thus, there is no greater responsibility than working for their health and safety.
- **We take this task very seriously and, based on more than 40 years of experience, we develop premium baby products that are 100 percent safe, functional and easy to use.** Their innovative, carefully reflected designs function perfectly, are scientifically tested and support the development of babies. We also provide service and expert information for parents and healthcare professionals.
- **All MAM products are developed in an ongoing dialogue with parents and international medical experts.** We act globally and think about the needs of future generations as well as individual countries. We make a profit because of our excellent products and services and not at the expense of people and nature. We take responsibility for our employees as well as for our impact on the environment and society.

MAM-MISSION

Since then, the cooperative structure has enabled us to align product innovations with the SDGs right from the start – innovation, CSR and sustainability are now even more closely linked at MAM. The project teams in product development use working documents for the SDGs to address the issues and include ideas. We can now ensure that every new product is put through its paces to see if it makes a contribution to achievement of the SDGs, or perhaps counteracts it.

Peter Röhrig has shown that he is quite satisfied with the cooperation with IMC Krems. The project was able to show that for MAM’s innovation work the SDGs were a good guide to show where we could apply leverage to improve our products. They confirm that the plastics we use – deliberately and sparingly – are currently the safest and most sustainable materials for babies and parents (see also the articles on materials, standards and CO₂ on pages 16, 18 and 28). ◀

“MAM was an ideal candidate.”

Mr Mesicek, what led you and Professor Altenburger to launch the “CSR and Innovation” project in 2015?

We had observed for some time that CSR was thought of operationally at most companies but the strategic potential was far from being seen. After a work-up of the science involved, we recognised the need to combine innovation management with sustainability perspectives and stakeholder management. The SDGs were added during the project.

How did the collaboration with MAM come about?

We drew up case studies of companies in which we suspected a link between CSR and innovation. It turned out that in many cases there was no systematic approach. As part of the project, two companies were selected to provide them with scientific support in linking their sustainability management with innovation management. MAM was an ideal candidate because the company stands for sustainability as well as for innovation.

Were there any surprises during the project?

The biggest and most positive surprise was certainly the openness with which MAM set out on this resource-intensive process. This is rather unusual and speaks to how deeply embedded

the concept of innovation is at MAM. The aim was clear: The areas of sustainability and innovation should be brought even closer together. But the door was already open. This type of open-ended cooperation with a university allows for design freedom as well as new research concepts. It differs from standard, clearly defined consulting processes in which the result is clearly specified right from the start.

What role did the experts of IMC Krems play in the process?

The design of the study, scientific principles and concepts were presented by us. Our role was a mix between impulse driver and mediator. However, the ownership, that being the initiative and leadership, clearly belonged to MAM. During the two-year development process, the MAM team increasingly took over the process mediation. The number of people began to grow – more and more internal participants in MAM innovation processes became involved. Sustainability management proved to be decisive, it was able to “charge up” the innovation specialists and achieve an actual process anchoring of the SDGs.

What conclusions did you come to in the study?

CSR is, without a doubt, able to support the design of innovation processes.



Roman Mesicek,
Programme Director
Environmental
and Sustainability
Management at
the IMC University
of Applied Sciences
Krems, heads the
project “CSR and
Innovation” with Prof.
Reinhard Altenburger.

The close connection between CSR and stakeholder management presents itself as a success factor – we were able to clearly identify the involvement of the stakeholders as an important pillar for successful innovation processes. Finally, the newly created process diagram for innovation was presented, in which sustainability and the SDGs were firmly entrenched. An “idea funnel” ensures early consideration of the developments required by the SDGs.

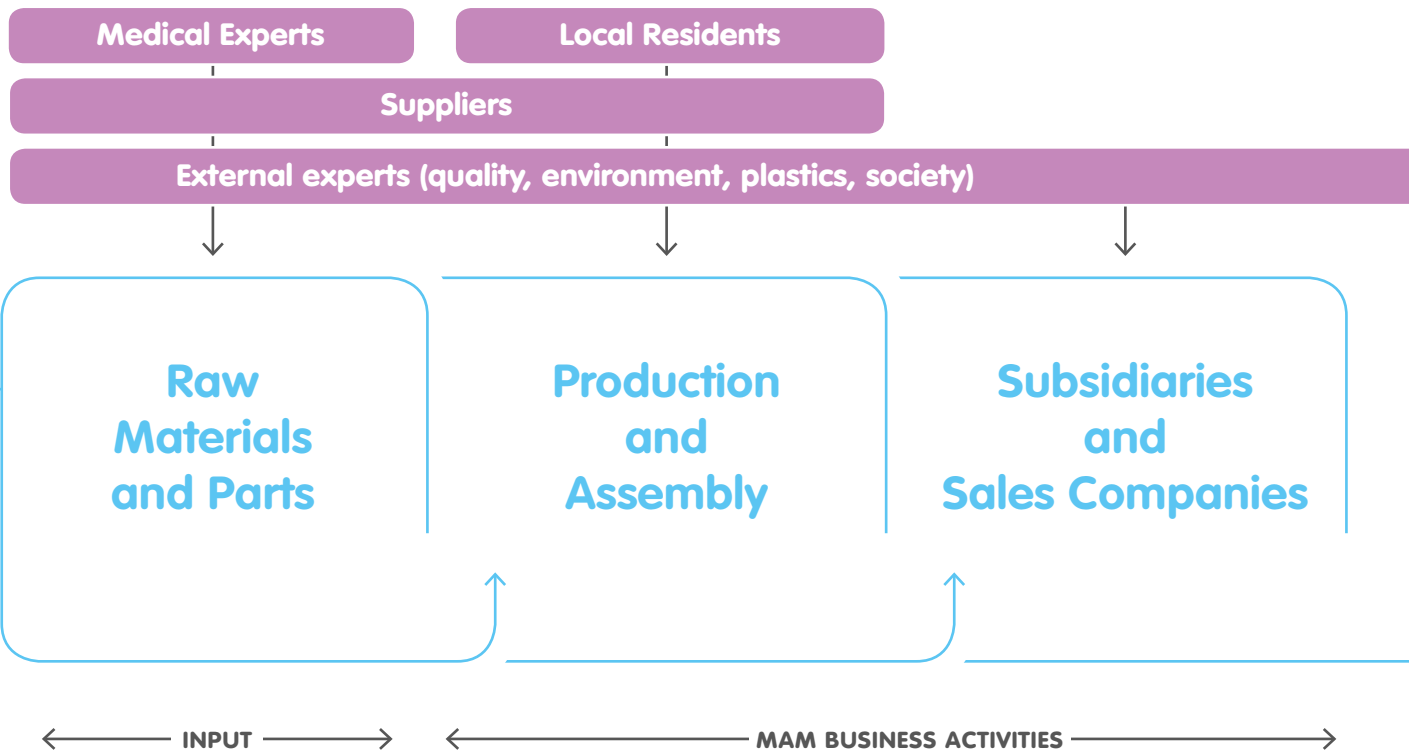
In your opinion, what are the success factors for sustainably linking CSR and innovation at MAM?

In my view, they are clearly the high quality of sustainability management and the strategic anchoring of CSR in the company. Taken together, they are drivers for corporate culture as well as for innovation.

Sustainable Step by Step

Supply chain. Our products go through a number of stages before they can be used by babies and parents. What all of the process steps have in common is that we always incorporate the know-how from suppliers, experts, parents and others into our product development. So in this report we have stakeholders sharing their views on our collaboration.

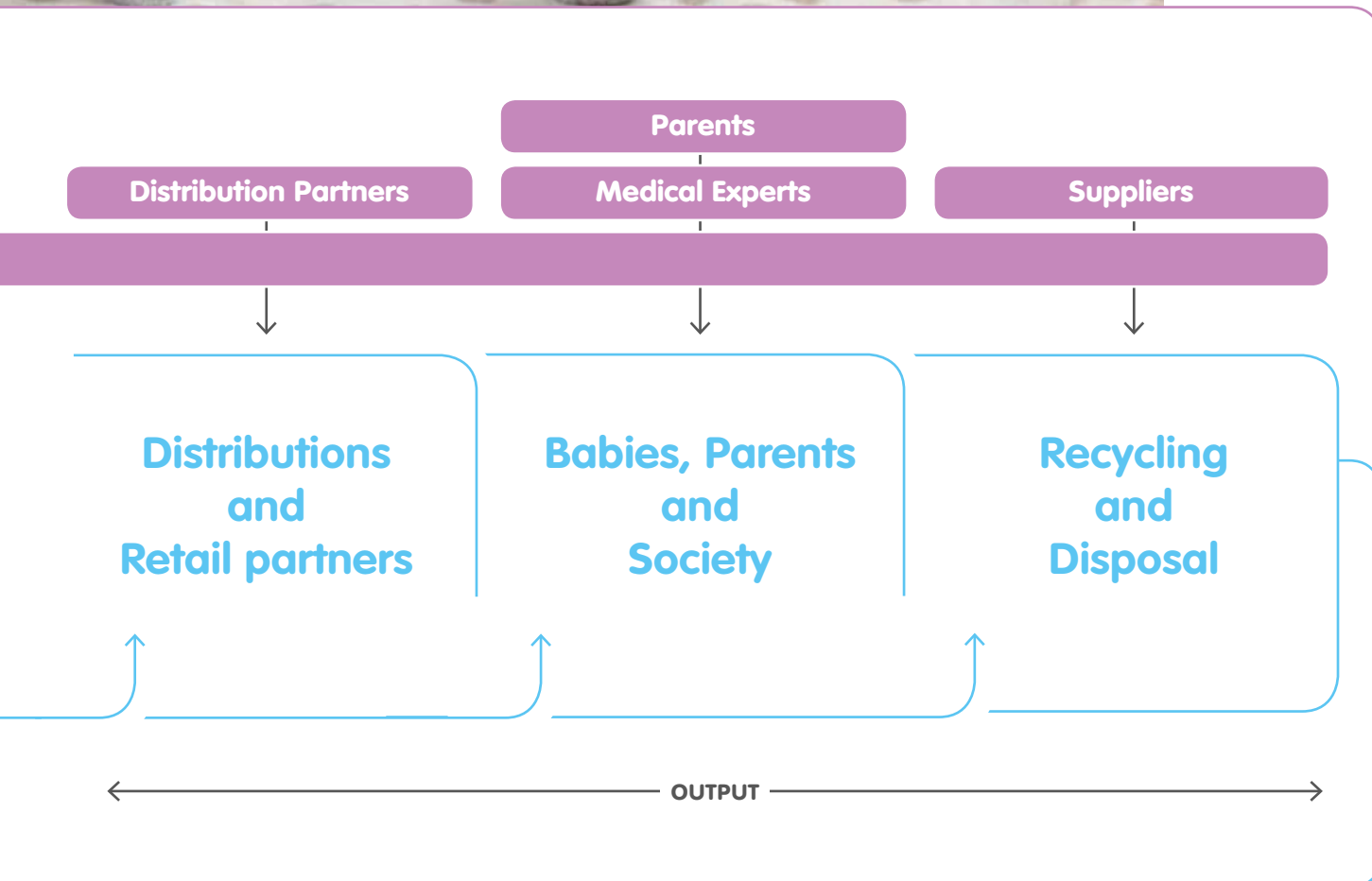
External Stakeholders



MAM value chain



All MAM products are developed in close consultation with our stakeholders.



What are MAM products made of – what is my baby putting in his mouth?

Page 16

I want to buy high-quality items for my baby. Which quality standards apply to MAM products?

Page 18

I am pregnant and looking for medically up-to-date information. Can MAM help me with this?

Page 22

I breastfeed my baby. Can I still give him a soother or bottle from time to time?

Page 25



#happybaby



In what way do MAM products promote the health of babies and toddlers?

Page 21

Products

Since its founding, we at MAM have been committed to the health, safety and well-being of babies. Health plays a central role in the United Nations Sustainable Development Goals (SDGs). SDG 3 sets goals to ensure a healthy life for all people. We want to contribute to the well-being of babies and parents, because not all babies and children are doing equally well today. Worldwide, 16,000 young children still die every day, many of them from preventable diseases. Access to information is crucial to improving their health. With our products and services, we want to educate parents about risks and thereby promote the well-being of babies and parents. Likewise, we are aware that we need a responsible method of manufacturing. However, the shift to more sustainability can only succeed with the help of equally responsible consumers. At MAM, that is why we promote sustainable products and services and examine existing items for aspects of sustainability.



All MAM products are free of BPA, BPS und phthalates.



What MAM products are made of

What's inside counts. When it comes to choosing materials for our products, safety is our number one priority. We work only with the best suppliers, who care about sustainability and quality as much as we do.

► Polymeres are part of everyday life in our society and are now found in countless applications – from bottles to toothpaste tubes to numerous medical products. But not all plastics are the same: There are some that can be hazardous to health and harm the environment. But there are also others that are harmless and, if properly produced, used and disposed of, do less damage to the planet than other

materials. Wolfgang Kern, Professor of Chemistry of Polymeric Materials at the University Leoben, has examined the material groups PP (polypropylene) and silicone used by MAM and came to this conclusion: There is currently nothing safer and more environmentally friendly for the production of baby products than the special plastics already used by MAM. Our materials and the way they are processed, used and disposed of are in line

with SDG 12.4, which calls for the environmentally sound handling of chemicals and waste. And that's not all.

Yes to PP, latex and silicone

Our products are made from materials that are completely safe and harmless for babies. Since bioplastics made from renewable raw materials often degrade in boiling water and it is not technically possible to identify all of the materials in

? What are MAM products made of – what is my baby putting in its mouth?

MAM has gained legal protection for

29 inventions

in

274 patents

and

4 utility patents

as well as the appearance of

55 product designs

in over

252 registered designs.

recycled plastic, we presently mainly work with three substances as new materials: PP, latex and silicone.

No to BPA, BPS and softeners

None of our materials contain heavy metals or chlorine compounds, bisphenol-A (BPA), which was banned by law because of its potentially harmful effect on the human hormonal system or bisphenol-S (BPS), which is found in printing inks. "There are also no softeners such as phthalates, for example – technically this would also make no sense. There is a widespread misconception that most plastics contain softeners," Kern explains. For the designs printed on the soother caps and bottles, only high-quality, food grade, pigment-based colours that will not peel off are considered.

A question of properties

Parents have a choice between latex and silicone soothers. Both materials are harmless and have their advantages and disadvantages. Synthetic silicone can be boiled out, is temperature-resistant and crystal-clear, while natural rubber is very bite-resistant and soft but slightly darker in colour and becomes porous over time – which is not the case with silicone. Besides the polymer varieties, there is also a bottle made of glass. Glass is temperature-resistant, durable, easy to clean and does not absorb odours. Like plastic, it is recyclable and reusable although plastic has the advantages of being much lighter and shatter-proof. Producing and transporting plastic also generates less CO₂ (more about this on page 28).

And where do the materials come from?

At MAM, we work exclusively with suppliers who give sustainability the same priority as we do. More than 90 percent of our product components come from Austrian suppliers. It is very important to us to be able to trust our partners so as to build long-term relationships – such as with ALPLA, an Austrian family business, which, like us, operates worldwide and with whom we have been working for 25 years. Using energy, water and materials as sparingly as possible is part of ALPA's DNA, an example of which is the sprueless production of screw tops.

MAM is happy to involve partners like ALPA when developing new products. "When it comes to the technical details of execution and the proper plastic design of the individual components we are in high demand – although the basic idea for the

product always comes from MAM," says Reinhard Töpfl, Sales Manager at ALPLA in Waidhofen/Thaya. For the soothers, ALPLA first purchases high-quality polypropylene from European plastics manufacturers. "We are very proud to be a supplier to MAM because they place very high-quality demands on their own products and therefore also on the individual components – just like us," says Reinhard Töpfl. ◀

"There is currently nothing safer and more environmentally friendly for the production of baby products than the special plastics already used by MAM."

Prof. Wolfgang Kern,
University of Leoben



? I want to buy high-quality items for my baby. Which quality standards apply to MAM products?



Good is not good enough

Quality management. Product safety is our top priority at MAM. That is not only our principle, it is something we can attest to. We don't just meet the high standards for baby products, we exceed them – and have been actively involved in shaping them at the European level for many years.

In the company's own laboratory, MAM employees such as Klotild (pictured right) carry out various product durability tests for bottles & Co.

ago by experts from the European Committee for Standardisation (CEN – "Comité Européen de Normalisation"), whose working groups of researchers, consumers, manufacturers and standardisation staff work together to ensure the safety of baby products. MAM was already helping to lead the way.

