



# We work for babies

How a MAM product is made  
Sustainability Report 2013/2014

At MAM, environmental and social responsibility starts with product development and continues through production, transport and use, all the way to disposal.



# CONTENTS

## HOW A MAM PRODUCT IS MADE



4	Foreword
6	MAM Worldwide
8	Vision and Values: We work for babies
10	Full Responsibility
11	Stakeholder- Engagement

### PRODUCT DEVELOPMENT

12	The perfect soother shape
14	Success has many parents
16	Accident-free in everyday baby life
18	Daily parent conference on the web
20	Elephants (ours) can fly!
21	Prizes and Awards

### PRODUCTION ACTIVITIES

22	Our hub in Hungary
25	Thank you, MAMa!
26	Global social
28	Tough enough
29	I still have a question...



## TRANSPORT AND USE

**30**  
From granule to product

**31**  
A travelling soother

**34**  
MAM promotes research

**37**  
A smaller footprint

## DISPOSAL AND RECYCLING

**38**  
A clean affair

**38**  
Soother art & upcycling

**40**  
GRI G4 Content Index

**42**  
MAM goals and projects

**43**  
We want to be accountable!

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# Responsibility is our core business

Do you speak CSR? For this printed edition of our second CSR Report you don't really need to understand the columns of numbers or the technical terms. We want to present the very important topic of corporate responsibility in an appealing, easy to read and yes, even entertaining form for our most important stakeholders, the parents, and also for medical experts, suppliers and business partners. Therefore, we will talk about the most important stages our products go through: from their production and use all the way to disposal and recycling options.

Since our founding in 1976, the health, welfare and safety of future generations have been the centre of our business. We make products that soothe babies from birth to 3 years old, support breastfeeding and learning to eat, and which should also have a positive influence on oral and dental health as well as children's mental and physical development. Responsibility is an inseparable part of our core business. What we do, we do carefully and wholeheartedly. We are always thinking about the impact it will have. In 2014 we drew up an internal code of conduct in which we set forth the values and basic principles of our work ([www.mambaby.com/code-of-conduct](http://www.mambaby.com/code-of-conduct)) and implemented it in our company. Education and training for the individual business segments will continue in 2015. We are also committed to a strict anti-corruption policy in 2015 which, through the help of team training, is now firmly anchored in our company. Fortunately, MAM has noted no cases of corruption or bribery to date. We also support the UN Global Compact and the OECD Guidelines, for which sustainable economic and social develop-

ment is a major topic. We also began the development of a code of conduct for our suppliers in 2014. This process should be completed in 2015 so we can undertake joint measures with our suppliers.

Teamwork counts. Behind every MAM creation stands an outstanding network of medical and technical experts. They design products which provide optimal support for babies' development. We regularly involve parents in product development, too. We promote research on infant health and share what we learn by making the study results available on our web site for professionals. We also contribute our know-how to regulatory and standards commissions.

Thanks to our economic success we can support the research done by our expert community, provide our development team with sufficient resources for innovation, offer attractive jobs to our employees and be a reliable partner with production and distribution companies.

We control particular quality-critical parts of the production chain ourselves. Not only do we run our own production centre in Hungary, we also have our own facilities for producing latex teats in Thailand which meet European quality standards. Research and development remain at locations with high-tech expertise such as Austria.

One of our goals is to further reduce the impact our operations and products have on the climate. An energy efficiency audit conducted in 2013 formed the baseline for a continuous improvement process at our production site in Hungary. In mid-2015, work began on our new production

What we do, we  
do carefully and  
wholeheartedly

\* For easier reading, the MAM/BAMED Group has been shortened to MAM.



Peter Röhrig,  
MAM founder



Niklaus Schertenleib,  
member of the board,  
General Manager

facility in Thailand, the expansion of our production in Hungary and initial planning for our new research and development centre in Austria. We place high value on energy efficiency for all of our buildings.

An analysis of the carbon footprint of our baby bottles showed that not only manufacture, but also responsible use of the bottles by our consumers can make a significant contribution to CO<sub>2</sub> reduction, namely through gentle cleaning and sterilisation. Therefore, since 2015 we have clearly and directly informed parents about this necessity. Because we have a very large and active community, we use our web site and social media channels for this.

Analysis also brings other subjects to our attention, such as product life cycles. To our most important stakeholders, the parents, it is not only important that we develop our products with safety and health in mind, but also what happens to the products at the end of the product life cycle. That is why, for the last two years, we have set ourselves the goal of evaluating the disposal phase and taking appropriate measures. Initial ideas and results can be seen in the "Disposal and Recycling" section.

We are proud of our second CSR Report and would like to thank all of our employees who were involved as well as our CSR team. This report should further strengthen the communication with our stakeholders. Thus, we are highly interested to find out what you think of it and would appreciate your feedback, comments and suggestions: [csr-team@mambaby.com](mailto:csr-team@mambaby.com).

The worldwide success of our products shows us that we are on the right track with our overall strategy. Over the last several years we have recorded growth rates in the high single to double digit range. But we also see the challenges associated with this growth: among other things, the timely production and delivery to our customers. To this end, we

Together we are committed  
to the welfare, safety and  
health of babies

are currently increasing our internal resources. It is our declared goal to remain a reliable partner in the future. Together we are committed to the welfare, safety and health of the babies of this world!

Peter Röhrig  
MAM founder

Niklaus Schertenleib  
member of the board, General Manager

# MAM Worldwide

Figures from 2014

Worldwide, MAM products  
are sold in

**58**  
countries  
on all  
**5**  
continents.

We sell

**98,893**  
soothers  
and  
**21,414**  
bottles  
each day.

MAM employs

**651**  
people  
worldwide of which  
**74%**  
are women  
and  
**26%**  
are men.

MAM is a member of **8**  
international scientific  
and standardisation  
committees

## Office locations

Vienna, Austria  
International  
Marketing & Design Centre

Siegentorf, Austria  
Research and development

Wollerau, Switzerland  
International sales  
and production coordination

Other companies of the  
MAM Group are based in:

- USA
- Brazil
- Great Britain
- Spain
- Sweden
- France
- Germany
- Hungary
- Greece

## Production centres

Vaskeresztes, Hungary  
302 employees at the  
"MAM Hungaria" production facility  
are responsible for the assembly  
and packaging of MAM products.

Hat Yai, Thailand  
We have been producing  
latex teats at MAM Thaimed since 2002.  
Materials, production quality and  
working conditions for the 96 employees  
meet highest European standards.

We work with more than  
**20**  
medical partners  
around the world to develop  
our products.

Globally, about **63**  
million MAM baby  
products are sold  
each year.

**56.6 %**  
of the sales  
come from Europe and  
**26.3 %**  
from the USA.

✈ What our employees say about  
MAM – you can read about this at:  
[mambaby.com/report#statements](http://mambaby.com/report#statements)

## MAM products



### Soothers

Developed with medical experts and designers and produced in different sizes.



### Bottles & Cups

MAM baby bottles and drinking cups are available for every baby age.



### Oral care & Teethers

Our oral care products provide for perfect cleaning and dental health.



### Breastfeeding

Breast pads, breast pumps & associated products help mothers maintain an independent lifestyle.



### Feeding

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



### Cleaning & Sterilising

The MAM Steam Steriliser and other cleaning products make everyday life easier for parents.

# We work for babies

**Vision – values – principles:** We at MAM go to great lengths to continue developing and producing high quality products for babies and young children.

“Babies are the next generation, so what could be more responsible than working for their health and safety?” With this statement, MAM founder Peter Röhrig shows once again what, for nearly 40 years, makes the heart of our company beat faster: our babies. This can be felt wherever our employees, as well as doctors, parents, technicians, designers and many others, think about, develop, produce and communicate for the babies of this world. Where soothers, bottles and teethers make crying babies laugh and smile. Like any other successful company, we at MAM have a vision that guides the actions of all our employees – whether in Austria, Brazil, France, Thailand or at one of our many other MAM locations around the world. “We want to be the world’s best brand for baby products – the most responsible, most innovative and most dedicated.” A vision needs principles and values in order to become reality. These are ours...

## THE CSR VISION

Distilled from our corporate vision we have developed a CSR goal that reflects our sustainable thinking and actions: **We at MAM want to use our abilities to make the world better. More responsible. More far-sighted. Because the babies of today are the parents of tomorrow.**

## The MAM values – or: What guides our actions.

### Attention to detail

We put an enormous amount of care and attention into every action and decision, whether it is production, design or the choice of suppliers, as if it were for the most important baby in the world. Only this way can we ensure the highest quality for our products.

### Concentration on core products

Concentration on core products: We produce only what we know how to do very well. For an age group that we know: Babies from 0 to 3 years old. Soothing, breastfeeding, learning to eat as well as oral hygiene – we are completely at home in this area. We feel comfortable there and that’s where we want to stay.

### Combining functionality and design

Either attractive or functional. That was the choice parents had to make in the 1970s. Then came Peter Röhrig who, along with scientists, doctors and designers from the Vienna University of Applied Arts, developed a soother that was both. Ever since then, we stand for baby products that can be proud of their appearance, too.

### Innovation

We are constantly striving to become even better. That’s why we conduct and promote research on infant health and keep ourselves up to date with the latest manufacturing techniques, materials and developments in the industry.



For us, it’s all about healthy and happy babies. This is also clear in our values and principles.





## Best Teamwork

When a baby has a stomach ache, a paediatrician knows best. A developmental psychologist has experience with children who pronounce an “S” different from other children. The production engineer can explain the difference between natural latex and silicone. And a designer manages to bring all of the demands of the doctors, psychologists and technicians together in a form that also looks great. Not to mention the mother who puts our prototype to the test in everyday life. Our products blend passion, knowledge and the experience of doctors, scientists, parents, midwives, lactation consultants, technicians, recognised designers and other experts who are engaged whenever needed.

## Employee Satisfaction

Our success depends on the people who work for us and with us. We are convinced that people who like coming to work early operate with greater love and passion – and that is something that can be felt in our soothers, bottles and other products, as well as in communicating with customers. Expansion at any cost is not an option for us. We put great importance on secure jobs with high levels of satisfaction. All locations outside of Europe are also run according to European standards.

## Customer satisfaction

Babies are our most critical customers. If they don't like something, the parents are the first to find out. But they also see when something works really well. For many customers these moments are so special that they share them with us or even become real MAM ambassadors themselves. What could confirm our course better than that?

## Social

## responsibility

Being a parent is the most important job in the world because the babies of today are our future. We at MAM use all of our resources to provide babies with a bright future. Through a responsible work ethic we take care not only that our products are of the highest quality, safe and practical. We also work carefully in all stages of production to protect and preserve the environment for generations to come. We do this to make the lives of babies and their parents easier and happier.