► EN 12586 is one of the milestones in baby products. The name might sound unspectacular, though what's behind it is anything but. Thanks to this European standard there have been no more reported deaths from having too long of a strap attached to the soother whereas strangulation deaths had occurred prior to its introduction. It calls for straps not longer than 220 millimetres; a safe, and at the same time, practical length. The standard was developed nearly 20 years

Pioneering achievements in the 1980s

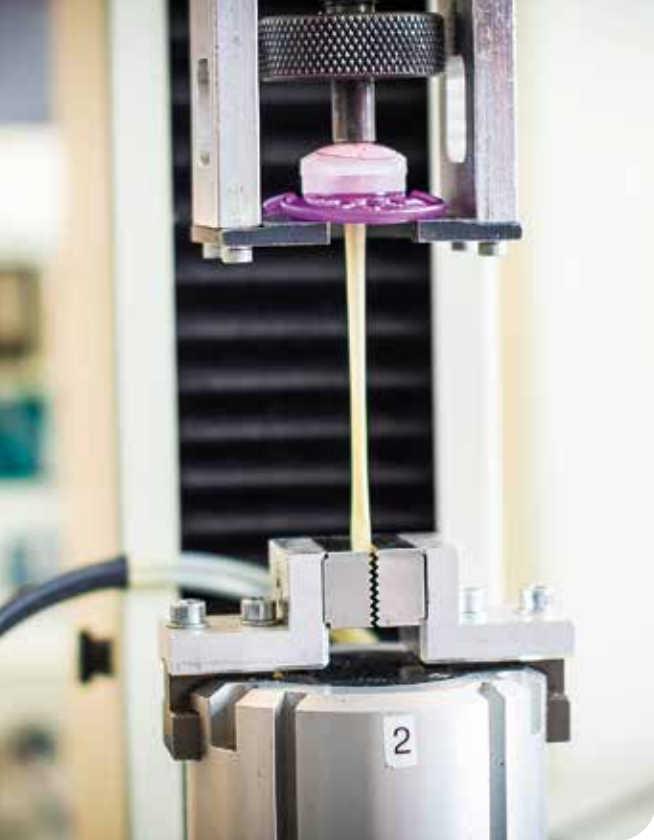
That Peter Röhrig was one of the experts in the corresponding CEN working group ("Feeding, drinking, sucking and similar functions"), and, by the way, has been its chairman from the outset is no coincidence. As early as the 1980s, MAM worked to create soother standards for Austria, which at that time, only existed in the USA, England and Sweden. This safety standard was introduced in Austria thanks to Peter Röhrig's initiative. At the European level, more have been added for soothers, baby bottles and other baby products (see info box) over the years and MAM has been involved in all of them.

Outstanding commitment

In 2018, MAM was honoured with the Living Standards Award from Austrian



Doris Fiala, Andreas Lausch and Hortenzia Csiszar (left to right) accept the Living Standards Award.



Standards, an independent platform committed to a transparent process for developing product standards, “for the exemplary use, development and strategic embedding of standards”. We also made the shortlist of the European Product Safety Award, the citation from the European Commission (whether MAM won or not was not known at the time of this writing).

Win-win-win

The fact that we help to shape standards has many advantages; it benefits more than babies and their parents. We profit from this as a company as well because our constant involvement with the latest research projects and statistics keeps us up to date. Our technicians are very knowledgeable about trends, materials, potential risks and hazards when developing products. All this saves time and therefore costs which allows us to sell our bottles, soothers & Co. at reasonable prices – a point which, incidentally, impressed the jury of the Living Standards Award.

And: by participating in the development of standards, we increase not only the

safety of our own products, but also those of the entire industry. We are particularly proud of this, this is our big contribution to a sustainable world. Our work is in line with SDG 3.2: to put an end to preventable deaths of newborns and children under the age of five by 2030. The most important thing for us is the health of babies and the safe use of our products. That’s why we voluntarily go beyond the existing standards – by defining our own.

At home in the standards jungle

To be able to create our own standards, our experts have to master the entire

standards alphabet and always be up to date. This is quite a challenge, because Brazil has different rules from the United States or Europe. For example, the resulting MAM standards look like this: The soother standard (EN 1400) sets a minimum value of 120 newtons for tensile strength, whereas MAM’s internal limit is 130 newtons. Or: the standard for drinking equipment (EN 14350) does not include a mandatory fall test, while MAM requires a fall test with 10 drops from a height of 138 cm. When we design and produce our products, we rigorously adhere to all of these – and much more.

... Baby product standards at a glance

MAM helped develop all of these standards and often voluntarily goes beyond when it comes to quality assurance:

- **EN 14350: Standard for baby bottles, drinking teats, drinking cups, etc.**
- **EN 1400: Standard for soothers for babies and small children**
- **EN 12586: Standard for soother holder**
- **EN 12868: Standard for stricter nitrosamine limits in baby products**
- **EN 14372: Standard for cutlery and feeding utensils for babies**

INFO

»

» **Passing the endurance test**

Our quality managers are there to check whether our soothers and bottles meet the prescribed standards. In a multi-stage “boot camp”, things really get down to business. Soothers are squeezed, stretched and frozen as specified in the standards. Bottles are thrown on the floor dozens of times, cooked for hours on the highest flame, and washed hundreds of times in the dishwasher. There is a checklist for every product and any that fail even one point, do not pass. This way we can be certain that only the best of the best make it to the shelf. When it comes to the little ones, we refuse to compromise. ◀



IN MEMORIAM
DR. PETER WEISS

Sadly, and with our thanks, we bid farewell to Peter Weiss, who passed away on December 17th, 2018 at the age of 76. With his profound knowledge, intuition and experience, the British

scientist performed valuable work in his role as Country Director of MAM UK (from 1989 to 1998), and more. He was considered one of the leading researchers in the field of soothers and, until his retirement, was the owner of a consulting company and vice-president of the research department of the International Children Medical Research Association (ICMRA). He also headed the secretariat of the European Committee for Baby Products Standardisation (CEN) and acted as a consultant for the UK Department of Health. We would like to express our heartfelt condolences to his wife, three children and seven grandchildren.

3 questions for Dr. Karl Grün, Director Standards Development at Austrian Standards



Why did MAM win the Living Standards Award this year?

MAM takes on a pioneering role when it comes to standards for baby products. Mr. Röhrig’s strategic vision has significantly advanced the development of European standards in the area of product safety.

In general, what are the challenges when developing standards?

One challenge is to create a dialogue with the various stakeholder groups. Standards development is a multi-stakeholder process in which both companies and the public should participate. Consumers and end-users are represented throughout Europe by the consumer protection organisation ANEC and can thus play a direct role in standardisation.

What would you like to see for MAM in the future?

Mr Röhrig has been active in this area for a very long time and I am sure that he will continue on this path as boldly as he has begun. CSR is an integral part of their business philosophy so I would wish MAM a wonderful and sustainable future!

? In what way do MAM products promote the health of babies and toddlers?



New for Babies

With everything in mind. ... The healthy development of babies is the top priority at MAM, both in the current product line and in new developments. The products are designed accordingly and some help to prevent misaligned teeth. MAM has the support of experts – from doctors to midwives.

MAM Teat O

The unique, flat shape of the smallest teat mimics the shape of the mother's nipple, easing the transition from breastfeeding to bottles. The innovative MAM SkinSoft™ Silicone lies ever so softly on the lips. The slow drinking flow is good for even the smallest baby, making it ideal for feeding with breast milk and baby formula.



MAM Perfect Start

The teat neck is extra thin and flexible, making it ideal for new-borns. The Perfect Start soother was developed in cooperation with dentists to prevent the risk of malocclusions – an important contribution to baby health. The tongue remains in its natural position on the palate.



MAM 2in1 electric and manual breast pump

Breast milk is best for babies and feeding should be comfortable in every situation. That's why MAM developed the 2in1 electric and manual breast pump. Whether at work, at home or on the go, milk can be discreetly expressed so mum or dad can feed the baby later.



MAM 6in1 Sterilizer & Express Bottle Warmer

Warming and sterilising bottles has never been easier. The compact unit combines six functions including electrical sterilisation with steam, or in the microwave, which makes it a flexible and convenient solution for the young family. In addition, the innovative product integrates different ways to quickly heat breast milk and baby formula.



MAM Oral Care Product Line

With the new Oral Care series and its child-friendly bear design, parents can get babies used to regular oral hygiene in a playful manner. The Oral Care Rabbit helps clean baby's mouth from the first few weeks and the Massaging Brush can relieve teething pain. The Training Brush can be used from the first tooth. Thanks to the extra long grip, brushing can be practiced together. Baby's Brush is ideal for the first attempts at brushing alone. Support comes from the specially designed Brushy Bear character. His toothbrush story and app help parents make the brushing routine fun and exciting.



Eileen Olderog-Hermiston, dental Hygienist and Research Associate at the College of Dentistry of the University of Iowa: "Parents should establish an oral care routine long before baby's first tooth. MAM oral care products can help with this."



Valuable advice for parents-to-be

Know-how. In various ways, MAM provides society and professionals with medical knowledge related to pregnancy, childbirth and infant health. Here are some highlights.

› Which foods should I avoid during pregnancy? How do I prepare for the birth? What do you have to pay attention to when bottle-feeding? And what about optimal dental care for small children?

... MAM gathers the latest medical knowledge on topics such as pregnancy or baby health and distributes this valuable information through a wide range of channels. Midwives, doctors and expecting parents all benefit from the information provided. More than 10,200 studies can be found in the company's own database alone.

Cleaning little teeth

Oral hygiene for infants is an important issue, but counselling of expectant mothers is often neglected. To change this, MAM Germany developed a new oral hygiene training programme with

its own training courses and accompanying information materials. The training sessions are aimed at midwives and other professionals who deal with this topic in their professional life. For example, the participants learn about important functions of primary teeth or how to prevent early childhood caries from the very beginning. In addition, they receive practical tips and tricks for optimal oral hygiene.

MAM Austria has adopted this successful concept. "There is far too little information for pregnant women," says Tanja Fustthaler, welcoming the training offer. She attended the oral hygiene course in Austria and took a lot from it for her daily work as a midwife. "We were given many practical tips on how to brush right from the start. And interesting background information, such as the acidity of saliva, were part of the training."



"The oral hygiene course provides a lot of practical tips and interesting background information that I pass on to expecting mums."

Tanja Fustthaler,
Midwife, Vienna and
Burgenland





? I am pregnant and looking for medically up-to-date information. Can MAM help me with this?

Heart for parents and babies: MAM uses many channels to support the mums and dads of tomorrow.

She passes on what she has learned when speaking with expectant mums: “The input comes from me since the mother’s to be aren’t thinking about this topic.”

“Ask the Doc” in Italy

With monthly live chats on Facebook, MAM Italy creates a direct line to experts in the health sector. In the previous year, for example, (expecting) mothers could take part in Q&A sessions with dentists and a midwife in four “Ask the Doc” events. Between 45 and 145 questions were asked, depending on the topic. Each expert’s answer reached about 200,000 users.

Tips from the network

“Little Big Heart” (www.littlebigheart.com), MAM’s online magazine, is dedicated to all aspects of becoming and being a parent with well-researched articles. Little

What is important for dental hygiene with babies and toddlers? Dental hygienist Sabrina Dogan has been passing on what she knows in the MAM continuing education course for years. This allows her to create awareness for early dental and oral care in various institutions.



Big Heart, started by MAM headquarters, is particularly concerned with family planning and birth preparation, but also with the health and development of babies and toddlers, as well as parenting issues. It offers tricks on things like dealing with the summer heat during pregnancy, how to calm babies during a thunderstorm or which maternity clothing is currently in fashion. It’s a comprehensive consultant for many of life’s situations with loads of practical tips.

A nest in the middle of Paris

Working with other partners, MAM France created “Le Nid” (The Nest) in Paris in the summer of 2018. In 30 workshops over two weeks, hundreds of young or expectant mums were able to exchange ideas for two weeks with midwives, health experts, psychologists, speech therapists and even a super-dad expert. For this purpose, a cosy room for talking was set up in a quiet courtyard of a typical Parisian house – babies

»



A cosy nest in the middle of Paris: "Le Nid" offered many exciting workshops for (expectant) mums.



» were also welcome, of course! The most popular workshop was that of a lactation consultant, who had plenty of tips on how to breastfeed. It was in such high demand that it had to be repeated four times. The MAM France team collaborated on this initiative with "My Little Paris", a popular online women's magazine, which banged the drum for the project.

In the know in Zurich

A conference for around 150 midwives and health workers was organised by MAM Switzerland in 2018 in Zurich.

A premiere that was crowned with success! The interest was so great that the space originally reserved was not large enough. The Swiss team had to look around for a larger meeting room on short notice in order to accept more registrations. The feedback from participants on the content of the conference was also generally positive.

Becoming a parent, being a parent

How mothers and fathers understand themselves? MAM Austria wanted to know and commissioned a study

by the opinion research institute www.marketagent.com to find out. How do mum and dad divide up the childcare tasks, how do they educate their children? What are their main sources of information when they are looking for advice and knowledge? What concerns and fears do they have and how do they feel about paternity leave? These and many other questions were asked. It was interesting that the ideas of today's young mums differ significantly from those of their mothers and grandmothers. The desire for a fair sharing of roles was often mentioned, but reality is usually different. It was noted that 77 per cent of fathers felt that they were equally involved in child-rearing as their partner. However, this was countered by the perception of women, of whom only 44 percent spoke of equal involvement. <



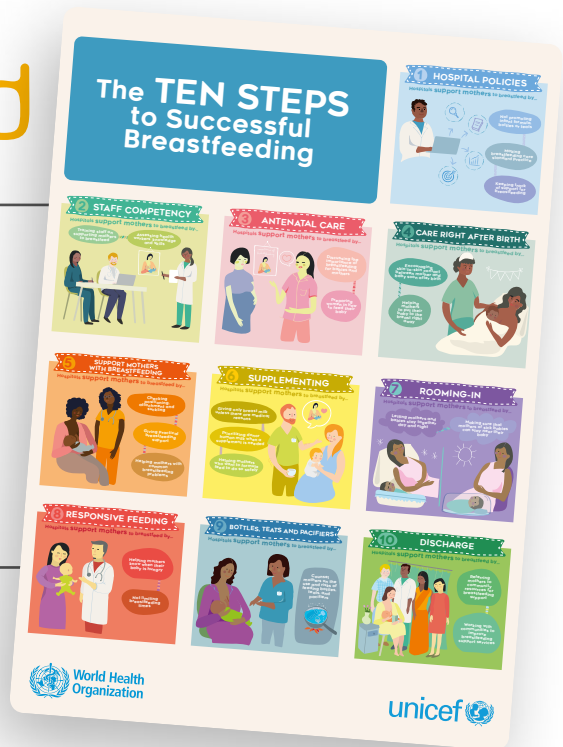
A total of 150 participants attended the MAM Switzerland gathering in Zurich.

? I breastfeed my baby.
Can I still give him a soother
or bottle from time to time?



Well combined

Breastmilk is the best nutrition for babies. The World Health Organisation (WHO) strongly recommends breastfeeding for new-borns. Their goal is to achieve high breastfeeding rates, especially during the first months of life. However, a new guideline no longer categorically excludes bottles and soothers.



► For MAM, it goes without saying that mothers who breastfeed should be given as much support as possible. With the comfortable hand pump, the valuable milk can be easily expressed when necessary. MAM has developed the Easy Start Anti-Colic especially for very small babies with which even new-borns can relax and drink at their own pace. And, if the baby can't calm down, an anatomically correct soother can be a real blessing for parents and their child.

Studies show: soothers are OK

But wait! Breastfeeding and soothers or bottles – do they even go together? New findings clearly say yes. Until recently, the WHO advised against soothers and bottles to ensure that breastfeeding worked well from the outset. However, there was never any scientific justification for this. On the contrary: A meta-analysis published in 2016¹ concluded that whether or not babies also receive soothers and bottles makes no difference to the success of breastfeeding. As a result, the WHO amended



Prof. Reinhold Kerbl welcomes the changes in the WHO Guide to breastfeeding mothers.

Breastfeeding made easy: The WHO has changed its recommendations – soothers are okay, too.

its recommendations for breastfeeding mothers in 2018. In their “Ten Steps to Successful Breastfeeding”, they advise medical staff to inform young parents about the use of bottles and soothers.

“The new version of the guideline also takes into account the possible medical needs of new-borns and the individual decision-making ability of young parents,” explains Professor Reinhold Kerbl, head of paediatrics at the Leoben Regional Hospital. “The earlier, nearly militant opinions have been put into perspective on the basis of scientific evidence.”

What breastfeeding mothers should consider

In order to establish breastfeeding, skin contact immediately after birth and the initial latching on within the first few hours are important. Frequent latching ensures that sufficient milk is produced in the following days and weeks. However, soothers and also bottles with expressed breast milk can be given early on, as long as the mother recognizes the different signs for when her baby is hungry and when it needs to be calmed. One exception is premature babies, who should not receive bottles during the first few weeks. ◀

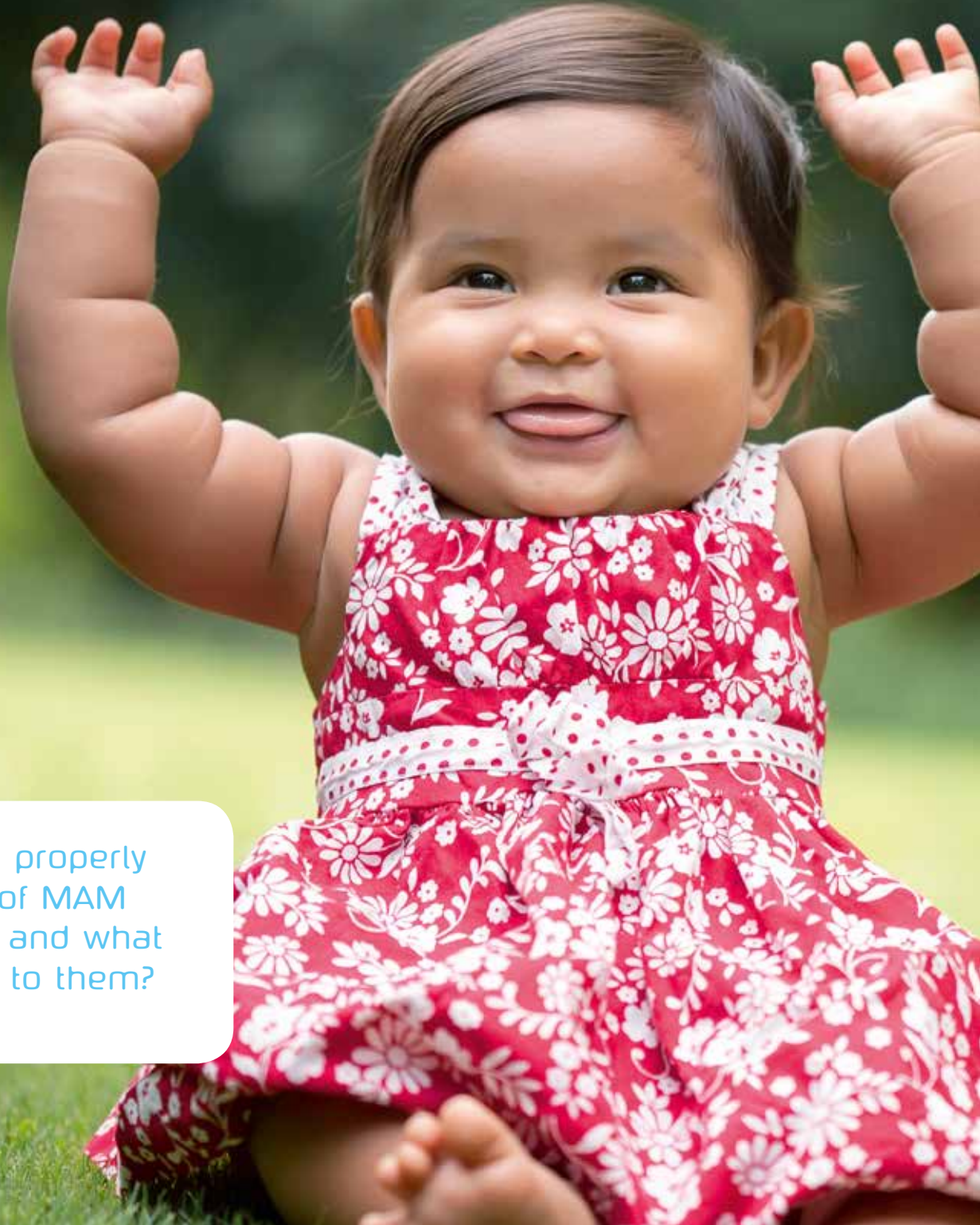
¹ Pérez-Escamilla R, Martínez JL, Segura-Pérez S. Impact of the Baby-friendly Hospital Initiative on breastfeeding and child health outcomes: a systematic review. *Matern Child Nutr.* 2016;12(3):402–17. doi:10.1111/mcn.12294.

What contribution does MAM make to climate protection? And what role do we play as parents?

Page 28

How do I properly dispose of MAM products and what happens to them?

Page 32





#livingplanet

Where are MAM products developed?
Do you think about sustainability there?

Page 35

Environment

Forests, mountains, rivers, lakes and seas play a hugely important role in maintaining a good, stable climate. The climate crisis does not stop at national borders and is not limited to individual politics, economic sectors or social groups. The related SDGs 13, 14 and 15 must therefore be taken into account for economic decisions. For the future, we need concepts that reconcile positive economic development with the sustainable use of resources, while keeping emissions as low as possible. At MAM, we determine the ecological footprint of our products so we can continue to make improvements. Measures must be taken to combat climate change in production as well as for use and disposal. We therefore want to work against the climate crisis with our products, services and raising awareness about environmentally friendly use.



Wake up call for the world

Northeast of Bangkok, the MAM Plant in Kabinburi is state-of-the-art with the smallest possible carbon footprint.

Fewer emissions. When it comes to climate protection, it is high time we all pull together, consistently. What does MAM do for the environment when producing our bottles and soothers? And what can parents themselves do to keep their carbon footprint as small as possible when using MAM products?



> “I only speak when I have to,” said the young climate activist Greta Thunberg in her first big talk. That has been often lately because Greta is worried about the world. She fears that it won’t last long if we continue to use resources so carelessly and pretend there is no climate crisis. For a year now, the clever girl with the braided hair has been striking every Friday out in

front of the Swedish Parliament instead of going to school. The name of the initiative is “Fridays for Future” and students around the world have followed suit and are striking for the climate. The young activist, who has Asperger’s Syndrome, has received numerous awards for her commitment – and was even nominated for the Nobel Peace Prize.

MAM and the 1.5 degree goal

What started with one girl’s anxiety has turned into a pulsing, world movement. She has also found an ally in the UN sustainable development goals: SDG 13 is dedicated to “combating climate change.” One specific objective is the 1.5-degree target. What does it mean? That we need to drastically reduce CO₂ production so

? What does MAM contribute to climate protection? And what role do we play as parents?

that the Earth will warm by “only” 1.5 to 2 degrees over the next few decades. That it will continue to get warmer cannot be prevented. But how fast and intense the warming is – with global consequences such as heat waves, droughts, and disappearing glaciers – comes down to us and how we act. MAM is also contributing, with the greatest potential reduction in CO₂ coming from how its products are used every day.

Be active

Every one of us can do a lot about climate protection, such as by flying less, eating less meat and using less energy. In development, production and logistics, companies can pay heed to being as energy-efficient as possible.

... Sustainable, resource-conserving production has long been standard at MAM. Parents who use our bottles and soothers can contribute quite a lot to environmental protection. How? Only two percent of CO₂ emissions are generated during the production phase, the decisive 98 percent is generated during warming, cleaning and sterilisation, i.e. in the usage phase of the bottle. The figure for soothers is 78 percent since they are not warmed.

Denkstatt, a renowned environmental consulting company, came to these conclusions when it measured the CO₂ footprint of the MAM Easy Start Anti-Colic bottle and that of our soothers. “Until now, most companies have only been concerned with what happens inside their factories. What comes before, meaning the entire supply chain, and

after, how people use their products, were things they could not influence”, explains Christian Plas, the CEO of denkstatt. The environmental consultant sees it as his mission to “open the minds of companies so that they see their area of responsibility as something larger.” The technical term for this is called Product Stewardship: the comprehensive responsibility of a company for all aspects of the product life cycle – from planning, through use and up to disposal.

Turning parents into energy-saving pros

For MAM, this raised the question: How can we help our consumers use our products as energy-efficiently as possible? One of the answers, besides measures to raise awareness and well-prepared information, is the MAM CO₂ calculator. It is available online (www.mambaby.com/int/co2-calculator) in 18 languages and makes the abstract topic of energy efficiency easier to see. With just a few clicks, parents can figure out how much CO₂ and energy they can save by properly using bottles and soothers – which ultimately not only benefits the environment, but their bank account too.

For our self-sterilising bottles: Use a bottle warmer instead of a stove top, clean in the dishwasher and not by hand, sterilise in the microwave, not on a stove top. This produces up to 85 percent less CO₂. Extrapolated to one year, this results in a potential savings of 80 kilograms of CO₂, which corresponds to about 600 kilometres driven by car. The same applies to our soothers:



Christian Plas,
denkstatt CEO

A short product responsibility glossary

Life Cycle Analysis, also environmental assessment or Life Cycle Assessment (LCA)

... systematic analysis of the environmental impact of products throughout their lifetime – “from cradle to grave.”

CO₂-footprint, also ecological footprint or carbon footprint (PCF)

... an ecological measure indicating the amount of greenhouse gases emitted during the life cycle of a product. The smaller it is, the lower the burden on the environment.

Product Stewardship, also comprehensive product responsibility

... a business concept in which companies take responsibility for the entire life span of their products.

If they are cleaned in the dishwasher and sterilised using the sterilising and carry box in the microwave, it can result in up to a 77 percent savings in greenhouse gases and energy.

Christian Plas sees the fact that young people speak up and take to the streets as a positive development. This creates enormous momentum for awareness-raising measures such as sterilising baby products in the microwave. Just as important »

» are facts and figures, and not just for the consumers: "Investors are increasingly looking to see if the companies they want to invest in are sustainable." Among other things, sustainability means that preference is given to those who produce as environmentally friendly as possible and use alternative energy sources.

Resource-conserving production

To produce as energy-efficiently as possible has long been a matter of course for MAM. At the two production sites in Vaskeresztes, Hungary, and Kabinburi, Thailand, a number of measures have been implemented to reduce emissions and to use energy wisely.

The production site in Hungary has undergone continuous expansion: Today, our plant is 40 times larger than it was 30 years ago. The latest major renovation took place in 2015 – more about this on page 50. The new buildings have large windows, so that the rooms are flooded with natural light and there is usually no need to flip the light switch. When pushed, energy-saving LED lights come on. Motion detectors ensure that no more power than necessary is used for lighting. One of the most effective environmental protection measures in the last two years has been the rooftop photovoltaic system: The energy generated by the 460 solar panels covers about five percent of our total

demand! An additional solar thermal system supplies the plant with hot water for shower cabinets and such. It also has a compressor that recycles the excess heat which can then be used for heating. Apart from that, the production area is heated by means of a modern, energy-saving heat pump – and air conditioning systems and heat exchangers

Saving energy? Yes to the microwave and dishwasher!

Soother

(sterilising in the transport box)



STERILISING	Microwave	✓	CO ₂ -savings
	Stove top	✗	77 %

CLEANING	Dishwasher	✓	CO ₂ -savings
	Handwash	✗	28 %

Easy Start™ Anti-Colic Bottle

(self-sterilising)



STERILISING	Microwave	✓	CO ₂ -savings
	Stove top	✗	85 %

CLEANING	Dishwasher	✓	CO ₂ -savings
	Handwash	✗	28 %

WARMING	Bottle warmer	✓	CO ₂ -savings
	Stove top	✗	94 %

Calculate your energy savings now at www.mambaby.com/int-co2-calculator



Mamas and papas can reduce CO₂ and save energy with MAM products, too.



Total CO₂ savings
at the MAM Kabinburi
plant in tonnes
per year:

1,070

THAT IS EQUAL TO DRIVING 209 TIMES
AROUND THE EQUATOR BY CAR

When the sun shines, the photo-voltaic system in Kabinburi more than covers the entire electrical demand – the surplus power goes to the public power grid.

ensure that the temperature is optimally controlled. Speaking of temperature: Ceiling fans in the warehouse, where our employees use extra energy-efficient forklifts, force the warm air back down in winter. This also reduces the need for heating.

In order to further optimize existing measures, we have external energy experts perform regular energy efficiency checks.

Thailand: shade instead of windows, solar energy & Co.

In Kabinburi, our location in Asia since 2016, things look very different. Because of the climate, and at the request of our Thai employees, there are no windows in the production area as this would needlessly heat things up. Instead, LED lamps have been installed for a pleasant daylight style atmosphere. The ten-centimetre air space between the wall and the outer facade is quite clever because it keeps the wall pleasantly cool. By Asian standards it actually is cool, also because of the greenery planted around the site lowers the temperature by 0.75 to 1.5 degrees through evapotranspiration.

Heat management in tropical Kabinburi is a major concern for which there are two independent systems: a heat

condensing dry cooler for the production area and a separate chill water system combined with state-of-the-art ventilation systems for climate control. Motion detectors and temperature sensors ensure that cooling is only used where it is needed – at a constant room temperature of 25 degrees and 50 percent relative humidity. This means employees do not need to wear jackets while at work because it is too cold, which is often the case in Thailand. The humidity, by the way, comes from the heat generated during production. There is no energy lost here. And not with the photovoltaic system either. On particularly sunny days, the panels manage to cover more than the entire electrical demand. The surplus energy is fed into the public electric grid – free of charge. The solar panels also provide shade. Even by European standards, Kabinburi is a

showpiece of energy efficiency: Thanks to all the measures taken, we can save more than 1,000 tonnes of CO₂ per year.

As a manufacturer of baby products, what others see as best practice is the norm for us. Why? Because we too want to make our contribution – just like Greta, who once stated so aptly: “Some people say that I should study to become an environmental scientist so that I can ‘solve the climate crisis.’ But the climate crisis has already been solved. We already have all the facts and solutions. All we have to do is wake up and change.” ◀

? How do I properly dispose of MAM products and what happens to them?



More brainpower, less plastic

Waste reduction. MAM is producing a waste-free soother for the first time. The new process requires less energy and reduces plastic consumption.

► Plastic waste has become a major burden on the oceans: Every year, ten million tonnes of plastic land in the oceans with animals becoming entangled or confusing it with food.¹ MAM is aware of this problem and has been making sure for years that its products lead to as little waste as possible. The resulting waste

should in turn be used as sensibly as possible. This is in line with Sub-Goal 12.5 of the United Nations Sustainable Development Goals (SDGs). According to this, the amount of waste is to be significantly reduced by 2030 – for example through prevention, recycling and reuse.

Using resources wisely

Recycling has made great strides in recent years. Plastic waste is processed into granules, which in turn is used for making new products. Across the EU, the amount of recycled plastic has increased by 79 percent over the last decade.² Thermal recycling has also increased sharply.

Waste is used specifically to generate the necessary energy for industrial or household use. This also makes ecological sense, as it reduces the use



Before

Soother production, preferably with no waste: the new production method will save up to ten tonnes of plastic per year.



After





Gerhard Ponez,
Managing Director of
the plastics company
Ponez, is pleased that
all MAM soothers will
soon be produced
waste-free.

of brown coal, oil or natural gas. The
positive effect: Less plastic is ending up
in landfills, at least in the EU.

There is, however, still a shortcoming:
So far, mainly plastic packaging has
been collected separately, but not
household items. However, proper
waste segregation is the cornerstone
of a functioning circular economy that
recycles as much waste as possible.

 A few countries, such as Switzer-
land, Sweden and the United
Kingdom, are working to set up segre-
gation systems for plastic consumer
goods. In some Swiss cantons, for
example, there is a plastic collection bag
in which MAM products may also be
disposed of. Much of the plastic col-
lected this way is recycled. In Austria,
MAM products must be disposed of as
residual waste which is then used for
energy production. Only one percent of
domestic plastic waste ends up in
landfills.³

¹ According to "Plastic Atlas 2019: Facts and figures
about a world full of plastics" from Heinrich-Böll-
Stiftung and Friends of the Earth Germany (BUND)

² According to "Plastics – the Facts 2018"
from lasticsEurope

³ Plastic Waste in Austria: Emergence and
Treatment, Environment Agency Austria, 2017

How parents can reduce waste and save energy

Upcycling instead of recycling

For years, MAM has been committed to the idea of reusing
old products in a meaningful way by means of upcycling.
Successful projects include a competition for students of
the Vienna University of Applied Arts and an international
"MAM Office Upcycling Competition." The MAM Brazil
staff made an impression on the jury, especially with their
upcycled MAM soother night light. For those who enjoy arts
and crafts: there are lots of tips at mambaby.com!