# Full Responsibility

**Conscientious from the start (1976).** Since our founding, the welfare, safety and health of babies have been the focus of our business. We make products that soothe babies from birth to 3 years old, support breastfeeding and learning to eat, which also have a positive influence on oral and dental health as well as physical development.

Whatever we do, we do carefully, wholeheartedly and we are always thinking about the impact it will leave behind. From the perspective of the company and that of our stakeholders, the following topics are essential for MAM.

**Responsible products.** Infant health is important to us. Therefore, all MAM products are developed in close cooperation with our stakeholders: with medical experts, parents, our employees from all over the world and our suppliers. In order to best meet our responsibilities as a maker of baby products we have a close relationship with our customers – that is, parents and their babies – and get to know their needs. When we develop a new product it entails a long, detailed process. And this is a matter of principle. Only then can we be certain that our products meet the demands and preferences of babies and their families and that maximum safety is guaranteed.

**Responsible procurement.** Our products are developed, produced and sold in best accordance with our knowledge and conscience. This means that we also pay attention to where our resources come from. Of our suppliers, from whom we only purchase high quality materials, 85 percent are in Austria. We handle critical parts of production ourselves. That is why we have our own manufacturing facility in Hungary and produce our own latex in Hat Yai, Thailand, utterly adhering to European labour and social standards. Research and development remain at locations with high-tech expertise such as Austria.

**Responsible employer.** Thanks to our economic success we can support the research by our community of experts,

provide our development team with sufficient resources for innovation, offer our employees attractive jobs and be a reliable partner with production and distribution companies.

As a manufacturer of baby products, the well-being of mothers and fathers is also particularly close to our hearts. Over 60 percent of our employees are parents themselves, and many more are parents-to be. Work – life balance, a pleasant working atmosphere, unusual company services and diverse opportunities are all of special concern to us.

**Responsible handling of the environment.** But we don't want to simply make the right products for parents and babies. Rather, we feel a

responsibility to the world in which the babies of today will live in as adults in the future. Therefore, we place great value on minimising the environmental impact of our company as much as possible. Energy efficiency, careful use of resources and functional recycling management are all highly important to us.

**How is a MAM product made?** From direct and continuous dialogue with our stakeholders we know that the most frequently asked question, especially by parents, is: How is a MAM product made? This important question forms the cornerstone of our report for 2013 and 2014. The answer is based on the product life cycle all the way from development to production, from sale and use to disposal or recycling.

**Our key topics and effects can be found again in different chapters:**



Medical expert

"I know what keeps babies healthy. That assists you in product development. I benefit your research and development."



Parents

"Our baby is the most important thing to us. We want only the best for our child – high quality, practical, safe. You listen to our wishes and continue to improve your products."



Supplier

"We need each other, so we work together. I manufacture to your requirements."



Midwife

"I advise and support. I know what babies and mothers need. I give you feedback about your products and you support me with soothers & other products."

Trading partner

"We can depend on each other. You make your products with great care, deliver them on time. We take care of sales."



Employee

"A good work atmosphere needs enthusiasm. I feel good at MAM and that makes me satisfied and dedicated in my work. This is what makes high quality baby products."



Owner

"Only when MAM is successful and profitable can we guarantee jobs, invest in research and development and support the health of the babies."



## Partnership

**Stakeholder Engagement:** Good relationships with our stakeholders are important in all areas – from product development to production, distribution and sales.

To keep on actively working together with parents, doctors, suppliers and others we constantly maintain and improve our contacts. Through the involvement of various departments in an annual CSR Team workshop, all items of interest and their origin are discussed and prioritised according to their impact and urgency.

➔ Please refer to page A-2 and A-3 for more information regarding our stakeholder engagement.

# The perfect soother shape

**From idea to premium product:** The teat neck should be thin so it does not strain babies' jaws. Years went by, however, until the idea of MAM founder Peter Röhrig earned the name "Perfect" and went into production as a MAM premium soother. MAM's "mastermind in product development", Thomas Rohaczek remembers hits and misses in the development process.

Peter Röhrig doesn't remember exactly when he first thought about developing a soother teat that even critical dentists could recommend without misgivings. It must have been shortly before, or just after the company was founded in the 1970s. He wanted not just a good, but a perfect soother teat. So he talked with experts, optimised his products – and for a long time was not entirely satisfied...

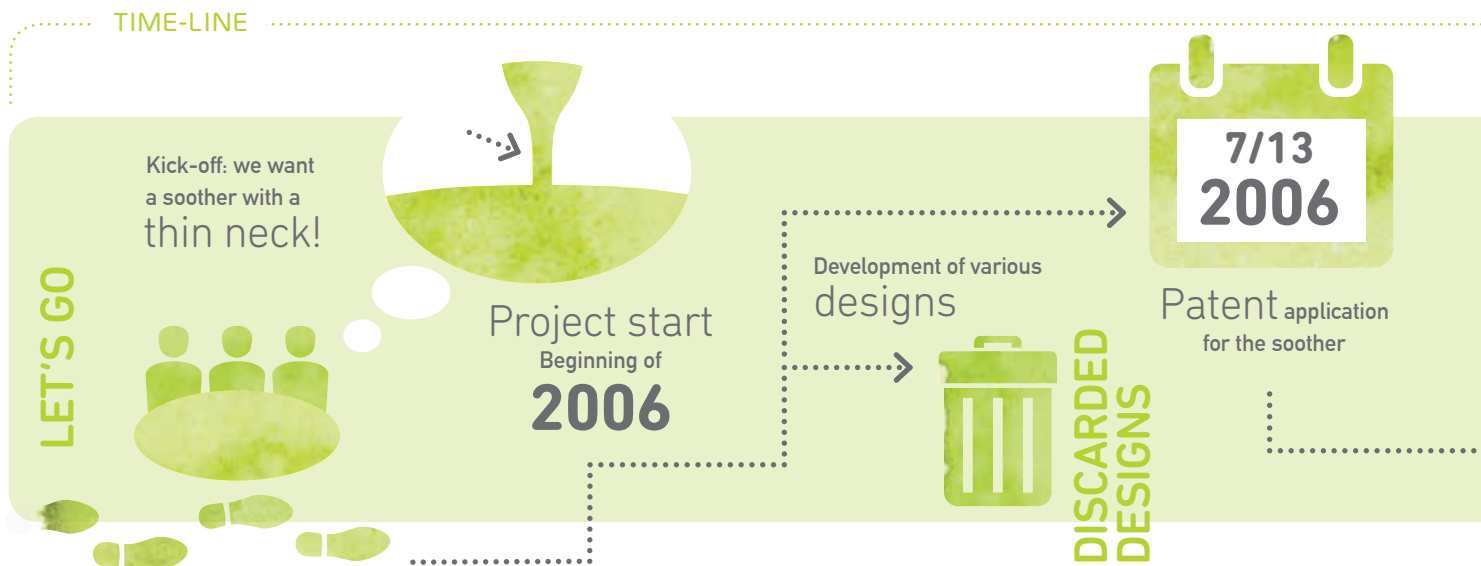
**Soft or safe?**...that is, until the silicone teat came into fashion. Until then, latex had been the sole teat material. It is softer and more flexible than silicone but the disadvantage is that it ages rather quickly and becomes somewhat unsightly through frequent sterilising and exposure to UV rays. At the end of the 90s, demand for latex or silicone was

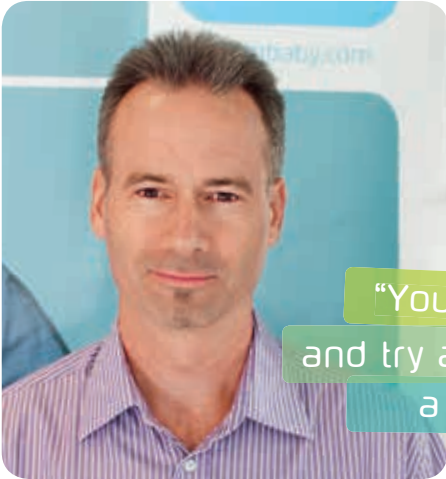
fairly equal. Today more than 90% of MAM soothers sold world-wide are silicone. The challenge was to develop a silicone teat that was tear-resistant and safe but also flexible, soft and therefore tooth and gum-friendly.

**Prototype with a loop.** The material, and more specifically the specific composition of the silicone, had already been optimised by the supplier. Peter Röhrig was certain: "The key to the perfect soother is the shape." The section between the child's teeth, the teat neck, has to be as thin as possible. Peter Röhrig called in his product development team, among them Thomas Rohaczek, head of product development at MAM. "At that time, we came up with a teat that had a relatively easy to produce loop instead of a closed

bulb in the front", recalls the product developer. "Sketches were drawn up and the first few prototypes were made by hand. I even took a soother to my neighbour. We watched to see what her baby would do..."

**Back to the beginning.** But the baby could not keep the soother in its mouth. Also, saliva collected in the loop and then dripped all over mommy's blouse... No, this soother was not a hit! Thomas Rohaczek didn't stay disappointed for long. "You have to be patient. The best thing for a product developer is when you can create a successful, production-ready product from an idea that no one has had before. To do this though, you have to try and try again!" MAM asked a long-term supplier for advice. The technicians





➤ Sketches, graphics and 3D prototypes are online at: [mambaby.com/report#creation](http://mambaby.com/report#creation)

**“You have to try and try again to turn an idea into a production-ready product.”**

Thomas Rohaczek, Head of Product Development at MAM

from a the silicone processing supplier in Upper Austria and the MAM developers from Siegendorf got together at a high-way rest stop about half way between their offices. With some note paper and a four colour pen Thomas Rohaczek sketched out his vision for a new manufacturing method for the thin teat neck. And finally came a relieving “Now that’s something we can do!”

**And it was good...** The idea of what the injection moulds would have to look like to produce a teat with an extra thin neck was discussed. After about three hours, they hit on a brilliant idea, says Thomas: “We had the brainstorm of breaking down the production process into two additional steps to make it possible to produce a closed, ventilated teat bulb in

combination with an extra thin neck in the back.” A new tool was developed in the following weeks for the essential first step. Then, things could get started. Prototypes were made again. “The birth of my children was more exciting – but this is quite a bit like that: You have an idea and a few months later you proudly hold the result in your hands...” Thomas will never forget that moment. Parent testers were satisfied with the new prototype, dentists were happy with it and above all, babies loved it.

**Fine tuning phase.** “For our first prototype we just used a standard soother as the starting point for the next steps in the process. Then it was a question

The “Perfect” was optimised for years to earn its name: 60% thinner and four times softer than standard silicone soothers.\*



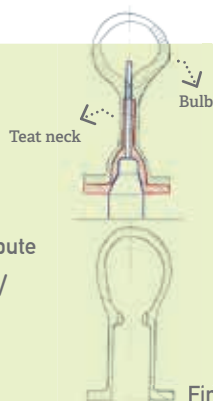
\* Average values: 36% – 76% thinner / 2 to 8 times softer than standard silicone soothers.

### First attempts

with soother fail: Babies cannot keep it in their mouths: Beginning of

**2007**

Silicone suppliers contribute their **Know-how**



First sketch from product developer



Purchase of new production machines (small series tool)

Trial tools conceptualised and tested

Beginning of **2008** **FIRST SOOTHER CREATED**

and complies with standards



# Success has many parents

Two heads are better than one at MAM. Product development takes teamwork.



of finding an optimal teat shape that looked good after all these steps.” With the help of a computer program, Thomas and his team simulated the perfect end result and derived the ideal shape for the upstream steps. They even made a model from a 3-D printer. That was back in 2008 so it wasn't as good as today since soft parts could not be printed. Safety tests were conducted and feedback obtained from the parents. Professor Bantleon, an orthodontist, supported us on the medical side. There are devices in his institute that actually measure the force of orthodontic braces on the jaw. We were able to test out our new “Perfect” there and compare it to our other products, and of course to the competition. We soon had the results beyond all doubt: We have set new standards in dental health with the “Perfect”!

**You can see an animated version of the process from idea to product at: [mambaby.com/report#development](http://mambaby.com/report#development)**

Because health, practicality and a pleasing appearance are in equal demand, MAM works with a large network of experts – from doctors and midwives to plastics engineers and designers to parents.



“My vision was always to combine medical and aesthetic standards.

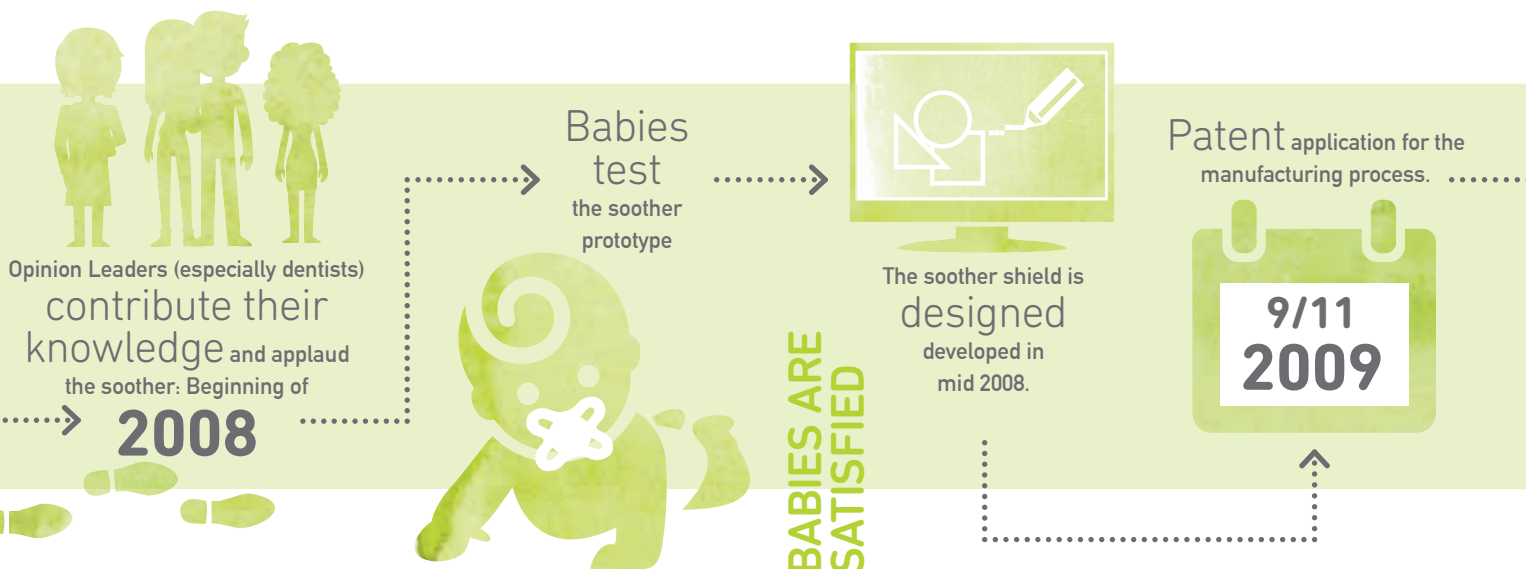
The products should be perfect and provide enjoyment across the board!”

Peter Röhrig, company founder

In the interim MAM has set new milestones in the development of baby products. Besides the Anti-Colic bottle, the “Perfect” silicone soother stands out. It puts very little pressure on baby's jaw so it has practically no influence on teeth development.

The aim during development of the MAM Perfect was, on the one hand, to produce a soother that met parents' demands for a durable and visually appealing product and on the other, to meet the requirements of physicians for an alternative that promotes healthy teeth and jaw development.

## TIME-LINE





“Especially around the incisors, the teat should be as thin as possible to minimise negative effects on the teeth and jaw.”

Dr. Michael Bertl,  
Dentist at the University clinic in Vienna, Austria

Just how do you produce an extremely thin teat neck that is still tear-resistant?



“The teats are hollow on the inside. In order to make them, we need a certain minimum thickness for the silicone walls. We had to rethink the manufacturing process to make a thinner teat neck.”

Thomas Rohaczek,  
Head of Product Development at MAM

MAM product developers sat down with the technicians at long-standing partner Starlim Sterner and engineered a new production process for silicone soothers with a teat neck (the section the baby bites) that ranges from 36 – 76 per cent thinner and 2 to 8 times softer than regular soothers. These results were obtained from studies and measurements at the Vienna University Dental Clinic in Austria under the direction of Dr. Hans-Peter Bantleon as well as by the Austrian Research Institute. The experts' conclusion was positive.



“The MAM Perfect minimizes the risk of malocclusions such as an increased overbite or open bite.”

Dr. Yvonne Wagner,  
Dentist and specialist for Preventive and Paediatric Dentistry

The MAM Perfect packaging concept is extraordinary. The packaging can be used over the entire life of the product for storing, carrying and sterilising the soother.



“Our multi-purpose packaging has been so well received that we have expanded the concept to the other MAM pacifiers. Now all MAM soothers can be easily and hygienically stored, taken anywhere and sterilised in the microwave using very little energy.”

Verena Aringer-Zach,  
Team lead Product management MAM





# Accident-free in everyday baby life

**Standards for baby products** are not just met at MAM, they are exceeded. Besides that, we help define them. For 25 years, MAM founder Peter Röhrig has been working to shape the development of relevant standards at the EU level.

To make baby products safe, their materials, production and function are guided by European-wide regulations. At MAM, we not only comply with these regulations, we exceed them. For example, our products have long been free of Bisphenol; we do not use PVC or Phthalate and use food-grade raw materials for products that come into contact with saliva, even though there are no legal requirements for this.

bottles EN 14350 standard and the pacifier standard EN 1400 that define technical safety requirements (like the size of a soother shield or the provision that there must be no sharp edges or corners) and the corresponding methods of testing. Peter Röhrig heads the work group "Feeding, Drinking, Sucking and similar functions" which defines relevant standards at the European level. We had six questions for him.

**MAM sets standards**

Our experts from research and development as well as from production are constantly working to gain new insights. We don't just use this know-how to improve our own products. We contribute to the development of safety standards for baby products by making it available to the authorities. Several European standards go back to the initiative and expertise of MAM, such as the baby

**What requirements do baby products have to meet?**

Peter Röhrig: They can't be easy to bite through or swallow. They can't be breakable. They must also be made from clean and safe materials. Instructions for use and warnings must accompany each product. Safety standards define these requirements. Originally, they varied

BEYOND THE STANDARDS

We make our products with great care, going above and beyond the legal requirements and government safety standards:

- MAM products were already free of Bisphenol A (BPA) long before the legal requirements that exist in most countries today.
- Our internal requirements for tensile strength according to European Norm EN 1400 (pacifier standard) are actually much higher than required.
- We do not use PVC or phthalates (nor in our packaging) even though there is no prohibition.
- Our products that come into contact with saliva or are put in the mouth are produced using only food-grade raw materials. This applies, for example, to soother clips and teethers although there are no legal specifications regarding this.



greatly between European countries and in some, there were none at all. Today, European safety standards are the most extensive and strictest worldwide.

**Who creates the standards?**

The rules are defined by the CEN Standardisation Commission under the division of “Child use and care articles”. The Commission has been in existence for 25 years and I have been part of it from the beginning. It includes of scientific staff from public and private laboratories, members of consumer groups, manufacturers, standards employees and is divided into seven working groups. I lead the group “Feeding, drinking, sucking and similar functions”.

**How is a new standard created?**

We look at the existing standards and accident reports from hospitals and then we create a risk analysis. In the chemical and toxicological fields we focus closely on the findings of the EFSA (European Food Safety Authority), of REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) and the FDA (Food and Drug Administration, United States). From this checklists are generated which are used to define how a product must be tested.

**Which standard do you view as a milestone?**

The standard for soother clips. Previously parents simply tied a cord to the soother. This resulted in deaths by strangulation. In response to this, we developed soother clips with a leash having a maximum length of 220 mm, a length that is both safe and practical. That was 15 years ago and there hasn't been a single fatality since.

**What are the current issues for safety standards?**

We work intensively with ingredients. An early example is the BPA-free MAM bottle which went on the market in 2002. At the time, sales were low but now we are successful with it since BPA is banned in baby bottles.

**Why are you involved in the Standardisation Commission?**

With baby products, safety is essential because it's all about the most important thing we have – our children. With good standards, we protect them from dangerous products. For me, that is the best reason to remain active. In the last 25 years, we have been able to reduce accidents with baby products to a minimum. I'm very proud of that.



**MAM AND BIOPLASTICS**

We do not currently use **bioplastics**, which are plastics made from natural raw materials. To date, they do not have the level of resistance to heat or breaking to meet our high standards for safety and hygiene. However, MAM is in principle not opposed to this natural alternative. On the contrary, we have been participating in an international research project to improve the properties of bioplastics since 2008.

We do not use **recycled plastic** since there are no unmixed recyclates available, i.e. what materials were recycled, where they came from and how clean they were cannot be determined. Therefore, we can't ensure that the recycled material is not harmful to health. Thus, we do not want to use it to make baby products.

“We constantly develop our standards through the use of risk analysis and accident reports.”