Creative Great Britain

In the UK, MAM launched the "MAM Loves the World"
campaign in 2017 to promote sustainability on social media
– most notably, Facebook, Instagram and Twitter. Bloggers
were asked to show their friends and acquaintances photos
showing how MAM products can be creatively reused.
The results were as impressive as they were sometimes
surprising: Parts of baby bottles were found being reused as
flower vases, egg cups or for watering indoor plants.

Long-term use

One focus of MAM is to help customers with tips on how to
properly clean soothers and bottles while reducing CO₂ and
saving energy – more on pages 29–30. The durable carry
and sterilisation box can be used, for example, as a storage
box for paper clips, iron-on beads and so on once the baby
no longer needs the soother.

Sustainability in production

What many don't know: Waste reduction
actually begins much earlier, namely
in the design and production of our
products. MAM has taken a bold,
pioneering step in this regard. Together
with a supplier, we have developed a
new tooling concept to produce a waste-
free soother for the first time. Gerhard
Ponez, Managing Director of the plastics
technology company Ponez, explains
the technology behind this: "If you want

to make something out of plastic, it must
first be liquefied and then injected into
a mould at high pressure." It sounds
simple, but in practice it is quite a chal-
lenge, especially for complex products
with numerous intricate parts. When
the plastic is injected into the mould it
quickly solidifies on the way because
the pipe is cold. This excess material
can no longer be used. This can indeed
make up a significant proportion of the
total material used. "The solution was

»



Sustainable to the end

MAM founder Peter Röhrig explains why waste separation is so important and what is still missing when it comes to recycling in Austria.

What role does waste play in your thoughts on sustainability?

At MAM, we look to protect the environment throughout the product lifecycle – right up to the end. That means we also think about what happens to our products when they are no longer needed. All of our soothers, bottles and teethers are recyclable and the materials are completely harmless, for both the baby and the environment.

Waste reduction has become a major issue for the media in recent years. Has that affected your perception of the problem?

I am happy about the increasing public awareness. I myself started looking into the optimal use of plastics early on. In the early 1990s, I was involved in the founding of Altstoff Recycling Austria, or ARA for short. ARA has helped make Austria an international leader in recycling. In my home country up to 99 percent of all plastic is recycled, either as material or thermally.⁴ I also helped set up the Austrian Plastics Cycle, or ÖKK for short. This association has also helped to ensure that almost no plastic pollutes the environment in Austria.

How can we contribute to clean oceans?

What is currently lacking in most countries is the separate collection of plastic waste that does not count as packaging. What we need here is collaboration between politics, business, waste management companies and consumers. Not just in Europe and the Americas but above all on the Asian and African continents where a large amount of plastic still reaches the oceans via rivers.

Why doesn't MAM set up its own return points?

We already thought about that and had the calculations done. As it turns out, however, individual soother recycling does not pay off ecologically as we don't have enough of them. In the end, it would generate more CO₂. This is why we need common, nationwide solutions for all plastic waste.

» a hot runner nozzle, through which the plastic is continuously heated and kept in a liquid state," says Ponez. In principle, this procedure is nothing new. "But we first applied it to MAM soothers with their special design and high demands. Due to the complexity of the tooling, development took quite some time."

The results are impressive: The new concept is now used on some soothers, saving up to ten tonnes of plastic per year. In the near future, all MAM soothers will be produced waste-free. The concept has to be adapted though, since each soother type has a slightly different structure: "It's not a cake recipe," says Ponez. Even greater savings are foreseeable. There is another advantage of this innovation: "If a few tons less plastic needs to be heated, then you also need less electricity. Because of this we were able to reduce both material and energy consumption enormously." ◀

⁴ According to "Plastic Waste in Austria. Generation & Handling" Environment Agency Austria (2017)

? Where are MAM products developed? Do you think about sustainability there?



A green house for innovation

Room for creativity. The R&D location in Siegendorf, Austria, will soon be history. MAM is building a new centre in Großhöflein, about 15 minutes away by car, with sustainability playing a major role.



Spacious, well thought-out work areas with plenty of light: Starting in April 2021, MAM product research will take place in a new setting and the product line further developed.

will work there from the very beginning,” says Caroline Schleiss of the management consultancy M.O.O.CON. She will be involved in the process until completion. In a series of workshops, an identity-creating, sustainable usage concept was worked out to precisely define the requirements for the new location.

All of the R&D team members also had the opportunity to view and evaluate the projects submitted during the architectural competition. In the end, the design from the architectural firm INNOCAD won out. Partner Oliver Kupfner explains: “Our goal was to connect the physical, virtual and social worlds of work and create an environment that is inspiring and healthy, that meaningfully integrates technology, and puts people first.” ◀

► MAM’s research and development department in Siegendorf still occupies an old, rented building – and is practically bursting at the seams. Around 30 employees are at work fine-tuning ideas and two focus teams are involved in producing prototypes. They will have a new environment to work in when the new R&D centre is ready in 2021. Not only will there be offices, labs and prototype areas set up, there will also be multi-purpose spaces for focus groups. In addition to the design of spacious areas bathed in light that promote creativity and teamwork, sustainable parameters were the clear target.

heating and cooling especially environmentally friendly since the use of fossil fuels is completely avoided. The brine/water heat pump draws the energy needed directly from the earth.

In summer, the perforated exterior louvers play a role in reducing cooling needs while creating a comfortable interior climate: They optimally align themselves with the position of the sun. In winter, the triple-glazed windows keep heat inside, which reduces heating demand. The building has green roofs, which also improves thermal efficiency. Some can even be used for work, like having meetings in the rooftop garden.

From nature

For our R&D colleagues, a very-low-energy building with an efficient geothermal system is being built in Großhöflein, Burgenland. This makes

Participation desired!

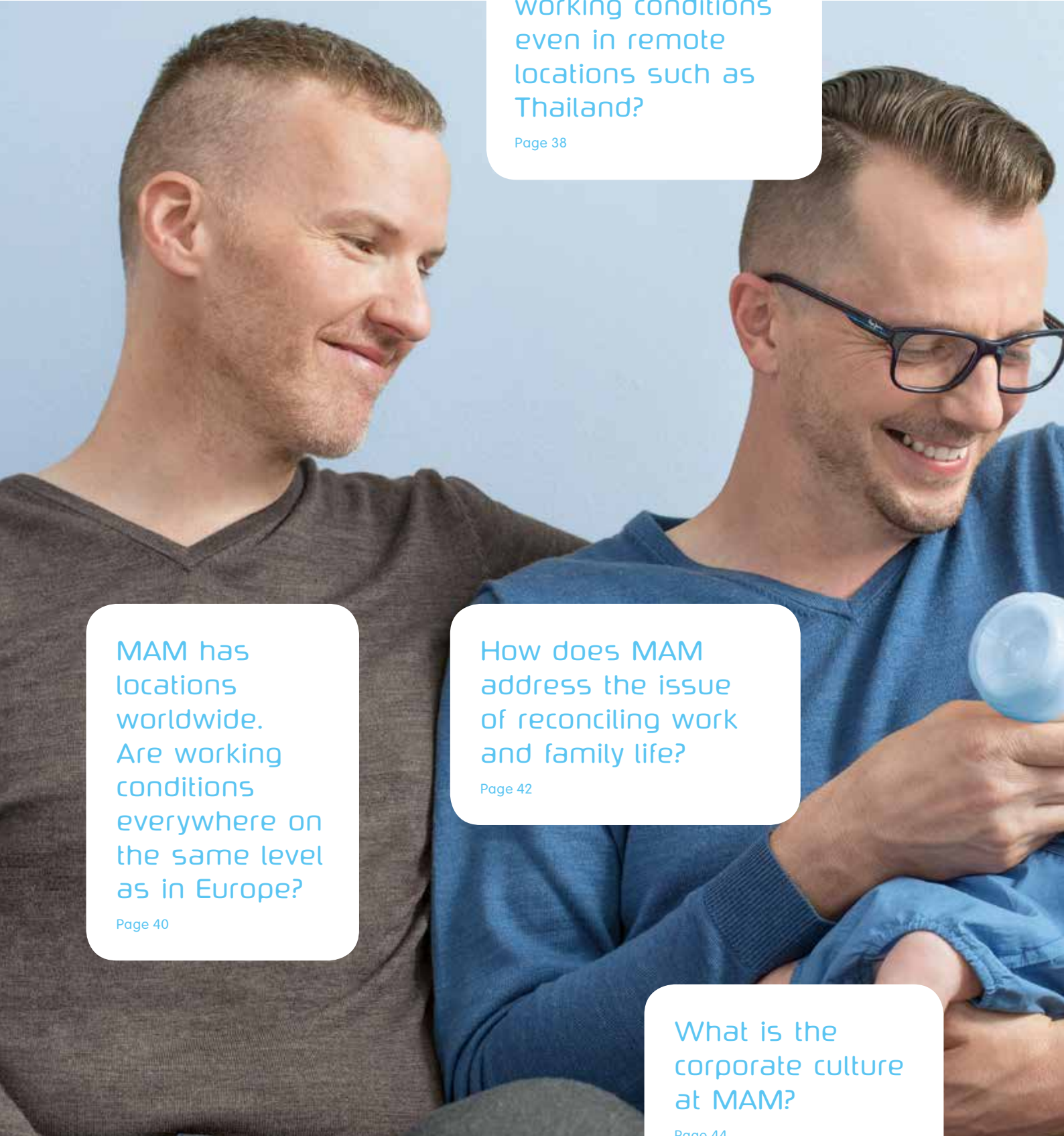
“In order to develop the optimal building, it is important to involve the people who



Caroline Schleiss, M.O.O.CON:
“In order to develop the optimal building, you have to involve everyone who works there.”



Oliver Kupfner, INNOCAD:
“The goal was to create an inspiring environment that integrates technology in a meaningful way.”

A photograph of two men smiling. The man on the left is wearing a dark grey V-neck sweater and looking towards the right. The man on the right is wearing a blue V-neck sweater, glasses, and is holding a baby wrapped in a blue blanket. The background is a light blue wall.

Can MAM
guarantee fair
working conditions
even in remote
locations such as
Thailand?

Page 38

MAM has
locations
worldwide.
Are working
conditions
everywhere on
the same level
as in Europe?

Page 40

How does MAM
address the issue
of reconciling work
and family life?

Page 42

What is the
corporate culture
at MAM?

Page 44



#fairsociety

Society

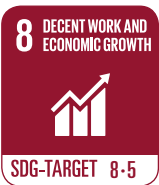
Decent employment is desirable worldwide. To be compliant with social standards is just as relevant as the self-empowerment of women and young girls. Diversity, equal opportunities and continuing education, as set out in SDG 5, are the cornerstones of responsible companies. MAM sees itself in this responsibility as a good employer. Of course, promoting basic rights and the strict avoidance of child, forced, and compulsory labour as laid out in SDG 8 is part of this. They form the basis for sustainable social development, which we support internationally through education and research in the fields of health and materials. At MAM, we promote equality, diversity, development and self-determination – regardless of heritage, race, religion, gender or age. We aim for a cheerful, respectful coexistence and support socially disadvantaged families through worldwide Corporate Giving Programmes.

Is help for disadvantaged people just a drop in the bucket?

Page 46



The Thai plant produces “Max the Frog,” one of our developmental toys made of 100 percent natural rubber.



Verified fairness

Social Audit. Whether in Europe or Thailand – MAM ensures that all employees work under fair conditions. In this reporting period we have, for the first time, had the high ethical standards in production verified by external experts.

► “We work together like a family here. It feels like I’m looking after my own children,” says Praveena Kotcharut. At the MAM location in Hat Yai, the Thai woman looks after the employees’ children while they work in the factory during the day. Mothers can take a break at any time during working hours to breastfeed their baby. “Our company is different than other companies,” she says.

MAM operates a total of three production sites. The largest and oldest is located in Vaskeresztes, Hungary. Two more recent factories were built in Thailand to better serve the Asian market and to process the milk from the rubber trees needed for soother and bottle teats directly on site. MAM ensures that all employees find fair working conditions in these countries, too. The strict observance of

human rights is a matter of course; child, forced and compulsory labour are strictly prohibited – see more on page 61.

Trust is good, audit is better

During the reporting period, MAM decided to have the working conditions at its production facilities checked and confirmed independently. This type

? Can MAM guarantee fair working conditions even in remote locations such as Thailand?



of review is called a “Social Audit.” It is mainly the employees – and not the management – who are asked about their actual experiences. It is based on the SMETA Guide, which stands for “Sedex Members Ethical Trade Audit” and is one of the most widely used audit concepts in the world. Exactly defined criteria such as working hours, wages and supplements, child labour, occupational safety, hygienic conditions as well as topics like environmental management and business ethics were looked at.

Through our social audit we can be sure that our high ethical standards are actually put into practice. But not only that – our business partners, such as retailers, can also rely on the fact that the manufacturing of our products meets the highest standards of fairness. More and more retailers are requiring a social audit as a condition to include products in their stock.

Fairness beyond MAM

The high standards not only apply to MAM employees, but also subcontractor employees. This includes, for example, security service staff. And Praveena Kotcharut from day-care as well. Her workday starts at 7:30 in the morning when she receives the children from their parents. Then she plays and makes music with them or reads them a story. The parents spend their lunch break together with their children, and in the afternoon it's time for another round:

Playing, reading stories and going for walks:
Praveena Kotcharut takes care of the MAM employees' children in Hat Yai.



napping, playing and changing diapers – until 5 pm, when the working day at the plant comes to an end. “Caring for the children keeps me fit – and it makes me smile every day,” says the Thai woman.

Top marks and important feedback

The audit of the plant in Vaskeresztes, Hungary was carried out in 2017. The process took three months to complete – and concluded with highly satisfying results: MAM achieved top marks in all areas. The final report also contains some specific positive examples. These include the plant's own fitness room and the quiet room, which is available to all employees as a balance for physical work at the plant. The massages offered on every shift directly in the production hall were also mentioned, as well as the water dispensers and a system for waste segregation.

The audit in Thai Hat Yai also took place in 2017. It was multi-phased and lasted a total of eight months. After an initial review, management was made aware of some issues where there was room for improvement. For example, the auditors learned from a subcontractor that their employees had to pay for the uniforms themselves. All suggestions for improvement were subsequently implemented and a new audit by external experts also resulted in an impeccable rating for the Hat Yai plant. An audit will be completed at the end of 2019 at our second plant in Kabinburi, Thailand.

“When people feel comfortable in a company, they are more committed to their work,” says Praveena Kotcharut. “In any case, I love working here.” ◀

? MAM has locations worldwide. Are working conditions everywhere on the same level as in Europe?



Clear advantage

Benefits. Those working at MAM are well taken care of. Our employees benefit from a variety of services and activities – from holiday care for their children to continuing education. In doing so, MAM contributes to SDG 8.8, which aims to protect labour rights and create a safe working environment for all employees.

► Our employees are important to us, so we offer them more than the law requires. At MAM locations around the world, much is being done to meet the needs of our team members – both those in the office and in production. Various monetary and financial benefits, such as subsidised savings plans for our workforce at the Kabinburi site in Thailand, make MAM an attractive

employer. We also promote togetherness with a number of activities. In MAM countries, our teams celebrate special milestones, attend team-building seminars and partake in company outings.

A big family

The number of employees at MAM is constantly on the rise. Almost all – more than 98 percent as of 2017 – are

employed for an indefinite period, although the proportion of full and part-time employees has remained stable since then. Team members in all countries have the option of switching to part-time work, for example because their family situation has changed. Additional services are still available to employees, regardless of how many hours they work. Concrete figures for the workforce can be found in the GRI tables from page 65 onwards. ◀



For togetherness and the working environment: The Swiss team celebrates Easter.

The colleagues of MAM Switzerland organize a **group lunch** every month. There was a team breakfast for Easter with bunnies made from pastries, eggs and chocolate.

MAM Austria organised **Kids Camp 2018** for child care during the summer holidays. Half of the costs were paid by MAM.

Employees at the plant in Kabinburi can contribute up to 15 percent of their pay to a **pension fund** with a 3 percent subsidy from MAM.

On Family Day at MAM Brazil, the children were able to experience their mother's or father's workplace up close.



Benefits and team activities worldwide – in the office and in production

Selected examples:
The employees of MAM ...