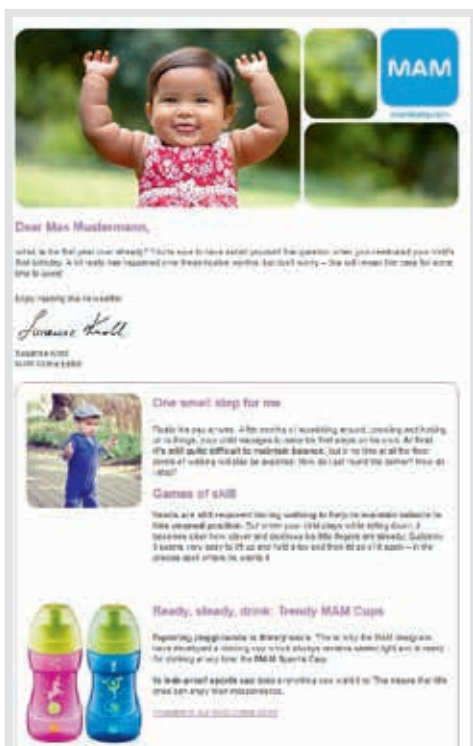
Peter Röhrig, MAM founder

# Daily parent conference on the web

**Active Dialogue.** In the MAM Club, on Facebook and via email, we at MAM are happy to answer questions and listen to the feedback from our customers because talking with one another is the best way to respond to the needs of parents and babies.



Those registered in the MAM Club not only receive the latest information, they also enjoy many practical benefits: In the exciting time before the birth of their child, as many as 50,000 people have subscribed to our pregnancy calendar. We provide advice for expecting mothers and give them tips on nutrition, breastfeeding, oral hygiene and other topics related to pregnancy and childbirth. For babies already here, they can follow the development calendar which shows what the children learn at what age and find out things like how they can best sleep, which foods taste good or proper teeth brushing from the start. And, there are always special offers for the over 250,000 members in our Online Shop. In addition, MAM Club members can be product testers (see info box). Their experience and know-how help ensure that MAM products coming to market are of the highest quality.



The development calendar informs parents about the different phases of their child's development.

EXTRA

## Exclusive product tester

Mums and dads in our MAM Club can be product testers – most recently for the new silicone spout on our MAM Starter Cups. This development was especially challenging since on one hand it is for children to drink with and on the other, it has to be easy for parents to clean. So that everyone would be happy, it was only produced once all of the 442 test parents tried it. They checked whether the spout sealed properly, if it was soft enough and was easy to clean and if the child could easily drink with it. After their feedback (at one



point too little drink came out; at another, the material cracked) we improved and optimised it four times over a period of two years. It really paid off: Now the drinking spout is immediately accepted by 80% of the children who try it. Through tests like these our baby products become the helpful companions that people expect from the MAM brand.

Register for the MAM Club  
[www.mambaby.com/mamclub](http://www.mambaby.com/mamclub)

## Facebook

We have been active on Facebook for several years. On this social platform, more than 700,000 people from 30 countries learn what's going on at MAM, participate in sweepstakes and pose questions such as: Where can I buy size 2 teats? What new products are available? What colours do they come in? What is the difference between milk and tea teats? How ecological are pacifiers? Facebook activity increases especially after controversial media reports. The MAM Experts clear up the confusion and also better discover the needs of our customers this way.

Our MAM Fans provide product use tips on Facebook.

Susanne Knoll,  
Teamlead Digital Marketing, MAM Wien



## E-Mails

The second direct line for personal concerns are emails sent to [consumer.service@mambaby.com](mailto:consumer.service@mambaby.com). Of the nearly 16,000 that reached us last year from all over the world, customers asked foremost about our products and their availability followed by requests for twin packs. Very rarely did it involve complaints. Naturally, we at MAM are happy about that. It also shows that the feedback process with parents really works!

For personal concerns it is best to contact us by email.

### THE NUMBERS 2013/2014

**700,000**

Facebook members from  
**30** countries

**250,000**

members in the MAM Club  
worldwide

**50,000**

people have subscribed to the  
pregnancy calendar

**16,000** answers to

customer questions via email

Extremely low complaint

rate of **68** per  
**1,000,000**  
MAM products

**442** product testers just  
for the MAM Starter Cup

**22** product tests in **5**  
different countries\*

**57** studies with **15,436**  
participants from 11 different  
countries\*

\*2012–2014



# Elephants (ours) can fly!

**Outstanding in design and function.** With a large dose of fun and creativity, Birgit Beaca-Krenn and her team conjure up the playful colours for MAM baby products. The appealing motifs are not only cute; they also meet strict quality criteria.

**Where do you draw inspiration for the designs that decorate MAM baby products such as the “Anti Colic Nature Forest” Bottle?**

Our creations are oriented to baby and children’s fashion trends. The idea being, that the colours and designs of products like soothers go with baby and children’s outfits. For example, all of the designs in the “Nature Forest” collection revolve around forest animals. We try to implement the motifs in an



Our creations are oriented to fashion trends and we try to implement the motifs in an imaginative manner.

Birgit Beaca-Krenn,  
International Collection Management,  
MAM Vienna

imaginative and playful manner. For example, we have a “Nature Sky” collection with animals that can fly. At first, one might think of birds. But not just animals with wings can fly. So can a little elephant in a hot air balloon, for example.

**Who decides which designs go on the bottles?**

The concepts from the designers are first appraised internally at MAM. Next, they are shown to parents to get their feedback. Only then do the new designs go to our plant in Hungary for production. In total, we have about 20 different collection themes and over 350 annually changing motifs.

**Where must care be taken during production?**

The inks must be chosen with great care and subjected to the strictest safety requirements to ensure they are not harmful to either the child or the environment. All colours used by MAM are pigment-based and internationally approved for use with food.



The flying elephant of the „Nature Sky” Collection

**Which quality criteria are important for printing?**

The quality of printed products is regularly checked for durability and surface adhesion. No harmful colorant is allowed to migrate out of the end product. All printing must be resistant to sweat and saliva.

You can find all details about the ingredients and safety of our inks in the appendix on pages A-20 and A-21 of the full report at [mamaby.com/report](http://mamaby.com/report)

**Inventions and patents**

34 inventions,  
117 patents and  
18 registered designs.  
Over 214 design patents  
for 44 products.

**The MAM range: 77 products**

17 soothers  
3 soothers for newborns  
5 clips  
1 soother carrier  
7 learn to eat products  
16 bottles  
2 bottle accessories  
6 breastfeeding products  
7 teethers  
4 products for cleaning and sterilising

Prizes  
and Awards



The prestigious "National Parenting Publications Awards" has been recognising children's and baby products in the USA for 25 years – like our ❶ MAM Mini Air and ❷ MAM Trainer with Silver in 2013. Last year in 2014 we swept three awards: The ❸ MAM Start and ❹ Oral Care Rabbit won gold and the ❺ MAM Anti-Colic bottle took silver.



"Mother & Baby" is a leading magazine worldwide for mothers and babies. Our ❻ MAM Starterset won gold in 2013 in the Singapore edition. One year later we won in Great Britain with our ❼ MAM Milkpowder Box.



The Irish platform "Families First" provides advice and support for parents and the institution releases the annual Family First Awards. The "Best Feeding Product" for 2013 was our ❸ MAM General Set (available only in the UK).



At the German "Mommy Award" from Netmoms in 2013 more than 4,000 mothers voted for the best prams, toys & Co.: Our ❹ MAM Cooler won in the "Grasping toys, Rattles and Teethers" category.



Our ❿ MAM Original Animal won as best soother at the America's Baby "Best of the Year 2013" Award.





## “We only produce as much as needed.”

**Our hub in Hungary.** In Vaskeresztes our MAM products are assembled, packaged and shipped. Orders from around the world also go through Hungary. The team ensures intelligent logistics that preserve resources and the environment.

Vaskeresztes, Hungarian for “large town”, doesn’t actually live up to its name. According to the the latest census in 2004, the village has only 351 inhabitants. It is a quiet little town near the Austrian-Hungarian border that Peter Röhrig became hugely involved with 25 years ago when he opened the first MAM factory there. What started with just eight employees has grown to a site with as many workers as the town has residents. The company also became an important employer in the region. Here is where MAM soothers, bottles and other products are assembled and packaged for shipment around the world. Right from the outset, the

Hungarian plant has been involved with conserving resources and promoting social responsibility.

**Sustainable planning.** Production on demand lies at the heart of conserving resources. Logistics places a high demand on production manager Gabor Csik and his team as they coordinate orders from around the world with supply and delivery schedules. If, for example, MAM Brazil orders 10,000 “Start” pacifiers for newborns with a hedgehog design, then exactly 10,000 pieces are produced and shipped. “There is no overproduction, resources are not

wasted and we don’t generate any unnecessary waste,” says Gabor. The babies in Brazil can start sucking on their soothers in about three months. It is not always so easy to plan the whole process so that all of our delivery dates can be met. “Thanks to our experience, it nearly always works out!”

**Quality from Austria.** “Production on demand is of course a challenge for our suppliers,” says Gabor. “They, too, have to be flexible.” Strict, constantly monitored quality criteria must be met to become a MAM supplier. 85% of the suppliers are located in Austria. This also means



The products are assembled, packaged and shipped in Hungary.



85% of the parts for our soothers, bottle, toothbrushes and other products come from suppliers in Austria.



a short transport route to Vaskeresztes. Of course, not having to ship individual items back and forth across Europe or even the entire world is good for the environment too.

**Environmentally certified.** The MAM production site in Vaskeresztes is committed to uphold strict environmental guidelines. Since 2007, it has been certified to ISO 14001, the international environmental management standard. Among other things, MAM has pledged the efficient use of energy: In 2013 we had an energy-efficiency check made which summarised energy requirements and

provided recommendations to reduce CO<sub>2</sub> emissions from lighting, machinery, ventilation, heating, air conditioning and other operations. These recommendations are gradually being implemented. "Ultimately, it is our goal to achieve climate neutrality so that in the future we no longer impact the environment!" Gabor says. This is a planned long-term goal. In the meantime, other energy efficient measures such as switching to LED lighting and the use of special light sensors are being effected. There is also a plan to launch an an energy management system by 2018 to further reduce energy requirements and pave the way to



“We maintain a short transport route and minimise waste by avoiding overproduction.”

Gabor Csik,  
Production Manager

ISO 50001 certification of the production centre as an energy efficient operation.

**More than just a few workers' rights.** MAM is an important employer in the region, and a popular one besides, since it offers a work atmosphere that is not customary in Hungary. "As a maker of

➤ baby products, family-friendliness is of course especially important to us. Our people can, for example, switch to part-time whenever they like, or job-share with a colleague”, explains Gabor. But employees also enjoy other little touches, with which the company expresses its

appreciation: things like free fruit at work or free tickets to the swimming pool. Read more about employee benefits at right. “MAM is one of the best-liked employers in the world”, sums up Gabor. “My colleagues and I know the reason why!”

The production centres in Hungary and Thailand offer many employee benefits.

KEY FIGURES FOR PRODUCTION SITES 2014

	Hungary	Thailand
Number of employees	302	96
Percentage of women employees	80 %	75 %
Percentage of employees with children	70 %	69 %
Management systems	ISO 9001 ISO 14001	ISO 9001
Material used in t/yr.	2,730.1	119.3
CO <sub>2</sub> emissions	1,002.42 t	556.31 t
Energy use in kwh/year	2,816,142	1,265,901
Waste generation in t/yr.	244.5	21.7
Water usage in m <sup>3</sup> /yr.	3,491	3,295

## Rewards for hard work

### Benefits for the team.

In Austria, Hungary and Thailand, MAM offers employees benefits far beyond their pay.

**Austria:** Yoga and massages, legal assistance and auto insurance are just a few of the benefits for our employees in Vienna. There are additional benefits at our production sites outside Austria...

**Hungary:** MAM employees are offered massages in Vaskeresztes. They also have free access to the swimming pool and fitness centre in the village, can take language courses and receive care from the company physician: Preventive care, eye exams, mammography and immunisations are free. Should personal problems arise, MAM provides financial and legal support. A company bus can be used free of charge to get to and from work. Employees are given theatre tickets as an expression of company thanks.

**Thailand:** In Hat Yai our MAM employees and their families receive supplemental insurance and a medical exam every year. Special examinations, should they be required, are paid for. MAM Thailand pays more than half of the child care fees up to the age of 4 and supports their education from an in-house Kindergarten up through the 12th year of school. MAM employees have more holidays than the usual in Thailand. Financial gifts and congratulations are given for birthdays, weddings and births. Support is even provided when there is a death in the family.



# Thank you, MAMa!

**Bachelor's degree with MAM Thailand.** Helping the more than 95 employees and their families have the chance for a good life and possibilities for advancement is a high priority at the MAM Thai subsidiary Thaimed. The company offers interest-free loans. Employee Natya Bensamah was able to send her daughter to university with such a loan. The new graduate reports.

“ My mother Natya Bensamah has been working at Thaimed since the first day. She works in the production of latex teats for baby soothers. She has been there 13 years now. It's safe and clean work, which is not always the case in my country. Especially not for women. So, my mum really likes her work. That's not just because of the timely and good pay, but also because of the personal atmosphere at work. Every year on her birthday, mum comes home with a gift basket from the company. Thaimed has never forgotten to congratulate her on her birthday. It is a nice gesture. They show that mum and her colleagues are not just valued as skilled workers, but as people, too. Thaimed is also very generous when it comes to supporting its employees. I have a lot to thank for this.

Even as a child I liked going to school. That's why I wanted to go to university and study after graduation. It's not so easy in Thailand, though. An education costs a lot of money: Fees, books, living expenses. And I'm not the only child in my family! Coming up with the fees and tuition for more than one child is a huge challenge. Mum has always fretted over how she could provide us with a good education.

There is no one in our circle of family and friends who could raise such a large sum of money. That's why mum went to several



Natya Bensamah (left) received a loan for her daughter Methawy (right) to study at university.

banks to ask for a loan. It didn't take long to see though, that the interest rates were too high and the risk too great. Then she had the idea to ask her employer for help. A great idea, because Thaimed quickly, and without much formality, provided us with an interest-free loan.

The relief was indescribable. Mainly because we had all but given up hope that this dream could still come true. All the more reason I worked very hard while studying and now I have my diploma from the Rajamangala University of Technology Srivijaya Songkhla. There are many opportunities open to me now with my degree. I am very grateful to Thaimed and of course, my mother!

# Global Social

**International Engagement.** Outside the company too, MAM helps many social institutions around the world.

## Germany

In Germany, the “Prevention is Everything” programme in Jena against early childhood dental caries is supported. Furthermore, local charities are buoyed by the company Christmas campaign known as “Good Deeds Instead of Cards”.

## France

MAM France is an official sponsor of “Prem Up”, a science foundation conducting research on prematurity,

informing future mothers how to limit the risks of prematurity. The communication of health messages to pregnant women is actively supported and, to name one example, donations for Prem Up raised at baby fairs. MAM products nearing their expiration date or with marred packaging are donated to various charity organisations such as Restos du Coeur and Secours Catholique.

## Greece

MAM products are sent to the immigration office in Thessaloniki which, even with slightly damaged packaging still bring some happiness to many asylum seekers. The same service is performed for the NGO “Apostoli”, of the Archdiocese of Athens.



MAM Germany implemented the campaign “Good Deeds Instead of Cards” (above on the left), the MAM UK team (above on the right) supports the charity “Shooting Star Chase”. In Austria, MAM supports Mother&Child houses and finances excursions for the children.



The MAM USA team supported the "Pajama Program" in 2014.

## Great Britain

The organisation "Shooting Star Chase" supports children's hospice centres. Lottery donations raise nearly 300,000 euros annually. On Facebook, old stamps are called for which are then sold to raise funds. And to cap it off, the programme "Recycl4Charity" receives old printer toners, and the Shooting Stars get donations as well.

## Austria

Mothers with children who, for some reason, suddenly find themselves on the street seek refuge in various mother-child houses in Vienna. MAM also supports and helps these through different activities. With a €1 donation per purchase at the Baby Expo and donations from the St. Nicholas and Christmas campaigns, they can purchase things like changing tables, toys and clothes. Family outings let mothers and children smile again and at Info-Afternoons, midwives provide information on proper baby care.

## Sweden

In Sweden, the charity organisation "Invisible Friend" is supported, giving children whose mothers are in jail in Thailand ragdolls in a special manner. When you purchase an 'invisible friend doll', you buy two, but keep only one. The organisation then sends the second doll to an 'invisible child' inside the walls of a



prison or to an orphanage. MAM Sweden has also supported SOS Children's Villages over the years.

## Switzerland

MAM products also go to charities in Switzerland. They are donated to Swiss Handicap, which is an organisation for disabled sports and the foundations Wunderlampe (Magic Lamp) and Conteur Sans Frontiers (Storytellers Without Borders) to help solve children's psychological problems.

## USA

Through volunteer days in 2014, the entire MAM USA team organised and repackaged books and pyjamas for the "Pajama Program" to help socially disadvantaged children. In the United States, support is provided to the United Nations Foundation's "Shot@Life" campaign which provides vaccinations to over 1 billion children in developing nations worldwide as well as the Toys R Us Children's Fund and the charity initiative by the Wakenfood Cooperation. In addition, local charities are given monetary support.



At MAM USA we believe in supporting all Mothers and Children and by volunteering our time to local charities.

Jennifer Mitchell,  
Vice President Sales, MAM USA

Whether asylum seekers in Greece  
or children in Swedish prisons –  
we support children all over the world.

# Tough enough

**Hardness tests.** They are twisted, squashed, scalded and generally maltreated: Before they are allowed to land in the hands and mouths of babies, MAM products undergo a series of the toughest tests, as MAM compliance manager Hortenzia Csiszár from Vaskeresztes explains.

**How is a soother tested before it is allowed to be used by babies?**

Hortenzia Csiszár: Every single MAM soother has to withstand a pull test. This is where we try to pull the teat from the soother shield. There is a separate device for this at the end of each production line. We are always doing random checks to see if the soothers stand up to chewing and biting by baby teeth. Aside from that, we squeeze and twist them and let them fall to the floor. Last but not least, we try to pierce the teat. Just imagine that we try to destroy the soother in every way possible. If they survive all of this, they are fit to be sold.

**That's a lot of tests for such small parts...**

Oh, but that's not all! The test soothers even spend a week in the oven at 70°C. Afterwards, we put them in boiling water for 10 minutes. Our soothers have to survive this in order to be sold in the EU. On top of that we test the soother clips to make sure they are crack resistant for as long as required and sufficiently tear-resistant. We also check the



“We try to destroy the soother in every imaginable way.”

Hortenzia Csiszár,  
MAM-Compliance Manager

storage boxes. They are put in the microwave fifty times in a row. This is so we can be sure they can be sterilised often enough without suffering any damage.

**Do the bottles have to pass just as many tests?**

Oh yeah, we check plenty of things here too. We have to make sure that the bottles can bear the constant use of being in babies' hands and mouths. Are they resistant to ageing? Do they truly have no effect on the taste of the drinks they are used for? Do they stay sealed? Does as much liquid fit inside as it says on the outside? Is the measuring scale printed on the bottle accurate? For the Anti-Colic bottles, there is a test of their self-sterilising feature and the bottle teats are checked with a digital camera. Is the shape right? Is the surface free of defects?

**What happens when you use new materials?**

With every new production line, each new material and every new colour and shape we conduct literally hundreds of tests. If the colour of a soother is changed, for example, there can be up to 25 test procedures on 400 soothers.

**Having a presence in so many markets probably doesn't make it any easier.**

You said it. We've mastered an alphabet soup of standards! In terms of national regulations, there are fundamental differences between the USA, the EU, Australia and Canada. For example, there is no drop test required for bottles in



Bottles and soothers are thoroughly tested before they go on sale – they are stretched (above) and tested for durability and surface adhesion of the printing (below).

**WHERE ARE THEY TESTED?**

No MAM soother can escape the test procedures, performed in our labs at MAM Hungaria and Thaimed as well as external testing laboratories from TÜV SÜD, Swiss Quality Testing Services and SGS Fresenius.

the EU but there is in other places. In the USA and Brazil a bottle must survive ten drops, in China only two. The prescribed drop height ranges from 93-120 cm. To ensure that all of our bottles can be sold in every country, we have implemented our own standard: No damage after being dropped ten times from a height of 170 cm.

# I still have a question...

**Safety for their babies** – that is the topic that interests our customers most. Each year, MAM answers about 16,000 consumer enquiries. Here are a few of the most common ones...

I prefer to use the MAM silicone teat because latex doesn't feel as nice to me. Just what is silicone exactly? And wouldn't latex be better?

Silicones are composed of silicone and oxygen. Their structure is very similar to quartz. The silicones used by MAM are extensively tested and comply with all standards. Even with heavy use, they remain clean and hygienic. Unlike

teats made from latex, silicone teats do not age. However, silicone is not quite as bite resistant and a bit less elastic than latex. Which one you decide on may depend on your baby's preference.

Where does the latex for the MAM teat come from?

Latex is a natural raw material, which is obtained from rubber trees. We use fresh natural rubber from Thailand which is immediately processed locally in our plant to produce soothers. Our Thai plant complies with European standards not only in hygiene and product safety, but also in working conditions for the Thai employees.

What liquid is inside the MAM teether? Do I need to worry that my baby could swallow some of it?

Our teethers undergo intensive testing for durability and will not leak under normal circumstances. If they do though, it is no problem since the liquid is simply distilled water. Even if the baby were to

swallow all of it, there would be no health risk. Scientific studies have shown that consuming distilled water for weeks on end can be harmful but a single case of swallowing 15 grams is not.