- ... **China** receive five holidays more than legally required.
- ... **Germany** participate in numerous activities organised by their "MAM Impulse Team," such as dart tournaments and team picnics.
- ... **Greece** attend continuing training courses according to their personal interests.
- ... **Italy** benefit from a pension fund.
- ... **Sweden** have private health insurance and pension plans.
- ... **Switzerland** receive accident insurance through MAM and travel at half price on the railway.
- ... **Spain** organize two team-building events every year.
- ... **Thailand** receive various grants through an extensive "Compensations & Benefits" package, such as for their own wedding or for the medical care of their parents, and can take out interest-free loans for the education of their children. On-site day-care is also on offer.
- ... **Hungary** are financially supported by a foundation in cases of hardship.
- ... **USA** have weekly team lunches and two outings per year.
- ... **Cyprus** benefit from private health insurance for themselves and their children.



Well cared for in Brazil

The same high workplace standards apply in all MAM countries. For example, we go beyond the legal requirements for our employees in Brazil and provide them with a comprehensive package of benefits:

- **Health, dental and life insurance** is 100 percent funded by MAM
- Discounted **nursery** for the first twelve months
- **Meal coupons** for employees
- **Loans for education** such as continuing training or to complete a degree
- An **extra day of holiday** in their birthday month and bridge days for certain occasions, such as Carnival or New Year's
- **Public transport** vouchers for getting to work
- Discounts for the **fitness centre**
- Diverse **team activities**



Mothers at MAM: We can Work it out!

At MAM Hungary, 81 percent of our employees are women – a lot of whom are mothers and therefore benefit from the family-friendly policies.



► Perhaps our reputation of being a family-friendly company precedes us. Maybe it's the appeal of our products.

The fact is: Around three quarters of our employees are women.

In Hungary, it is actually 81 percent. And that is no accident. MAM offers many things that make it easier for young mums to return to work. A buddy system for returnees, flexible part-time models and regular check-ups ensure that almost 100 percent of our employees return after parental leave. Our approach is to work together to find an individual solution for every family situation.

Compatibility. Three fourths of our workforce are female – and nearly 50 percent of MAM's employees have children. MAM offers flexible solutions for returning after parental leave and creative models for balancing work and family life.

The examples of Adél and Eszter, two employees at the production site in Hungary, show how reconciling work and family life can succeed:

Example 1: mother-daughter work sharing

The MAM plant in Vaskeresztes now employs 529 people. Two of them –

Brigitta and Adél Krancz – are mother and daughter. The two share the care of Adél's two-year-old daughter, Sára.

Adél has been working at MAM since graduating from school in 2010. At that time, she started in the shipping department, moved to logistics, then on to the accounting department, and finally went into controlling. When she became a mother, she took a year off. Because there is no day-care centre for young children under the age of three in her village and Sára's father works during the day, Adél and MAM developed a flexible part-time model in which she and her mother took turns caring for her child: Upon returning, she first worked four, and then six hours a day. She has recently returned to work full-time.



"I think it's great that I can coordinate working hours with my mother!"

Adél Krancz



? How does MAM address the issue of reconciling work and family life?

Example 2: To have the choice

Eszter Szép has been working as a production assistant at the Hungarian site in Vaskeresztes since 2014. Before the birth of her daughter Emma, whom she raised alone, she worked a two-shift rotation. Now she is not as flexible. MAM was happy to let her choose which shift was best for her. She is currently working the morning shift and enjoys having afternoons and evenings to spend time with Emma.

Award for most family-friendly company

Wages at the Hungarian plant are good by national standards. Nevertheless, should an employee and her family find themselves in need, the "MAM Family" fund will provide assistance. Other benefits at MAM Hungary include a health programme with regular check-ups, on-site fitness centre and free massages. The team celebrates Christmas with kith and kin. In 2018, the Hungarian plant in Vaskeresztes was awarded as the most family-friendly operation in the region – an honour that has also been awarded to MAM Austria since 2014. Austrian MAM employees returning from maternity leave particularly appreciate two measures: the buddy system, in which an active

colleague provides them with information, and the roadmap for maternity care, in which all opportunities and a variety of helpful checklists can be found to prepare for leaving and re-entering their job. And we have already reported on the holiday care in Kids Camp on page 40.

Relaxed boss, relaxed team

And yes, the proportion of women at the international level of MAM management is also comparatively high at 41 percent, and the trend is increasing (see page 67). Our operations implement what the United Nations require in SDG 5.5: When it comes to leadership roles, women should have the same opportunities as men. How do we do that? Another example from Germany illustrates:

Example 3: quick return

Stefanie Siegmund, Marketing Director at MAM Germany, took just twelve weeks off following the birth of little Laurenz in 2015, after which she returned to work full-time – at her own request. Because she enjoys her work it is a form of self-fulfilment for her, and so is working with her team. With the support of friends, family and a day nanny, both could be easily reconciled. She found it rather convenient that her work at MAM, her husband's job,

the family's home, and later, Laurenz's day care were just minutes away from each other. She enjoys spending time with her family on afternoons and weekends. "I imagined it would be much harder to be a working mother", says Siegmund today. "MAM supported me by making it possible for me to be flexible with my work hours." ◀

"Being well organised is everything."

Stefanie Siegmund,
Marketing Director, MAM Germany



? What is the corporate culture at MAM?



For the common good

The award ceremony proved: MAM is a Great Place to Work.

Team spirit ... this is a central part of MAM's corporate culture. Several measures were taken in the past year to raise awareness of how to work together.

> "What about another upcycling challenge?" asks Sandra Lepur in her post, smiling as she holds up a giant soother made of hundreds of MAM soothers in dazzling colours. Sandra is Senior Brand Manager at MAM Switzerland, and like the other MAM employees, she uses Workplace, Facebook's social media platform for companies, to share information with colleagues in 13 locations around the world. What's informing or fun is always allowed.

Sandra's case is a nod to MAM's intensive efforts in recycling (see article on page 33). Or they might be success stories (e.g., about the award won for the sustainability report) or current news on trade fairs and conferences. What's common to all posts is that they reinforce a sense of togetherness, because the more each individual employee knows about the activities of others, the more they feel they are part of MAM's global corporate culture. Forty so-called workplace



champions act as tutors. They guide less experienced colleagues and support them with advice and assistance.

MAM is a Great Place to Work®
MAM also participated in the "Great Place to Work®" evaluation for the first

time in 2018. For 30 years, the like-named organisation has been working with leading companies from all sectors around the world to identify, build and make trust-based, efficient workplaces visible. Our aim was to find out more about MAM as an employer from the employees' point of view and to show where there is potential room for improvement.



“Sustainability at MAM means putting people first – whether as a customer or as an employee.”

Doris Palz,
Managing Director
Great Place to Work®

Common values

In order to build commitment to our valued and proven corporate culture and make it tangible and visible as a basis for common goals and guidance, over one hundred MAM employees, in four half-day workshops in 2017, put down on hundreds of drawings and thousands of Post-it's what they value and want to promote together. The result; the “MAM Identity” was defined as:

- **Courage** for personal and professional development and setting clear priorities.
- **Passion** for growth, success and uniqueness of the MAM brand.
- The quest for **innovation**
- **Communication**, understood as respectful, open and honest with one another
- **Loyalty** of the MAM community and the global MAM brand
- **Commitment**, to further strengthen values and corporate culture
- **Personal responsibility** of each individual
- **Appreciation** through respect for others and their contribution and the targeted promotion of diversity as a multiplier for innovation

During the evaluation, the employees and the management are interviewed in an external, anonymous survey on the perceived quality and attractiveness of the corporate culture and an overview of the existing measures in human resources work is compiled. In an independent comparison, the best employers are then identified in the course of a benchmark study. In 2018, MAM Austria placed an outstanding sixth place in its size category (50–100 employees), entitling it to hold the “Great Place to Work®” quality certificate from October, 2018 to October, 2019.

In particular, the employee survey provided valuable insights into the company's strengths and weaknesses, the effectiveness of measures taken and – last but not least – advice for innovation potential. In that sense, it was an informative assessment of the workplace culture. We are especially pleased that the survey results on the topics of pride and identification with the company and its products have been very positive. And how does the status quo look? A strong sense of trust in MAM as an employer was shown by the unusually high 97 percent participation rate. 95 percent of respondents agreed with the statement “All in all, I can say that this is a very good job.” The Trust Index, which is sector and size-independent, and reflects the overall approval of employees in the survey, was a very good 81 percent. In summary, MAM is characterised by a positive constructive and appreciative culture.

Workers are encouraged to maintain a healthy work-life balance. Overall, one senses that the company has an interest not only in the worker,

but also in the person. This is particularly pleasing as it reflects exactly the philosophy of the culture of trust cultivated by MAM, which leaves employees free space, promotes diversity and is characterised by mutual respect and team spirit.

Doris Palz, Managing Director of Great Place to Work® also confirms this:

“Sustainability at MAM means putting people first – whether as a customer or as an employee.” This is reflected in the feedback from people who not only enjoy working with MAM, but are also proud of what they mutually contribute and how everyday life is shaped together. A great place to work that is true to its own values.”

MAM Austria got the ball rolling – in the long term, it is our desire to increase participation in the programme and thus the ongoing evaluation of the corporate culture in our locations across the globe. ◀



We volunteer!

Social engagement. MAM supports disadvantaged people around the world through a variety of initiatives. Our employees do a lot to help out. We would now like to present a few of these projects and activities.

► We support many charities around the world with donations in kind, financial resources and sustainable partnerships – with total conviction. Our employees are an important pillar of our social commitment: As a part of corporate volunteering, they roll up their sleeves for the sick, refugees, and the disadvantaged, bringing the MAM global family closer together.

Corporate giving actions can only ease a small part of the need. For the people who benefit from this, it's much more than just a drop in the bucket. MAM supports them through their individual crises and tends to them with sustainable projects which support the health and safety of babies and toddlers. This is at the heart of MAM's philosophy.

MAM France: Time off for aiding refugees

Ludovic Maugère, product manager for MAM France, worked for four months on the Greek Isle of Lesbos for the refugee organisation "One Happy Family." He provided meals for people, worked in a sports programme for refugees and collected donations. MAM France was also among the donors, providing its employee for this relief operation – with continuing health insurance.

One Happy Family: MAM employee Ludovic Maugère was involved in helping refugees on Lesbos.



Lara Eberle and the entire team from MAM Switzerland helped out at the Association for Children With Rare Diseases family day.

MAM Switzerland: And Action!

MAM Switzerland was looking for an active partnership with a small charity for children. They found what they were looking for with the Association for Children With Rare Diseases, and have been collaborating since April 2017. Since then, Santa's little helpers from MAM have been delighting families there with a Christmas show every year. In 2017 alone, they wrapped over 100 Christmas gifts. Those affected are also supported financially. For example, MAM used proceeds from a consumer fair to help two families.

MAM Sweden: Smile Please!

In 2017/2018, a second campaign was launched to support Operation Smile, an organisation that helps children with cleft lip and cleft palate worldwide. Annika Billing, Secretary-General of Operation Smile Sweden, sent us the following thank-you message:

? Is help for disadvantaged people just a drop in the bucket?

“All children have the right to the best medical care. Our network of physicians dedicates hundreds of thousands of hours to this every year. Without partners like MAM, this would not be possible. MAM produced an “Operation Smile” soother collection from which a part of the proceeds from each sale was donated to us. A great way to raise awareness of the issue in Northern Europe and help affected children around the world. We look forward to continuing to work with MAM.”

MAM Thailand:

Neighbourhood assistance

Located near our plant in Kabinburi is the “Prachinburi Special Education Center,” which cares for children with physical and mental disabilities. They were lacking funds, especially for urgent construction needs. Thanks to contributions from MAM and the active support of the MAM staff, several improvements could be made. For example, fans and new lamps were installed. The Buddha shrine outside the building was also renovated. ◀

Good neighbours: MAM employees helping out the “Prachinburi Special Education Center”.



Aiding children with cleft lip and cleft palate – MAM Sweden Managing Director Ingrid Grönfeldt on her volunteer excursion in India.



EXAMPLES

How MAM helps around the world

- **MAM Brazil** supports the organisation “Amparo Maternal”, which offers pregnant women in distress a safe place to stay. There they have a place of refuge until six months after the baby’s birth.
- Together with Lebenshilfe Rotenburg-Verden, **MAM Germany** is committed to helping people with disabilities live as independently as possible, and assigning them simple jobs.
- **MAM Greece** donates aid packages with baby products to families in need and social institutions.
- **MAM UK**, along with the organisation CLAPA, has developed a special soft bottle for babies with cleft palate and is a partner of Tommy’s Charity, which researches the causes of miscarriage and supports affected women.
- With financial support, medical know-how and free products, **MAM Cyprus** supports Cypriot Premature Babies Association.
- **MAM USA** donates to the Blythedale Children’s Hospital and MAM staff come by to look after the children and play games.
- **MAM Austria** helps to keep an SOS Children’s Village in good shape. MAM employees have already collected leaves and trash, dismantled an ageing playground and co-financed the construction of a new climbing tower. Products, donations and financial support also go to the facility.

Is MAM responsibly handling its role as a major employer at its Hungarian site?

Page 50

Are the MAM products sold in China of the same high quality?

Page 54





#newhorizons

Does sustainability stop once MAM products are on the market?

Page 56

Economy

Efficient use of resources, environmentally sound technologies and processes are constantly being improved by research. At the same time, supply chains now span the entire world and enable the integration and development of rural regions. The use of sustainable practices and compliance with social standards is equally important as reporting on sustainable performance and the impact made by companies. As a regional employer, MAM is responsible for creating value and participates in local social development. One should, as envisioned in SDG 9, support economic development and human welfare, with a focus on equal access for all. Regardless of strategic considerations, we at MAM always attach great importance to complying with high labour, environmental and social standards. The health, safety and well-being of babies and parents form the basis for our daily activities – all around the world.



Creating regional value



At the plant. In the early 90's, MAM Hungary started operations in a small 376 square metre production hall. Since then, the site has grown by 38 times and is an important employer for the country and the people in the region.

► In order to reach our production facility in Hungary from MAM Int. Marketing & Design Center in Vienna in a climate-friendly manner, you can take the train via Sopron to Szombathely. Once there you can board the bus, which takes you through green meadows and small villages to the quiet village of Vaskeresztes. The translation to "Big Village" aptly describes the town: It is a somewhat large village with 343 inhabitants, a stone's throw from the border with Austria, nestled in a gentle hilly landscape dominated by agriculture and vineyards.

When MAM company founder Peter Röhrig established MAM Hungaria Kft. in Vaskeresztes after the fall of the Iron Curtain in 1990, the company acquired the former warehouse of the

local cooperative. Potential risks and opportunities, including economic, environmental and social impacts, had been examined before each decision and carefully weighed with community representatives. In March 1991, after a rapid conversion, production began with eight employees. The geographical location and the business-friendly policy of the community leadership were beneficial, but the decisive factor in bringing production to Hungary was German language proficiency in the region. A common language at the village and regional level was an important factor from an operative point of view and to this day enhances opportunities for cooperation with Austrian locations and suppliers. An excellent basis for securing local jobs.

Investing in the future

In the early 90's, when jobs in the village had been cut and employment problems became apparent, company founder Röhrig decided to expand MAM's involvement in the village by purchasing a building plot in 1994. At that time, 40 million schillings were invested in the construction of a modern production plant in accordance with the latest technological standards. At the inauguration in June 1995, international guests were invited to Vaskeresztes and a million forints were handed over to the town's volunteer fire department, which many residents still remember today.

Vaskeresztes has always played a significant role in the history of MAM, which today, with 529 employees, is the largest



? Is MAM responsibly handling its role as a major employer at its Hungarian site?

At the MAM production site Vaskeresztes, about 90 million soothers and bottles are produced every year.

employer in the region. Since then, the production area has increased 38 times from 376 square metres to 14,350 square metres.

... Job satisfaction is high, and turnover is low – the length of stay in the company is over ten years on average. This is mainly due to the excellent working conditions. A large number of additional employee benefits that go beyond the legal requirements are one of the main reasons for employees to work at the MAM production site.

Secure jobs

Every employee is important to us. Therefore, if the order quantity is below the planned quantity for an extended period of time, MAM will keep overproduction

From 376 square metres in 1991 (picture above) the location was extended to 14,350 square metres.



stock in order to maintain jobs. Nearly all the production workers, from entry-level to top positions, come from Vaskeresztes and places that are at most 50 kilometres away, such as Horvátlövő, Pornóapáti, Nárjai, Ják, Szentpéterfa, Felsőcsatár, Narda, Dozmat, Bucsu, Torony, Sé or Szombathely.