Is PVC actually toxic – and if so, how much of it is in MAM products?

MAM products have always been made without PVC and therefore, without phthalates. These are used to make PVC soft. However, particles can leach out and be absorbed by the body. Whether they are actually toxic is being debated in studies. The fact is, nothing should go into a baby's body except natural foods. This is why we have never used phthalates in MAM products.

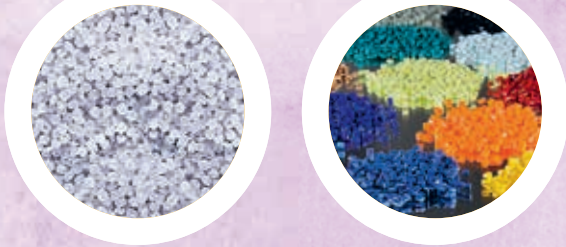
I have read that using plastic bottles can disrupt the endocrine system and increase the risk of cancer. Is this also true for MAM baby bottles?

No. The material in question is called Bisphenol A, or BPA. It is used in making polycarbonate, which is a plastic often used in food packaging, plastic tableware and baby bottles. Trace amounts of BPA leach out of the plastic though, and are absorbed by the body. Because many experts fear

an increased risk of cancer, damage to the endocrine system and brain as well as diabetes and heart disease, BPA is being banned in more and more countries. MAM products were already free of Bisphenol A long before the laws currently prevailing in most countries required it.

## From granule to product

### Plastic components

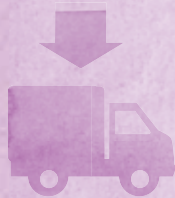


Highly qualitative plastic granules and certified colour batches are delivered from different European countries.



Employing our equipment, suppliers make the individual parts for our MAM soothers, in part using unique production methods and joint patents held by MAM and the supplier.

- The material is liquefied,
- injected under pressure into the mould and
- is re-solidified by cooling.



The individual parts are transported to Hungary.

### Teats



The silicone comes mainly from Germany. The silicone parts are produced by our suppliers in Austria using our tools.



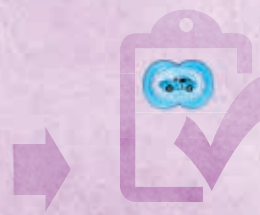
Latex for the teat comes from Thailand. Milk from rubber trees is processed into latex from which we make latex teats. These are then shipped in a container to Hungary.



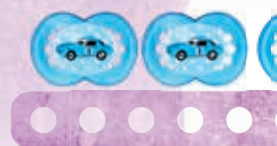
### Assembly in Hungary

The parts, packaging and instructions for use all come together in Hungary.

Just-in-time Production: We only produce what is ordered! This means no surplus products that – without ever having been in a baby's mouth – end up as waste. The individual parts are processed and printed with our MAM design. The shield, button and teat are assembled by machine.



MAM soother are carefully checked, ...



## A travelling soother

**Halfway around the world.** As soon as they are produced, many of our soothers begin a long journey from Hungary to Mexico, Hong Kong, Chile or Brazil. The trip there can take up to three whole months.

One day in Vaskeresztes, a small, Hungarian town, a little soother comes into the world with its friends: Its parts are assembled, piece by piece, and its head marked with a fast, bright turquoise racing car. The little soother rolls out of the darkness of the machinery onto the conveyor belt. The light is blinding. A gripper then lifts it up again and checks that everything is OK: It turns the soother in all directions, pulls really hard on its teat and then picks it up again. Quality checks passed! The soother is now officially ready for the big, wide world. Without losing any time, it jumps into a huge truck with 120,000 others just like it. Baby bottles aren't allowed to ride in the same compartment, as all product categories usually have to travel separately when entering their destination in Brazil. There's a lot going on here in the container but at least it's cool and dark. For almost 12 hours, our

little soother rattles along the streets of Northern Germany, all the way to Hamburg.

### By cargo ship across the Atlantic.

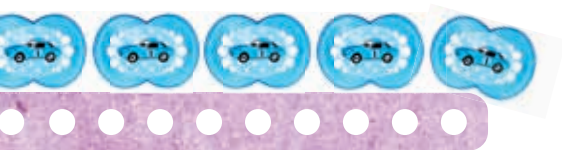
All of a sudden, there is a big jolt. The air is fresh and slightly salty. The cranes outside make a real racket. The little turquoise soother now finds itself in one of almost 10 million containers that are handled every year at the vast port in Hamburg. A crane grabs its transport container and loads it onto a ship. Our little soother will spend quite a while on it as the whole journey takes three to four weeks! It settles down comfortably amongst the others. The cargo ship heads west along the Elbe, through the 'Willkomm-Höft' – where ships are bid farewell from the port to the sound of their country's national anthem – out into the North Sea. A stop in France to load more containers, another in the

UK and then it's off across the mighty Atlantic. The transport ship passes the west coast of Africa and travels to the Brazilian port of Vitória, around 500 kilometres north of Rio de Janeiro.

**Oi Brazil: Now we wait.** Upon arrival in port, the little soother can hardly wait until it's finally in a Brazilian baby's mouth, but before that can happen, it has to jump through some bureaucratic hoops. Including the 'nationalisation process': Like all others, the first step is for the container to be X-rayed. It gets the green light. Our soother is allowed to continue its journey without further delays, just like 80 per cent of all transport containers. More thorough searches are only carried out at random. For the little turquoise soother, these include inspections by the Brazilian health authorities, who always check soothers and bottles thoroughly to ensure that

### Packaging and dispatch

...before they leave the production facility.



They are packaged and loaded according to country.



The soothers are trucked to European countries.



▶ they really are healthy to the core. As expected, the Brazilians establish that the little one is completely fit and allow it to enter this huge country of over 200 million inhabitants after a month's wait. The little one then travels with all its travelling companions in a truck to the MAM warehouse in São Paulo.

**Well-positioned on the shelves.** The next day, the soothers part company: Some of them go to baby shops, others end up in drug stores. Our little soother travels to São Paulo; most of its kind are sold both there and in Rio de Janeiro and in Minas Gerais. It's soon on the shelf of a RaiaDrogasil store, which is one of the country's largest drug store chain, with 1200 partner stores. That means that the chances of our little turquoise soother ending up in a baby's hands soon are looking good! Having an excellent point of sale is vital in this country, as soothers are not allowed to be advertised. It is forbidden in Brazil in accordance with the WHO code. Positive word of mouth advertising, recommendations and personal advice

are therefore really important. It's a good thing that the little soother is part of our MAM family: we've made a positive name for ourselves in the land of the Amazon and the rainforest. Since 2013, we have been market leaders for soothers in Brazilian drug store retail. It will actually only be a few days until a mother holds our soother in her hands. Like many others here, the mother will probably love the bright colours. Blue and rose, as well as lilac and turquoise are the most popular.

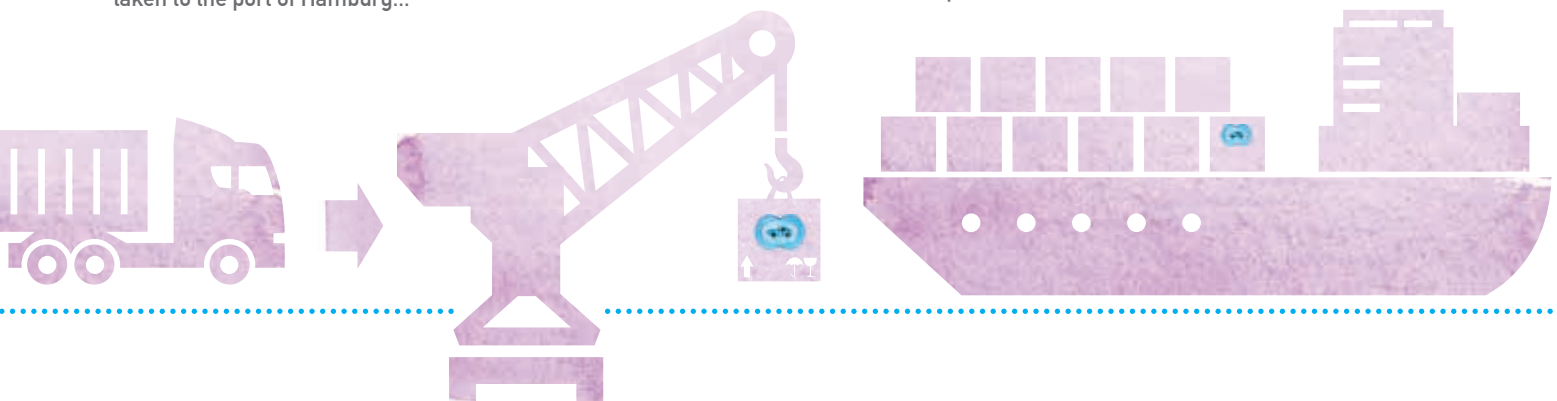
**In Brazilian babies' hands.** Our little soother finally completes its journey from Vaskeresztes in Hungary to a little Brazilian boy, who sucks on it contentedly and gives a relaxed smile. That's why our soother was happy to undertake the long journey: It took three months from production, including shipment, entry into the country and distribution. Now, however, the little one is where it belongs: in a child's mouth, even if it is (almost) on the other side of the world!

📍 We show you how little environmental impact transport has and how we can all help reduce CO<sub>2</sub> at: [mambaby.com/report#c02](http://mambaby.com/report#c02)

## Transport

Soothers for further destinations are taken to the port of Hamburg...

...where they are brought on board with other products and subsequently shipped to their port of destination.







## MAM promotes research

**Scientifically proved.** We carry on a constant exchange with doctors, midwives, scientists, developmental pedagogues and other specialists, support their work and prepare their findings in an easy-to-understand format. Together with them, we have also started research initiatives in the area of infant health.

Already in 1996, we initiated and supported the founding of the “International Children Medical Research Society” (ICMRS). Based in Wollerau, Switzerland, the company conducts independent research on infant health. They receive research contracts from MAM, and other companies as well. We use the results of the studies for educational work and to improve our products.

**Active against SIDS.** A matter especially close to our hearts is the topic of SIDS (Sudden Infant Death Syndrome). International studies have shown that using a soother when going to sleep reduces the risk of SIDS, in addition to other important measures. Therefore, we are working together with international doctors to raise awareness and inform parents. We have also taken over the “Silver Sponsorship” for the “International Conference on Stillbirth, SIDS and Baby Survival” 2014 in Amsterdam: researchers, physicians, nurses, psychologists and parents met in order to exchange knowledge and discuss new strategies to combat infant mortality.

**Good health begins in the mouth.** For some years now, we have been committed to promoting research and various other projects regarding the oral health of children. We would like to introduce two projects: The “Prevention is Everything” project in Jena and the long-

term study “Effect of a thin-neck pacifier on primary dentition”. Dr. Yvonne Wagner is a dentist and specialist for Preventive and Paediatric Dentistry and talks about these two projects. You can read more about this in the following interview.

We conduct research to  
continue improving our products  
and to support infant health

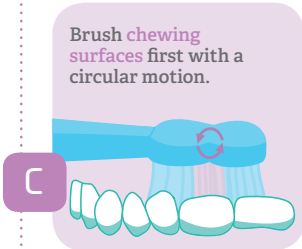


Oral health is not child's play. That is why we work closely with dentists and orthodontists.

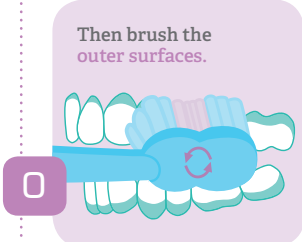
TIPS FROM DR. YVONNE WAGNER:

Brushing with „COI“

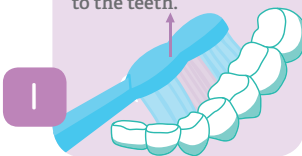
Brush **chewing surfaces** first with a circular motion.



Then brush the **outer surfaces**.



Lastly, the **inner surfaces** from "red to white". That is, brush from the gums to the teeth.



Dental care and using soothers

- Brushing from the 1st tooth
- First dental exam during the 1st year of life and regular check-ups afterwards
- Use either fluoride toothpaste OR fluoride tablets – not both
- Slowly wean off soothers once the child starts to run and talk. At the latest, by age three.

HEALTHY TEETH

Stop Caries: some tips

- Sleeping with soother instead of baby bottle
- Water and unsweetened tea instead of acidic beverages and fruit juices
- Never dip soothers in honey or syrup
- Do not lick the soother or spoon yourself to prevent transmission of bacteria from you to the child.



“We want to raise awareness among parents about the topic of infant health”

**Dr. Yvonne Wagner** is a dentist and specialist for Preventive and Paediatric Dentistry and talks about two projects for oral health, the interesting results and collaborating with MAM.



You are involved with the project “Prevention is Everything” in Jena. What is the goal and how do you achieve it?

With this project we want to inform new parents, regardless of their social class, about infant health. Every family in Jena receives a visit from social workers and midwives, who provide them with important basic information and advice, during the first four weeks after the birth of their child. Of course, this applies to oral hygiene, too: teeth brushing, breastfeeding and bottle feeding and fluoride. That's important because early childhood caries is one of the world's most common chronic diseases during childhood. One-year olds already have a 33% risk.

**In the course of the program, you have also conducted a study on dental health.**

We were able to get the parents of 512 children born in 2009/2010 to participate in the program, come to the clinic for regular dental check-ups and pay greater attention to the children's dental care. The results were remarkable: In 2013, the children participating in the program had significantly better oral health. Only 1.3% had caries while the rate for children who did not take part was 17.3%. It's nice to see that targeted information has such a positive effect.



**Why is the interdisciplinary cooperation between general practitioners, midwives and the first visit service so important? And what does MAM actually have to do with the project?**

It is particularly important that all professional groups involved with child care work together. We learn from each other and have a continuous exchange through our interaction. Oral health is not an isolated topic, but actually a mirror of overall health. MAM has been on board since 2008, when I requested toothbrushes and informational material for our first parent-child course. In 2012, MAM took over the patronage and finances the prevention program.

**In another study you examined the effects of the MAM Perfect soother on malocclusions in children. What did you find out?**

We examined 86 children aged 16 to 24 months. Some switched from their previous soother to the MAM Perfect, some kept using their regular soother and others were completely weaned off the soother. The children were regularly examined by a dentist. So far, the results are promising: They suggest that the especially thin teat neck on the MAM Perfect has fewer negative effects on tooth position. Of course, it is best to wean off the soother. However, many start thumb-sucking, which has far more negative effects.

**How does the collaboration with MAM work? Have you ever had the feeling that MAM is trying to influence the results?**

At universities, contracts from companies are fully disclosed as externally funded research. The legal department closely monitors compliance with rules and regulations. Influence is simply not possible. Personally, I was impressed that MAM chose the most difficult standards for the study. The children were not examined selectively but rather studied over a longer time period. And, instead of individual case studies, we worked with groups and compared different grades of malocclusions. This allows for professional scientific work. Also, I have the impression that MAM really is interested in the impact of their products on children's health, that they want to broaden their knowledge and that they value my professional opinion.

**“ I was impressed that MAM chose the most difficult standards for the study. ”**

Dr. Yvonne Wagner,  
dentist and specialist for preventive  
and Paediatric Dentistry

ÖKOPROFIT AWARD



Recognised  
in Vienna

The Vienna Öko Business Plan was launched in 1998 to assist businesses with implementing environmental measures and reducing operating costs. MAM took part for the first time in 2014. With the assistance of the consulting firm Denkstatt, the company collected key figures for energy, water and transport to help devise improvements. As a result, among other things, bottled mineral water was eliminated. There is now a Grohe Blue tap water system instead. The waste separation system was also improved and modern heating thermostats were installed. At the beginning of the year, the Vienna Municipal Department for Environmental Protection awarded MAM the ÖkoProfit Award for one year. The company is aiming for recertification in 2015.

Following our recommendations for 6 months will reduce energy use by 80%!

# A smaller footprint

**Reducing CO<sub>2</sub> together:** Our products should leave the smallest possible trace in the environment. That's why we measure their carbon footprint. To significantly reduce it though, we also need the help of our consumers. With the MAM Anti-Colic bottle, we can show you how we can all pull together for climate protection.

At MAM, we place importance on how our products are manufactured, packaged, transported and used. We pay attention to our water and energy use and the proper processing of raw materials. For example, we have been running an energy efficiency project at our site in Hungary since 2013 (see page 23). 98% of the CO<sub>2</sub> related to our bottles that is released to the environment actually comes from using the bottle. Namely, from warming, cleaning and sterilising. The question we had

to ask ourselves was: How can we support consumers in reducing CO<sub>2</sub>?

**Energy saving tips.** We came to the conclusion that the unique self-sterilising function of the MAM Anti-Colic bottle is not only popular because it is so simple but also, above all, is the most energy efficient method of sterilisation. To do this, just put a little water in the bottle and heat in the microwave for three minutes at 500 to 1,000 watts. This results in an energy saving

of 85% compared to conventional pot sterilisation. We also have more energy saving tips for our consumers at hand. Heating the bottle in a bottle warmer instead of on the pot saves CO<sub>2</sub>, just as washing in the dishwasher instead of by hand.

➔ Watch the interesting, animated version of this at: [mambaby.com/report#co2](http://mambaby.com/report#co2)

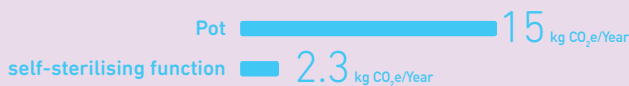
## CO<sub>2</sub> FOOTPRINT

The smaller, the better

Carbon dioxide (CO<sub>2</sub>) emissions caused by humans are largely responsible for climate change. By using less fossil fuels like oil, gas or coal, we reduce CO<sub>2</sub>. Whether fuel or electricity. Energy conservation is needed at all levels. How well that works is shown by a product's carbon footprint. It is an ecological measure that indicates how much greenhouse gas is expelled within the product life cycle. The smaller it is, the better.

## Amount of CO<sub>2</sub> produced during the various phases of the Anti-Colic bottle life cycle

### The amount of CO<sub>2</sub> produced during sterilising\*



Using the self-sterilising function of the MAM Anti-Colic bottle releases 85% less CO<sub>2</sub> compared to conventional sterilisation in a pot.

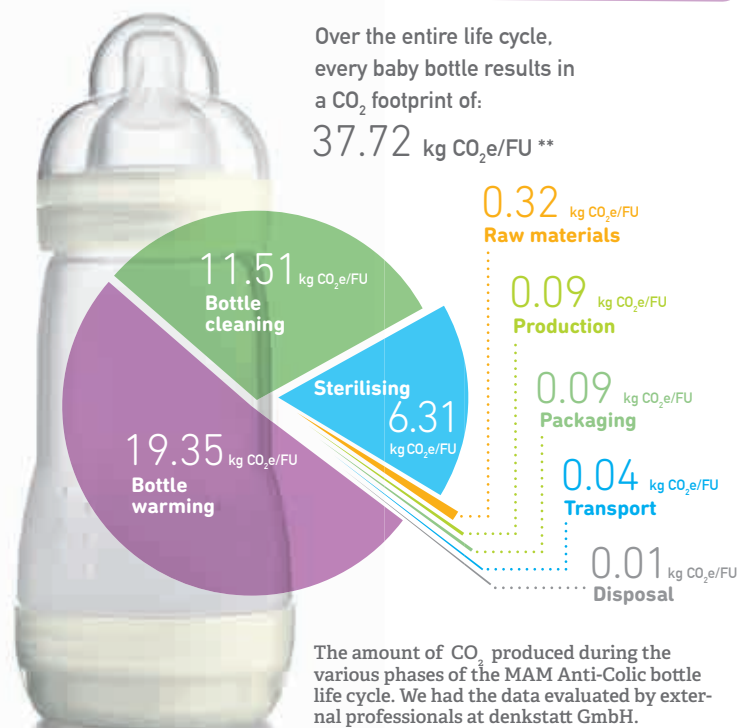
### Saving energy – made simple

	uses less energy	uses more energy
Warming	bottle warmer	pot
Cleaning	dishwasher	hand washing
Sterilisation	self-sterilising function	pot

\* Daily usage over a period of 6 months.  
\*\* Functional Unit = 1 Anti-colic bottle

Over the entire life cycle, every baby bottle results in a CO<sub>2</sub> footprint of:

37.72 kg CO<sub>2</sub>e/FU\*\*



The amount of CO<sub>2</sub> produced during the various phases of the MAM Anti-Colic bottle life cycle. We had the data evaluated by external professionals at denkstatt GmbH.

## A clean affair

**Proper recycling.** So that old soothers, bottles or teethers do not impact the environment, we at MAM advocate sensible, clean recycling.

Soothers calm, comfort and are a constant companion. But as much as babies love them, there comes a time to say goodbye. So that they, along with old bottles and teethers don't end up as plastic waste in landfills or floating in the sea we are committed to proper recycling.

**Intelligent waste disposal – the Austrian example.** Twenty years ago, MAM was involved in the founding of ARA (Altstoff Recycling Austria) which, through environmentally sound waste recycling,

saves about 650,000 tonnes of CO<sub>2</sub> per year. They also promote proper recycling of mixed plastics, which includes all of our baby articles. In addition, company founder Peter Röhrig established the Österreichischen Kunststoff Kreislauf (ÖKK) which also helps ensure that practically no plastic pollutes the environment in Austria. Through these organisations we are already making a significant contribution to preserving the environment for our babies and future generations.