Our production has always had a low impact on the environment, which is very important to us. One of the main criteria for choosing this location was, and continues to be, the intact and clean envi-

ronment – which MAM is actively involved in preserving. Although the production volume, the size of the plant, the number of employees and the amount of automation have increased significantly since we started, and our impact has therefore increased, this has not led to a significant increase in production emissions during the 2017/18 period.

A further increase in automation will enable us to work even more efficiently and to deal with the constantly increasing capacity utilisation in Vaskeresztes.



» 90 million baby products were manufactured here last year – and demand is increasing. At the end of 2018, with the involvement of future partners who are experts in the field, we decided to increase the level of automation at the plant while relieving the burden on production staff. Automated solutions should help to avoid monotonous or stressful movements and shift the workforce to areas where creativity is required, where there are more interesting tasks or more complex challenges and everyday work is more enjoyable. With the introduction of mechanisation such as Scara robots, 6-axis robots, or Delta robots (spiders), we offer our employees new opportunities to grow and gain experience with modern technology – a unique perspective in the region.

On board the shuttle bus

The supply chain was built from the start to take environmental protection into account. Our suppliers and service partners come exclusively from the surrounding area in Austria and Hungary. The greater volume of traffic due to our plant in the village is the largest, and according to Imre Krancz, mayor of Vaskeresztes, only negative impact on the inhabitants. To keep this as low as possible while getting employees on three shifts safely to and from work, company shuttle buses were organised to bring groups of employees to work. Private transport, shuttle buses and trucks not only contribute to more traffic emissions, but also to higher noise levels. All transportation is therefore carefully planned.

Balázs Takács (left) and Márk Teket are part of the automation project team.

Air emissions are regularly monitored and measured. The concentration of the components emitted is far below the limit values, which are regulated by strict laws in Hungary. To avoid contamination, we store our hazardous substances and wastes only in secure and specified areas, in accordance with strict standards.

Work on an equal footing

It is with great pleasure that we can point to many positive effects on the region and the village of Vaskeresztes, for example, in terms of the social position of women. With their own income, women gain independence and contribute significantly to family finances. At 81 percent, the proportion of women at MAM is high. To ensure

this remains the case, we are investing in the construction of a kindergarten and a community centre in the village in order to create a positive work-life balance for women (see also contribution on page 42). With the nine-member top management team of four women and five men, all from the region around Szombately, the situation is well-balanced. And Katalin Kiss, the manager, is also a woman.



Kati Kiss has been head of the MAM production site in Hungary since 1997.





MAM is an important employer for the region in this town of 343 people near the border to Austria.



The establishment of the MAM plant resulted in new infrastructure in the town – and for the volunteer fire department.

In the eyes of the local representatives of Vaskeresztes, MAM's presence strengthens financial stability. In the town as well as in the region, MAM is considered a good employer, also because of our investments completed in 2017 and 2018. In September 2018, we completed the new production hall and warehouse. At the same time, the new office wing and conference rooms were built. The production offices and laboratory facilities were renovated and the conversion of the central building was completed. The total investment for the expansion, which began in 2015 due to strong international demand, was in the high double-digit million Euro range and directly funded by MAM. The economic success of MAM very often leads to re-investment in the company.

MAM's establishment also has a positive impact on the community's tax revenues. According to Mayor Krancz, one hundred percent of the business tax collected is used for the infrastructure and beautification of Vaskeresztes. Without this source of income, up to half of the projects realised so far, like municipal vehicles and equipment might not have been possible. In his opinion, the current MAM company premises would still be lined with old,

crumbling buildings and green spaces would be wild and unkempt.

Vaskeresztes and the region have developed strongly over the past 25 years, which has also been reflected in the opening of kindergartens, the establishment of local volunteer fire stations, parks, hotels, dental and medical services, as well as other programs and events in the region. MAM also spontaneously supports Vaskeresztes and the community in solving problems and optimisations, for example after a fire in the kindergarten in the nearby village of Pornóapáti. We helped rebuild with toys and tools, and volunteer work by MAM employees. The roof of the fire station in Horvátlövő was repaired, the firefighters in Vaskeresztes and Felsőcsatár were supported and gifts were provided for children's day, Christmas parties and the carnival in the Vaskeresztes kindergarten. Help and participation in events and programmes organised in Vaskeresztes are business as usual for MAM.

On the wish list for MAM

Imre Krancz is pleased with the development of his community. Overall, he sees the communication between management, residents and local

decision-makers as positive and hopes for this good cooperation for his political successors. Still, the wish list of the community for MAM is still long: It ranges from road work to the construction of a new cultural centre and a bridge over the river Pinka to green electricity for the community. As mayor, his main goal is to make Vaskeresztes a pleasant and liveable place for the people.

A good future together is important to us. MAM sees itself as part of the local community which we can draw from and participate in. It is important for us that we continue to express this in our decisions and local activities. ◀

? Are the MAM products sold in China of the same high quality?



At the world's largest expo for baby products in Shanghai, mothers-to-be had a lot of questions about MAM soothers. Quality is especially important to them.



Pioneering with knowledge and quality

China. Good bye junk! Quality awareness in the world's most populous country is growing rapidly. While national standards for health and product safety are rising steadily, MAM is there with its high-quality products. For the past three years, our subsidiary has been opening up this giant market – accompanied by an educational and awareness campaign.



Dr. Duan Tao who built China's largest maternity clinic, shares his knowledge with mothers together with MAM.

► With 15 million births annually, China is a huge market for baby products. Disposable income is rising steadily, and confidence in goods imported from Europe is high. Conditions for MAM could hardly be better, one might say. As William Wu, General Manager of MAM China, confirms: "The market

potential cannot be ignored. Other baby product suppliers are also trying to gain a foothold in China."

Sceptical target group

While China has stood for cheap mass production in the past, quality awareness is now very strong, namely among

consumers. "When we present our products made from extra soft MAM SkinSoft™ Silicone, Chinese mothers want to know what materials they contain," Wu reports. There is a mix of misconceptions and lack of knowledge on the topic of product safety, however. "Soothers are not yet common in China," cites Wu as an example. "A lot of parents are worried by what they hear about malocclusions. We want to and have to do a lot of educational work here."

Professor Duan explains

MAM has been working together with Dr. Duan Tao since 2018 to spread scientifically sound information. The professor of obstetrics and gynaecology set up China's largest maternity clinic in Shanghai, where more than 33,000 babies are born each year, setting new standards in quality and safety. Now,

INFO

MAM Italy is born

Since our long-standing distributor terminated their contract at the end of 2015, MAM has established its own Italian subsidiary. Our quality products are sold through pharmacies, baby shops and online. Currently, the team is working with great success to pass MAM knowledge of infant health on to Italian mums and dads (see "Ask the Doc" on page 23) – one reason why MAM is already the second strongest brand in Italy.*

*Source: IQVIA Data, April 2019, Pharmacy Channel, Soothers & Bottles, Market Share



“A rapid change is taking place here.”

3 questions for William Wu, General Manager of MAM China

What exactly does MAM do in China?

We focus on building the MAM brand and communicating the benefits of our products through local social media – these are the information channels for Chinese mothers and fathers. We also make sure that MAM products are available to young parents, for instance on the leading online shopping platform Tmall.

In Europe, China is often associated with cheap labour and inferior quality. Is this perception correct?

No, things are changing rapidly here. China has enacted a number of laws and regulations to improve product quality. And skilled workers are well paid because they are in high demand.

Does MAM also participate in medical conferences in China?

Yes, we were represented at a symposium in Yantai, for example. The lectures by Professor Reinhold Kerbl from the Upper Styria Regional Hospital and Professor Hans-Peter Bantleon from the University Clinic of Dentistry Vienna each attracted a large audience. All of the handouts for Prof. Kerbl’s talk on SIDS were immediately snatched up. This topic is still practically unknown in China and is something we want to continue to shed light on in the future.



William Wu is working to build an important future market.

in cooperation with MAM, he shares his knowledge with women and medical staff throughout China. In this way, MAM also contributes to the achievement of SDG 3.d, which strengthens early warnings for health risks.

“For example, we create professional knowledge platforms and maintain social networks with expecting mothers and young families,” reports Duan Tao. “It’s about getting the right message across in the right way through the right channel.” This includes social media such as the messenger service WeChat and Weibo, the Chinese equivalent to Twitter. In China, MAM is considered a high-end brand that offers high-quality, medically sound products,” Duan continues. “My team and I are happy to work with responsible companies like MAM. It lends an international perspective to our work.”

No compromise on safety

Today, the industry standards and regulations for baby products in China are as strict as they are in Europe, Wu reports: “Of course, all our products comply with local regulations.” At the same time, they are oriented on European standards, which go beyond the Chinese. All products that come into contact with food must also pass a test from the Shanghai Quality Testing Institute. ◀

Does sustainability stop once MAM products are on the market?



Spread the word

Imitation welcome. MAM acts sustainably wherever possible. But the story doesn't end there. In CSR workshops, this consciousness is also conveyed to the employees of MAM subsidiaries – they develop their own approaches and initiatives. As for distribution partners, companies that make sustainability a priority are considered particularly.

► Since MAM was founded over 40 years ago, the company has grown steadily. In the meantime, we now employ people around the world: from Austria to Sweden to Thailand and the USA. Our subsidiaries think sustainably, too. In order to leverage this, we organ-

ise CSR workshops in which we jointly consider how our locations can become even more responsible. This applies to many areas, such as saving energy, waste segregation, social commitment and promoting the health of our employees.

MAM Germany: four wins

"Our team really liked the workshop. Since then, a CSR team of four people from different departments has come together. We meet every four weeks and discuss which sustainable initiatives we would like to implement at our location," says

A serious workshop – in the best sense: After the CSR meeting a number of sustainable activities were launched at MAM Germany.



"The breakout sessions were great and gave everyone time to do some creative thinking. We have already made changes to our office."

Jennifer Mitchell,
CEO MAM USA and Canada





Waste segregation and recycling are very important for the team at MAM USA.


Britta Schornstein, Head of Buying at MAM Germany. Measures such as the possibility of working from home, company health care, a photovoltaic system and the use of environmentally friendly cleaning agents have already been implemented by the German team.

MAM USA: be creative and segregate waste

The team members in the USA also liked the workshop: “The breakout sessions were great and gave everyone time to do some creative thinking. We have already made changes to our office,” says Jennifer Mitchell, CEO of MAM USA and Canada. Specifically, she means things like introducing recyclable stainless steel bottles for coffee or tea and consciously saving paper. Waste segregation is also practised – the waste is taken directly to the recycling centre, as the public waste does not collect there.

Beyond the borders of MAM

An important issue dealt with in the sustainability workshops concerns collaborating with partners.

 A good foundation is particularly relevant with retailers, as MAM products are sold in about 60 countries on all five continents – in thousands of stores. That’s why we prefer to work with trading partners who act sustainably themselves. In doing so, we at MAM and

our trading partners are contributing to SDG 12.6 by implementing and reporting on sustainable initiatives. ◀

“The principle of sustainability is anchored in the culture and strategy of Migros and is implemented along the entire value chain. A sustainable orientation in our suppliers is also important to us. In this regard, MAM is a pioneer in the baby sector. Their high-quality and sustainably produced products fit perfectly into our assortment. ”

Biljana Ignjatovic,
Category Field Manager Babycare
Migros

Three MAM trading partners from three countries

• **England: Initiatives against plastic at Boots**

In 2018, Boots, a major health and beauty retailer, signed the UK Plastics Pact, committed to reducing plastic waste and eliminating the use of certain types of plastic in production. Since 2015, they no longer stock grooming products containing plastic particles, and by 2020 all plastic bags – are to be replaced by paper bags – a saving potential of 900 tonnes.

• **USA: Massive CO₂ reduction at Walmart**

One of Walmart’s largest sustainability initiatives at the moment is known as “Project Gigaton.” The goal is to avoid one billion tonnes of greenhouse gases from the global value chain by 2030. Additionally, in 2018, 80 percent of the products were sourced from suppliers, which were well rated according to a sustainability index developed with universities and NGOs. Waste reduction and the promotion of public environmental policy are also major topics at Walmart.

• **Switzerland: Free-range eggs, sustainable milk and more at Migros**

The Migros Group’s sustainability programme covers many areas: from energy, environmentally-friendly and water-conserving production, to working conditions and social commitment. The eggs sold are exclusively free-range, the milk comes from sustainable agriculture and the packaging is constantly being optimised so that less waste is produced.

Contents

In addition to the articles, this section provides a large amount of detailed information and tables – a requirement for reports according to the internationally recognised GRI standard. Cross-references in the tables lead to the corresponding articles.

60 Materiality matrix

The most important sustainability topics at a glance



61 Code of Conduct

How we deal with one another and others

62 Tables and conclusions

Statistics for special interest

72 CSR programme

What's next

74 GRI Standards content index

The GRI (Global Reporting Initiative) Standards disclosures in this report

MAM's contribution to the 2030 Agenda

Be active. This page is intended to give an overview of the contribution that small and medium-sized family businesses such as MAM can make to fulfilling the UN's Sustainable Development Goals. We are implementing measures in all 17 main target areas, but we would like to present an overview of the areas where our impact is greatest. The following achievements are an excerpt of our sustainability efforts and provide a summary of this report in relation to MAM's close ties to the SDGs.



Target 1.1: Eradicate extreme poverty

CSR aspect: MAM Corporate Giving Programmes (pages 46–47)

Main success: Money, time, product and in-kind donations for disadvantaged families as part of our Corporate Giving Programme



Target 3.2: End preventable deaths of newborns and children under five years of age

CSR aspect: Product quality and standards (pages 18–21)

Main success: Very low complaint rate of 30 ppm in 2018



Target 3.d: Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks
CSR aspect: Baby health in China (pages 54–55)
Main success: SIDS awareness work progressing in China



Target 9.5: Enhance scientific research, encourage innovation and increase the number of research and development workers
CSR aspect: Research & Development (page 35)
Main success: Construction of a new state-of-the-art research and development centre in Austria, according to environmental criteria and for more employees



Target 4.7: Ensure that all learners acquire the knowledge and skills needed to promote sustainable development
CSR aspect: Educational work on breastfeeding, oral hygiene, sudden infant death syndrome and Co. (pages 22–25)
Main success: Sharing our know-how in baby health with parents



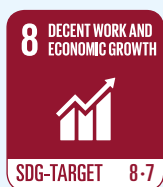
Target 12.4: Environmentally sound management of chemicals and all wastes throughout their life cycle in order to minimise their adverse impacts on human health and the environment
CSR aspect: Substances & raw materials
Main success: >90 % product part suppliers from Austria, cooperation with more than 30 medical experts in the reporting period within the scope of product development, 56 market research studies with 17,095 parents from 11 countries



Target 5.5: Ensure equal opportunities for leadership roles
CSR aspect: Compatibility of work and family (pages 42–43)
Main success: 41% female management staff, nearly 100 % parental leave return rate



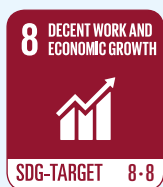
Target 12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse
CSR aspect: Waste (pages 32–34)
Main success: First ever sprueless production of soothers during the reporting period



Target 8.7: Take measures to eradicate forced labour and child labour
CSR aspect: Working conditions and human rights (pages 38–39)
Main success: Social Audit confirms excellent working conditions, of course without human rights violations of any kind.



Target 12.6: Adopt sustainable practices and integrate sustainability information into reporting
CSR aspect: Foreword (pages 4–5) and CSR Workshops (pages 56–57)
Main success: Multi-award winning sustainability reports, transparency through disclosure of non-financial data



Target 8.8: Protect labour rights and promote safe and secure working environments for all workers
CSR aspect: Benefits for MAM employees (pages 40–41 & 44–45)
Main success: Many additional benefits beyond the legal provisions at all MAM locations, high employee satisfaction



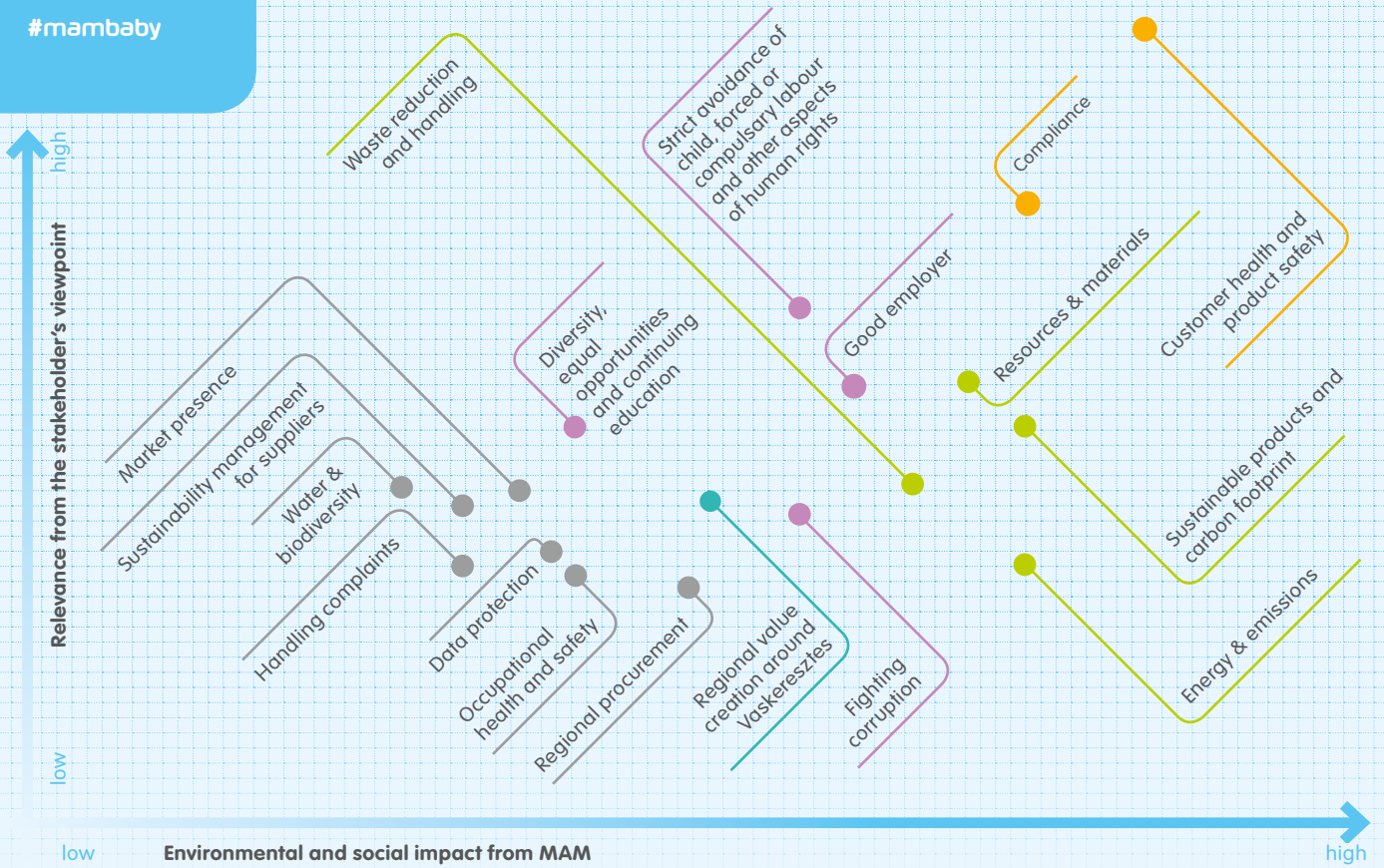
Target 13, 13.2: Take urgent action to combat climate change and its impacts
CSR aspect: Product carbon footprint and CO₂ emissions (pages 28–31)
Main success: Up to 85 % energy and CO₂ reduction when sterilising MAM products



Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being
CSR aspect: Regional added value in Vaskeresztes (pages 50–53)
Main success: Established for 20 years, low environmental impact, all managers from the region, 81 % women, support for regional infrastructure



Target 16.5: Substantially reduce corruption and bribery in all its forms
CSR aspect: Compliance (page 61)
Main success: No corruption during the reporting period



In order of importance

- #happybaby
- #livingplanet
- #fairsociety
- #newhorizons
- less relevant topics

Materiality matrix. We make safe products for babies and parents and, together with our stakeholders, treat sustainability issues as a priority. This analysis helps us to do this.

► In dialogue with key stakeholders, we observe whether and how the expectations of MAM change. Every two years, our business activities and their impact on interest groups are evaluated. One thing remains constant: There is nothing more important to them than the health of babies and the safety of our products. And that goes for us, too.

Our stakeholders

Parents, medical experts, distribution partners, suppliers and our employees are our most important stakeholder groups. We ask them what they care most about, like product development and aspects of

sustainability, for example. Over the last two years, our location in Hungary has been brought to the fore by increases in production and related investments. As a result, our stakeholders in the region are increasingly involved in the report.

Eleven topics in four chapters

Based on the weighting of the stakeholders, eleven topics were identified, which are described in four chapters in this report. Compared to the CSR Report for 2015/2016, there were two changes in 2017/2018: Due to the economic, social and environmental impacts around Vaskeresztes, regional value added has

moved up and to the right on the Y and X axes and has been renamed “Regional value creation around Vaskeresztes.” In mid-2018, the EU General Data Protection Regulation (GDPR) made “data protection” a legal compliance issue that has criminal consequences for breaches – CSR relevance has therefore decreased from both company and stakeholder perspectives. The issues highlighted in gray were considered to be less significant and are therefore only peripheral items in the report. ◀



Reputable success worldwide

Compliance. Correctness and integrity in our decisions and activities are inseparable from our business.

► As an international family business, we express this mindset by committing ourselves to the fundamental principles of the United Nations Global Compact. Together with some 16,000 companies worldwide, MAM is committed to being part of a globalised world through responsible business practices. We are thus contributing to a business community that actively advocates combating corruption and bribery by respecting the ten basic principles in the fields of environment, working conditions and human rights, as envisioned in SDG 16.

It's a matter of principle

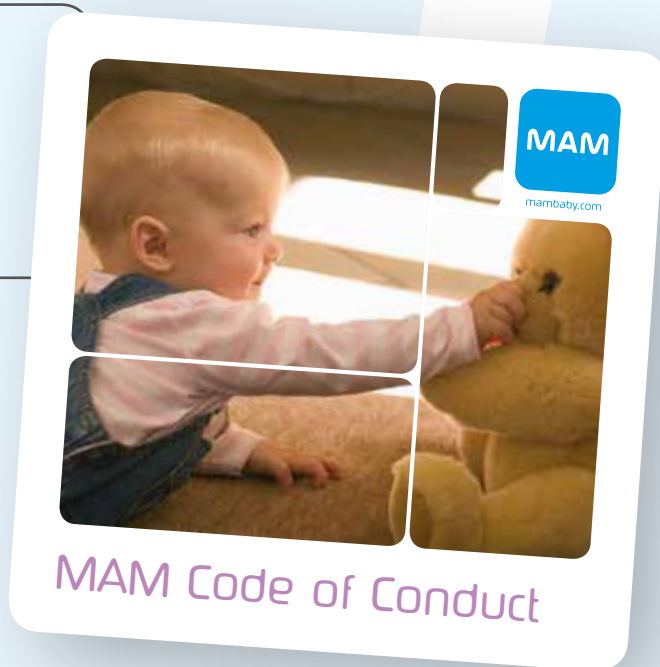
Our Code of Conduct, in connection with anti-corruption measures, applies at all MAM locations worldwide. In Thailand, where two of our three plants are located, there is a general risk of human rights violations, so we pay close attention there: Forced and compulsory work are out of the question. Overtime is completely voluntary and there are no penalties or intimidation. Our strict policy against child labour and for the rights of

the indigenous people is enshrined in our Code of Conduct. There have been no such incidents since the founding of MAM in Thailand. There are no legal collective bargaining agreements in Thailand but we pay above average wages and offer numerous benefits (pages 40–41).

Our Code of Conduct also includes rules on gifts, travel expenses, dealing with authorities and other important aspects that contribute significantly to strengthening our anti-corruption culture. As in

the previous reporting periods, there have been no such cases during this period. Nonetheless, MAM has set itself the goal of launching an anti-corruption programme by the time the next report is issued to train employees and define the roles and processes of ethics officers.

In addition, the Human Rights Review was part of Sedex / SMETA Social Audits, which we have carried out in our plants, with the finding that we are doing things right here (pages 38–39). ◀



A clear line for all locations worldwide: The MAM Code of Conduct contains uniform rules.

#livingplanet

Environment. The ecological figures relate only to our production sites in Hungary and Thailand, as these plants naturally have the greatest impact. We did not identify any significant environmental impacts at our office locations. Nonetheless, we conduct CSR workshops with the employees of our subsidiaries and implement environmental measures in the areas of procurement, mobility, energy, waste, water and awareness-raising through the environmental teams at each location (see article on page 56).

Energy consumption within the organisation in MWh

GRI 302-1

	2016	2017	2018
Hungary	3,507	3,848	4,301
Natural Gas	1,664	1,601	2,043
Electricity	1,843	2,247	2,258
Thaimed Baby	1,652	1,480	1,189
Heating oil	1,088	942	773
Electricity	564	538	416
Thaimed HT	0	402	581
Gasoline Oil	0	68	53
Diesel Oil	0	7	33
Liquefied petroleum gas	0	0	2
Electricity	0	327	493
Total	5,159	5,730	6,071

The increase in energy consumption in Hungary is mainly due to the expansion of the plant (warehouse, production hall and office space). In addition, new production equipment was purchased in 2018, which is responsible for the increase in natural gas usage. There has been a decrease in energy consumption at our plant in Hat Yai. This can be attributed to moving production to our new site in Kabinburi. The energy use there has increased since 2017. 📌 **“Wake-up call for the world” (page 28)**

Greenhouse gas emissions at production sites in tons of CO₂

GRI 305-1, 305-2

	2016	2017	2018
Total	1,727	1,929	1,983
direct GHG emissions	621	595	641
indirect GHG emissions	1,106	1,334	1,342
Hungary total	1,124	1,284	1,377
direct GHG emissions	332	319	407
indirect GHG emissions	792	965	970
Thaimed Baby total	603	550	437
direct GHG emissions	289	250	205
indirect GHG emissions	314	300	232
Thaimed HT total	0	95	169
direct GHG emissions	0	26	29
indirect GHG emissions	0	70	140

The direct emissions (scope 1) result from the use of natural gas for heating and for the operation of production machinery in Hungary. In Hat Yai, direct emissions come mainly from the energy-intensive production process for natural rubber. In Kabinburi, liquified natural gas for the company kitchen and diesel and petrol for transport are solely responsible for direct emissions. The indirect emissions (scope 2) results are derived from electricity consumption, primarily by production equipment, and have been calculated using the respective country power mixes. Since a large part of the electricity required in Kabinburi was produced by our photovoltaic system, we were able to significantly reduce our scope 2 emissions there. ➤ **“Wake-up call for the world” (page 28)**

Explanation: The amount of CO₂e emissions has been determined. This calculation is based on emission factors from the GEMIS database, in which upstream greenhouse gas emissions (i. e., extraction and processing of primary energy sources or power plant production) are proportionately determined. To calculate greenhouse gas emissions that are emitted by electrical use, the respective country power mix or data for the PV systems was used. It was not possible to collect specific data.

The use of materials in Hungary has dropped from 2017 to 2018 and is now on par with 2016 levels. In contrast, the use of materials in Hat Yai has dropped significantly, again due to relocating production to Kabinburi, where material use has nearly tripled. In Hat Yai, the use of energy has not decreased to the same extent as the consumption of materials. This is because the less energy-intensive operations have been relocated to Kabinburi and natural rubber is still processed in Hat Yai, as we source natural rubber directly from the local farmers. ➤ **“What MAM products are made of” (page 16)**

1 Renewable: 100 % of the natural rubber, 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

Materials used at the production sites in tons

GRI 301-1

	2016	2017	2018
Total	3,474	3,787	3,238
renewable ¹	1,254	1,257	1,083
non-renewable ²	2,220	2,529	2,155
Hungary	3,319	3,573	3,027
renewable ¹	1,197	1,199	1,020
non-renewable ²	2,122	2,374	2,007
Thaimed Baby	155	164	67
renewable ¹	57	50	35
non-renewable ²	98	114	32
Thaimed HT	0	50	144
renewable ¹	0	8	28
non-renewable ²	0	41	116

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

GRI 306-2

	2016	2017	2018
Total	413.0	445.5	433.9
Non-hazardous ¹	384.6	413.5	404.4
Hazardous ²	28.4	32.0	29.5
Recycling	87 %	85 %	83 %
Incineration	7 %	7 %	7 %
Landfill	6 %	8 %	10 %
Hungary	387.5	409.9	400.1
Non-hazardous ¹	359.1	377.9	371.0
Hazardous ²	28.4	32.0	29.1
Recycling	86 %	85 %	84 %
Incineration	7 %	8 %	7 %
Landfill	7 %	7 %	9 %
Thaimed Baby	25.5	17.6	11.6
Non-hazardous ¹	25.5	17.6	11.6
Recycling	100 %	100 %	100 %
Thaimed HT	0.0	18.1	22.2
Non-hazardous ¹	0.0	18.1	21.9
Hazardous ²	0.0	0.0	0.4
Recycling	0 %	83 %	56 %
Incineration	0 %	0 %	2 %
Landfill	0 %	17 %	42 %

¹ Non-hazardous waste is disposed of through conventional waste segregation (i.e., residual 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).

The principle of “Reduce, Reuse, Recycle” goes for us, too. Reduce: We look very carefully at our use of materials for our products. We use all the materials, where it makes sense, again and again. We hand over the rest to recycling companies or to the public waste management system. Here are the details for the production plants: There was a decrease in waste volume at the plant in Hungary. Although construction waste increased during the reporting period as a result of the site expansion, paper waste was reduced by 42 percent from 2017 to 2018 since, for example, cardboard boxes and packaging from suppliers could more easily be reused. For hazardous waste (such as when using food-safe inks), there is a direct correlation to production volume. The inks used for printing are pigment-based, harmless and subject to the strictest safety requirements for contact with food (EC No 1935/2004). Naturally, this waste is properly stored and then safely transferred to a processing company. At Thaimed Baby in Hat Yai, some of the waste is 100 percent recycled. Natural rubber waste, for example, is used in road construction. In Kabinburi, plastic, paper and steel waste is sold to recycling companies. The high landfill share in 2018 is still the result of the remaining building materials at the plant, which were returned to waste management companies.

➤ **“More brainpower, less plastic” (Page 32)**

#fairsociety

Socially acceptable. Our success depends on the people who work for us and with us. We are convinced that employees who enjoy coming to work perform their jobs with more love and passion. This is directly reflected in our products. Key employee figures were collected at all MAM locations worldwide, both in the plants and in the offices. On pages 36–47, we want to show where MAM stands on the topics of human rights, diversity, equal opportunity, compatibility of work and family, employee benefits and social responsibility. The detailed data is shown in the following tables.

Organisational profile

GRI 102-8

	2016	2017	2018
Headcounts	871	953	964
Europe	693 (80 %)	746 (78 %)	778 (81 %)
Asia	109 (12 %)	140 (15 %)	119 (12 %)
North America	16 (2 %)	15 (2 %)	17 (2 %)
South America	53 (6 %)	52 (5 %)	50 (5 %)
permanent	788 (90 %)	932 (98 %)	948 (98 %)
temporary	83 (10 %)	21 (2 %)	16 (2 %)
full-time	807 (93 %)	897 (94 %)	907 (94 %)
part-time	64 (7 %)	56 (6 %)	57 (6 %)
female	670 (77 %)	711 (75 %)	719 (75 %)
permanent	608 (91 %)	698 (98 %)	710 (99 %)
temporary	62 (9 %)	13 (2 %)	9 (1 %)
full-time	612 (91 %)	667 (94 %)	670 (93 %)
part-time	58 (9 %)	48 (6 %)	48 (7 %)
male	201 (23 %)	242 (25 %)	245 (25 %)
permanent	180 (90 %)	234 (97 %)	238 (97 %)
temporary	21 (10 %)	8 (3 %)	7 (3 %)
full-time	195 (97 %)	230 (95 %)	237 (97 %)
part-time	6 (3 %)	8 (5 %)	9 (3 %)

The number of employees at MAM is constantly on the rise. The proportion of women has remained constant at 75 percent since 2017. The employment relationship is also developing positively. Since 2017, 98 percent of employees have been employed for an indefinite period. The proportion of full and part-time workers remains unchanged since 2017. Part-time employment is possible in all MAM countries. In addition, our employee benefits are the same for everyone, whether temporary or permanent, full-time or part-time. **➤ “For the common good” (page 44)**

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

GRI 401-1

	2016	2017	2018
New employees (total)	324	356	268
Percentage of head-counts (total)	37 %	37%	28 %
Europe	253 (78 %)	221 (62.1%)	203 (76 %)
Asia	50 (15 %)	124 (34.8 %)	49 (18 %)
North America	2 (1 %)	1 (0.3 %)	4 (2 %)
South America	19 (6 %)	10 (2.8 %)	12 (4 %)
female	253 (78 %)	239 (67 %)	206 (77 %)
male	71 (22 %)	117 (33 %)	62 (23 %)
<30 years	144 (44 %)	128 (36 %)	107 (40 %)
30–50 years	157 (49 %)	218 (61 %)	139 (52 %)
>50 years	23 (7 %)	10 (3 %)	22 (8 %)
Employees that have left the company (total)	157	290	257
Turnover rate	18 %	30 %	27 %
Europe	125 (80 %)	164 (56.6 %)	171 (67 %)
Asia	13 (8 %)	113 (39 %)	70 (27 %)
North America	1 (1 %)	1 (0.4 %)	2 (1 %)
South America	18 (11 %)	12 (4.1 %)	14 (5 %)
female	120 (76 %)	209 (72 %)	193 (75 %)
male	37 (24 %)	81 (28 %)	64 (25 %)
<30 years	60 (38 %)	131 (45 %)	97 (38 %)
30–50 years	74 (47 %)	138 (48 %)	118 (46 %)
>50 years	23 (15 %)	21 (7 %)	42 (16 %)

The share of new employees in Asia increased significantly in 2017. This change can be explained by the opening of the plant in Kabinburi. The increased turnover is also due to the partial transfer of production from Hat Yai to Kabinburi.

➤ **“Clear advantage” (page 40)**

Percentage of employees who received a regular performance and career development review

GRI 404-3

	2016	2017	2018
Percentage of employees who received a regular performance and career development review in total	70 %	82 %	86 %
Percentage of female employees who received a regular performance and career development review	77 %	84 %	89 %
Percentage of male employees who received a regular performance and career development review	46 %	77 %	77 %

The proportion of workers who regularly hold employee interviews increased significantly between 2016 and 2018.

➤ **“For the common good” (page 44)**

With over 40 percent of management being female, we are already doing quite well, and have been for some time. In half of our subsidiaries, women have the ultimate responsibility and run the companies. Our largest production plant is also run by a woman. The goal is clear: 50 percent women in management in the coming years. It's not far off.

➤ **“For the common good” (page 44)**

Diversity of governance bodies and employees by gender and age

GRI 405-1

	2016	2017	2018
Governance body (total)	54	58	58
female	22 (41 %)	24 (41 %)	24 (41 %)
male	32 (59 %)	34 (59 %)	34 (59 %)
<30 years	1 (2 %)	0 (0 %)	0 (0 %)
30–50 years	32 (59 %)	36 (62 %)	37 (64 %)
>50 years	21 (39 %)	22 (38 %)	21 (36 %)
Employees (total)			
<30 years	219 (25 %)	157 (17 %)	210 (22 %)
30–50 years	527 (61 %)	706 (74 %)	611 (63 %)
>50 years	125 (14 %)	90 (9 %)	143 (15 %)

Gender equality

GRI 404-1, 405-1

	2016	2017	2018
Total employees	871	953	964
Women	77 %	75 %	75 %
Female members of governance body	41 %	41 %	41 %
Women in office	67 %	66 %	68 %
Women in production	82 %	78 %	78 %
Labour turnover rate women	18 %	29 %	27 %
Labour turnover rate men	18 %	33 %	26 %
Women part-time	9 %	7 %	7 %
Men part-time	3 %	3 %	4 %
Average hours of training per year in total	10.8	15.4	16.9
Average hours of training per year women	10	14.3	16
Average hours of training per year men	13.6	18.5	19.5

Family-friendliness is very important at MAM and this is also reflected in the numbers. Nearly 50 percent of our employees have children. The return rate after parental leave is nearly 100 percent. In all MAM countries, women have the opportunity to go on parental leave, for men this is the case in 86 percent of the countries. 📌 **“Mothers at MAM: We can work It out!” (page 42)**

About 75 percent of our employees are women. The percentage of women in management remains constant at 41 percent. Average training hours for staff members are rising steadily, and the gender gap is decreasing annually, to only 3.5 hours per year. 📌 **“Mothers at MAM: We can work It out!” (page 42)**

Family-friendly workplace

GRI 401-3, 405-1

	2016	2017	2018
Total number of employees on parental leave	40	51	41
Female employees	39	50	39
Male employees	1	1	2
Total number of employees due to return to work after parental leave	17	16	19
Female employees	15	12	17
Male employees	2	4	2
Total number of employees who have returned to work after parental leave	16	14	18
Female employees	14	10	16
Male employees	2	4	2
Return rate women	93 %	83 %	94 %
Return rate men	100 %	100 %	100 %
Employees with children	450 (52 %)	388 (41 %)	439 (45 %)
Employees without children	421 (48 %)	565 (59 %)	525 (55 %)

Fit for future

The MAM CSR Programme. We have achieved quite a lot in recent years, but we won't be bored in the future, either. Some very exciting and sustainable new goals and their plans for implementation are already on the table.

- achieved
- continue
- partially achieved
- not achieved
- new target

	2017	2018	2019	2020	2021+		2017	2018	2019	2020	2021+
CSR Management #mambaby						Product-specific sustainability #happybaby					
Improve management of key figures by the next CSR report (ongoing)	■	■	■	■	■	Ensure safe products through quality testing and compliance with all standards (ongoing)	■	■	■	■	■
Roll-out of our sustainability management with product parts suppliers by 2020	■	■				Intensive engagement with the Sustainable Development Goals (SDG) and their integration into our innovation process (ongoing)	■	■	■	■	■
Conduct CSR workshops at our subsidiaries and prepare/implement an on-site plan incl. MAM CSR guide/ e-training platform by 2020		■				Close collaboration with scientific institutions. To build up know-how in the field of the components and the processing of bio-based plastics with the highest safety and quality standards (ongoing)	■	■	■	■	■
Evaluate the application for an internationally recognised sustainability label by 2021		■				Code of Conduct roll-out to our top 10 suppliers and inclusion in contracts with new suppliers by 2020	■	■	■	■	■
Economic sustainability #newhorizons						Environmental sustainability #livingplanet					
Long-term and stable corporate strategy with the goal of sustainable corporate development (ongoing)	■	■	■	■	■	Introduction of ISO 13485:2016 for medical devices at the Hungarian plant by 2019		■			
Farsighted self-financing of company growth and maintaining a high percentage of reinvestment (ongoing)	■	■	■	■	■	Expansion of the MAM CO ₂ calculator for parents resulting from the findings of the study on the carbon footprint of MAM soothers by 2017	■				
Strong focus on research & development to act as a driver of innovation (ongoing)	■	■	■	■	■						

	2017	2018	2019	2020	2021+
CO ₂ neutral production: Evaluation of the "CO ₂ Neutral Production" project for Europe by 2025	■	■	■	■	■
Introduction of ISO 14001:2015 environmental management system used in the Hungarian plant at our production facility in Kabinburi by 2019		■			
Implementation of energy management system according to ISO 50001:2011 for our two plants in Hungary and Thailand by 2021		■			
Construction of a new research and development centre in Austria according to energy-efficient guidelines by 2021			■	■	
100 % of our packaging recyclable by 2020	■	■			
Social sustainability #fairsociety					
Continuous networking with at least 10,000 medical experts such as midwives, orthodontists, dentists and paediatricians by 2020 (was 8,000 in 2018)	■	■	■		
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 (ongoing)	■	■	■	■	■
Conduct a social audit for our production sites according to Sedex/SMETA incl. a human rights review by 2018, repeat every three years (ongoing)		■		■	
Worldwide roll-out of an anti-corruption programme including training for employees by 2020		■	■		
Certification by "Great Place to Work" in Austria by 2018 incl. top ranking and evaluation of an international roll-out	■	■	■	■	■
Work and family: Intensify measures to reconcile work and family life including a re-audit "Work & Family" (ongoing)				■	■
Implement our annual corporate-giving initiatives around the world through financial, time, material and product donations (ongoing)	■	■	■	■	■

About the report

This report has been prepared in accordance with the GRI Standards: Core option. It is written biennially for our stakeholders such as parents, medical experts, trading partners and MAM employees to show our sustainability management and our ecological, social and economic corporate responsibility and to make it transparent. We pay attention to resource and energy efficiency in the development and manufacture of our products and invest in the satisfaction of our workforce. In doing so we follow the precautionary principle. For example, we carry out regular carbon footprint analyses of our products and pass this knowledge on to parents (see page 28) and have our working conditions and observation of human rights monitored externally (see page 38).

All locations in our sights

For the collection of quantitative data, the scope of consolidation, as portrayed on pages 6 and 7, was defined as the reporting boundaries. 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 sites in Thailand since that is where (with our two production sites) an increased danger of threats lie.

Where is CSR found at MAM?

The CSR team reports directly to 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 more 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

We use paper from sustainable forestry for our printed products that was produced in a CO₂-neutral manner. The circulation of our sustainability report is very limited. Of course, it is available for download on our website. Furthermore, there is an online version, which is even more extensive than the printed edition; with numerous infographics and slideshows that make our approach to sustainability even clearer: www.mambaby.com.

GRI Content Index

GRI 101: Foundation 2016		
GRI 102: General Disclosures 2016*		
Organisational profile		
102-1	Name of the organisation	pages 4 and footnote 1)
102-2	Primary brands, products and services	pages 6–7
102-3	Location of the organisations' headquarters	pages 6–7 and footnote 1)
102-4	Number of countries, where the organisation operates	pages 6–7
102-5	Nature of ownership and legal form	footnote 1)
102-6	Markets served	pages 6–7: The sales locations support the markets supplied. Direct customers of MAM are primarily trading companies, distribution partners and pharmacies.
102-7	Scale of the organisation	pages 6–7 und footnote 2)
102-8	Information on employees and other workers	page 65
102-9	The organisation's supply chain	pages 12–13
102-10	Significant changes to the organisation and its supply chain	pages 50–53 (extension of production plant Hungary) pages 54–55 (new subsidiary in China) pages 62–63 (partial relocation of production from Hat Yai to Kabinburi)
102-11	Precautionary approach or principle addressed by the organisation	page 69
102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	pages 4–5 (UN Global Compact) pages 8–11 (SDGs)
102-13	Membership of associations (such as industry associations) and national or international advocacy organisations	Excerpt: respACT, Austrian Plastics Cycle, Altstoff Recycling Austria, Austrian Society for Pediatrics and Adolescent Medicine, Association of Austrian Orthodontists, SIDS Austria
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
Ethics and integrity		
102-16	Organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	pages 8–11, pages 38–39, page 61
Governance		
102-18	Governance structure of the organisation including committees of the highest governance body	footnote 1)
102-20	Executive-level responsibility for economic, environmental, and social topics	page 69
102-23	Chair of the highest governance body for CSR	CFO
Stakeholder-Engagement		
102-40	List of stakeholder groups engaged by the organisation	page 60
102-41	Percentage of total employees covered by collective bargaining agreements	MAM pays to all employees (100%) wages and salaries that are determined by local relevant competitive markets. Such wages and salaries are always above local collective bargaining agreements.
102-42	Basis for identification and selection of stakeholders with whom to engage	page 60
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	page 60
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	page 60
Report profile		
102-45	List of all entities included in the organisation's consolidated financial statements or equivalent documents	pages 6–7, page 69
102-46	Process for defining the report content and the topic boundaries	page 60, page 69
102-47	List of all the material topics identified in the process for defining the report content	page 60
102-48	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	page 60
102-49	Significant changes from previous reporting periods in the scope and aspect boundaries	page 60
102-50	Reporting period (such as fiscal or calendar year) for information provided	page 69
102-51	Date of most recent previous report (if any)	2017 (for the reporting period of 2015 and 2016)
102-52	Reporting cycle (such as annual, biennial)	biennially, page 69
102-53	Contact point for questions regarding the report or its contents	page 5, page 69, csr-team@mambaby.com
102-54	Claims of reporting in accordance with the GRI Standards	page 69
102-55	GRI content index	pages 70–71
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, consultation by csr and communication e.U.


¹ Ownership and legal form: Like BAMED AG, MAM Babyartikel GmbH is a subsidiary of Bamed MAM Group Ltd. based in Cyprus. The supreme body of the Group is the Tamino Import & Advisory LP, based in Cyprus and is the economic property of the Röhrig family (Peter and Klaus Röhrig). 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 Nikolaus Schertenleib, whereby BAMED AG is responsible for production, marketing 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.

* 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.

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed on the German version of the report.

GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	page 60 (for all disclosures under GRI 200 Economic Standards, GRI 300 Environmental Standards and GRI 400 Social Standards)
103-2	The management approach and its components: GRI 200: Economic Standards	pages 68–69, excerpt: ISO 9001, all worldwide standards for our product categories, SDGs (for all disclosures under GRI 200 Economic Standards)
103-2	The management approach and its components: GRI 200: Environmental Standards	pages 68–69, excerpt: ISO 14001, ISO 50001 framework, energy audit, SDGs (for all disclosures under GRI 300 Environmental Standards)
103-2	The management approach and its components: GRI 200: Social Standards	pages 68–69, excerpt: Sedex/SMETA, Great Place to Work, Work and Family Audit, SDGs (for all disclosures under GRI 400 Social Standards)
103-3	Evaluation of the management approach	pages 68–69 (for all disclosures under GRI 200 Economic Standards, GRI 300 Environmental Standards and GRI 400 Social Standards)
GRI 200: Economic Standards		
GRI 202: Market Presence 2016		
202-2	Proportion of senior management hired from the local community	pages 50–53
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	pages 50–53
203-2	Significant indirect economic impacts	pages 50–53
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	page 61
205-2	Communication and training about anti-corruption policies and procedures	page 61
205-3	Confirmed incidents of corruption and actions taken	page 61
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	no legal disputes in the reporting period
GRI 300: Environmental Standards		
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	pages 16–17, page 63
301-2	Recycled input materials used	pages 16–17
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	pages 30–31, page 62
GRI 305: Emissions 2016		
305-1	Direct greenhouse gas (GHG) emissions (scope 1)	pages 30–31, page 63
305-2	Energy indirect greenhouse gas (GHG) emissions (scope 2)	pages 30–31, page 63
305-3	Other indirect greenhouse gas (GHG) emissions (scope 3)	pages 29–30
GRI 306: Effluents and Waste 2016		
306-2	Total weight of waste by type and disposal method	pages 32–34, page 64
GRI 307: Environmental Compliance 2016		
307-1	Non-compliance with environmental laws and regulations	Environmental laws and regulations are in compliance with by ISO 14001. No incidents of non-compliance with environmental legislation during the reporting period
GRI 400: Social Standards		
GRI 401: Employment 2016		
401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	page 66
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations	pages 40–41, pages 44–45 page 65
401-3	Return to work rates and retention rates after parental leave, by gender	pages 42–43, page 67 (return rates) Retention rates: no valid data; will be evaluated in the next report
GRI 402: Labour/Management Relations		
402-1	Minimum notice periods regarding operational changes	Timely communication for significant changes is standard at MAM.
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	page 67
404-3	Percentage of employees receiving regular performance and career development reviews	page 66
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	pages 66–67
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	There were no incidents of discrimination in the reporting period
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Freedom of association and collective bargaining	page 61; based on the respective legal framework
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labour	pages 38–39, page 61
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	pages 38–39, page 61
GRI 410: Security Practices 2016		
410-1	Security personnel trained in human rights policies and procedures	page 39, page 61
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Rights of indigenous peoples	page 61
GRI 412: Human Rights Assessment 2016		
412-1	Operations that have been subject to human rights reviews or impact assessments	pages 38–39, page 61; There was no violation of human rights during the reporting period
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement and development programs	pages 46–47, pages 50–53
413-2	Operations with significant actual and potential negative impacts on local communities	pages 50–53
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	pages 18–20 (100%)
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents in the reporting period
GRI 417: Marketing and Labeling 2016		
417-2	Incidents of non-compliance concerning product and service information and labeling	There were no incidents in the reporting period
GRI 418: Customer Privacy 2016		
418-1	Customer Privacy: Substantiated complaints concerning breaches of customer privacy and losses of customer data	covered by the EU General Data Protection Regulation
GRI 419: Socioeconomic Compliance 2016		
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



I want to buy high-quality items for my baby. Which quality standards apply to MAM products?

Page 18

happybaby

What does MAM contribute to climate protection? And what role do we play as parents?

Page 28

livingplanet

How does MAM address the issue of reconciling work and family life?

Page 42

fairsociety

Does sustainability stop once MAM products are on the market?

Page 56

newhorizons