### From soother to playground slide

In some countries like Austria or Sweden, recycling works very well. But that is not the case everywhere. We at MAM had the idea of bringing a soother recycling programme to life in other countries like the USA. Collecting soothers on site, sending them to our production facility in Hungary and recycling them into new plastic to make things like playground slides all seemed like a great idea. But just before the start of the project, an environmental agency evaluated it: This method of soother recycling isn't worth it! Transporting all the soothers to MAM and then on to the recycling facilities would produce far too much CO<sub>2</sub>. That would damage the environment more than what could be conserved by recycling. Especially since the amount of pacifiers would be simply far too low.

**Let's do upcycling.** Recycling only makes sense on a national scale for all of the plastic waste generated in a given region. So we kept thinking about how could old soothers be given a "second life" and the Upcycling idea was born!

### PACKAGING

Please, do not dispose!

The boxes our soothers are sold in can be re-used: for carrying the soother or for cleaning. Just fill with a little water and put it in the microwave oven for a few minutes for an environmentally friendly way to sterilise baby products.



### SOOTHER ART

## Soother art & upcycling

With the MAM "2<sup>nd</sup> Life" contest, students from the University of Applied Arts in Vienna were given a large number of soothers – and a task: The young designers would use them to create something entirely new. Handles for dresser drawers, a mobile, lamps, a fruit bowl and a stool were all built with old soothers. Brigitta Nemeth won and took part in the winner's trip to New York. We want to inspire parents to make something new themselves from old soothers. How-to tips and instructions can be found on our web site.

✦ For those who enjoy arts and crafts: there are lots of tips at [mambaby.com](http://mambaby.com)



### MAM Best Practice Example: Plastics cycle in Austria

Old plastic packaging – such as for soothers – are collected differently in Austria: In Vienna they go in the residual waste and then end up in their own plastic collection centres.



In Austria, plastic also undergoes thermal processing, or waste incineration, which is highly desirable. This provides a large amount of energy and saves crude oil. Around 1 litre of mineral oil is saved per kg of plastic waste.



About 200,000 tonnes of plastic packaging are disposed of each year. That adds up to a mountain of 800,000 cubic metres. To transport all of this (tightly compacted) would require up to 10,000 trucks. This plastic waste is sorted by hand and then goes on to either material or thermal processing. Material processing means that it is washed, dried, crushed into flakes and then processed directly to new products or granules. This is how old baby bottles can be turned into roofing tiles, shipping pallets or noise barriers, for example.

“Upcycling itself is exciting. To make something out of soothers has raised my interest.

I want to give it a try and see how I do.”

Brigitta Nemeth, winner of the contest

Other works by Brigitta Nemeth can be admired at [www.brigittanemeth.com](http://www.brigittanemeth.com)

#### Winner in wordwrap

Brigitta Nemeth studies at the University of Applied Arts in Vienna. She won the MAM design contest with her soother stool.

#### Upcycling? A new challenge.

**Why?** You have to understand the object, analyse it and give it a new function. It can be totally unexpected.

**Your soothers were used to make...?** A stool.

**How?** With a braiding technique – an old Hungarian tradition.

**Your material?** Clothesline, pacifier, glue and what not.

**Why braid?** I had tried it out as a child.

**What was important to you?** A simple technique that anyone can do.

**Any other ideas?** Imagination unlimited!

**Advice for first time upcyclers?** Get started and give free rein to your creativity.

👉 You can see more artwork at: [mambaby.com/report#upcycling](http://mambaby.com/report#upcycling)



## G4 GENERAL STANDARD DISCLOSURES

## Strategy and analysis

G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	pages 4 and 5
<b>Organizational profile</b>		
G4-3	Name of the organization	page 6
G4-4	Primary brands, products, and services	page 7
G4-5	Location of the organization's headquarters	page 6
G4-6	Number of countries where the organization operates	pages 6 and 43
G4-7	Nature of ownership and legal form	footnote 1)
G4-8	Markets served	page 33
G4-9	Scale of the organization	page 6 und footnote 2)
G4-10	Total number of employees	annex page A-17
G4-11	Percentage of total employees covered by collective bargaining agreements	in Austria 100%, in evaluation for other countries
G4-12	The organization's supply chain	pages 30-33
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	new subsidiaries: France and Greece
G4-14	Precautionary approach or principle addressed by the organization	annex page A-5
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	UN Global Compact
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations	European Committee for Standardization

## Identified material aspects and boundaries

G4-17	List of all entities included in the organization's consolidated financial statements or equivalent documents	page 43
G4-18	Process for defining the report content and the aspect boundaries	annex page A-4
G4-19	List of all the material aspects identified in the process for defining report content	annex page A-4
G4-20	Report of the aspect boundary within the organization for each material aspect	annex page A-6
G4-21	Report of the aspect boundary outside the organization for each material aspect	annex page A-6
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	transition from GRI G3 to GRI G4
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	transition from GRI G3 to GRI G4

## Stakeholder engagement

G4-24	List of stakeholder groups engaged by the organization	annex page A-2
G4-25	Basis for identification and selection of stakeholders with whom to engage	annex page A-2
G4-26	The organization'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	annex page A-2
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns	annex page A-2

## Report profile

G4-28	Reporting period (such as fiscal or calendar year) for information provided	page 43
G4-29	Date of most recent previous report (if any)	page 43
G4-30	Reporting cycle (such as annual, biennial)	page 43
G4-31	Contact point for questions regarding the report or its contents	page 43

## GRI-INDEX

G4-32	The 'in accordance' option the organization has chosen	page 43
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## ASSESSMENT

G4-33	The organization's policy and current practice with regard to seeking external assurance for the report	the report has not been assessed externally
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## Governance

G4-34	Governance structure of the organization, including committees of the highest governance body	footnote 1)
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## Ethics and integrity

G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	pages 8 and 9
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Category: economic		
G4-GRI ASPECT: MARKET PRESENCE, PROCUREMENT PRACTICES		
G4 - EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	annex page A-7
G4 - EC6	Proportion of senior management hired from the local community at significant locations of operation	annex page A-7
G4 - EC9	Proportion of spending on local suppliers at significant locations of operation	annex page A-7

Category: environmental		
G4-GRI ASPECT: MATERIALS		
G4-EN 1	Materials used by weight or volume	annex page A-8
G4-GRI ASPECT: ENERGY		
G4-EN 3	Energy consumption within the organization	annex page A-8
G4-GRI ASPECT: EMISSIONS		
G4-EN 15	Direct greenhouse gas (GHG) emissions (Scope 1)	annex page A-9
G4-EN 16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	annex page A-9
G4-GRI ASPECT: WASTE		
G4-EN 23	Total weight of waste by type and disposal method	annex page A-10
G4-GRI ASPECT: PRODUCTS AND SERVICES		
G4-EN 27	Extent of impact mitigation of environmental impacts of products and services	pages 38 and 39
G4-GRI ASPECT: COMPLIANCE		
G4-EN 29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	annex pages A-12 and A-13

Category: social		
LABOR PRACTICES AND DECENT WORK		
G4-GRI ASPECT: EMPLOYMENT + DIVERSITY AND EQUAL OPPORTUNITY + SUPPLIER ASSESSMENT FOR LABOR PRACTICES		
G4-LA 1	Total number and rates of new employee hires and employee turnover by age group, gender and region	annex page A-14
G4-LA 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	annex page A-14
G4-LA 3	Return to work and retention rates after parental leave, by gender	annex page A-14
G4-LA 12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	annex pages A-15 to A-18
G4-LA 15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	annex pages A-18
G4-GRI ASPECT: COMPLIANCE		
G4-SO 8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	annex pages A-12 and A-13
PRODUCT RESPONSIBILITY		
G4-GRI ASPECT: CUSTOMER HEALTH AND SAFETY		
G4-PR 1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	annex pages A-19
G4-PR 2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	annex pages A-19
G4-GRI ASPECT: PRODUCT AND SERVICE LABELING		
G4-PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	annex pages A-19
G4-GRI ASPECT: COMPLIANCE		
G4-PR 9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	annex pages A-13

1) Both MAM Babyartikel GmbH and BAMED AG are part of the MAM/Bamed Group. The supreme organ of the MAM / Bamed group is the Roehrig private foundation based in Austria, represented by the Foundation's Board comprising Wolfgang Allichhammer, Dr. Peter Karl Wolf and Dr. Peter Hoffmann. Major strategic decisions require the approval of the Foundation Board. Operationally, the Group is represented by the Bamed AG, Switzerland, headed by Chairman Niklaus Schertenleib, with the Bamed AG is responsible for production and sales. The two Austrian companies Bamed GmbH and MAM Baby Products GmbH, represented by the Managing Director Ing Peter Roehrig, are responsible, in coordination with the Bamed AG for research and development, as well as for brand management.

2) The MAM / Bamed group is not listed on the stock exchange, so there is no disclosure requirement. We live by the sale of a limited range of products under a single brand in a niche market with low growth. 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 recognize the risk as a given that the sales publication of a competitor can have far-reaching impact to our disadvantage.

Goals we set in

2011 / 2012

1. Continuously promote and expand scientific research and knowledge exchange in the field of baby products and infant health in cooperation with health care professionals world-wide (End of 2014)
2. Transparent description of the contents of our MAM products on our home page (Beginning of 2014)
3. Participate in an international research project for bioplastics (results expected in 2014)
4. Study to evaluate recycling solutions (End of 2013)
5. Expansion of structured employee data in the areas of training and education (2014)
6. Develop measures in the areas of health care and the compatibility of work and family in Austria (2014)
7. Internationalisation of reporting and documentation structures for CSR indicators (2014)
8. Development of a MAM code of conduct for employees (End of 2013)
9. Adoption of a binding MAM Code of Conduct for suppliers (2014)
10. Energy efficiency evaluation at the Vaskeresztes, Hungary factory (2013)
11. Expansion of heat recovery process to other machinery in our plant in Hungary, such as the blister machine (2014)
12. Energy efficiency evaluation at office locations in Austria (2014)

What we implemented

in 2013 / 2014

1. In 2013/14 more than 150 medical experts greatly contributed to product development with their professional input and were actively involved in the preparation of information materials. Together we have developed extensive educational materials, such as the MAM Dental Primer, with a focus on early childhood oral and dental health.
2. This project turned out to be much more complex than originally anticipated, which is why it remains on our target list for the coming years.
3. To date, results have shown that more research is needed in the fields of sterilisation, resistance to breaking, additives and processing to ensure our quality standards.
4. The results of this study are described on pg. 38 of the report.
5. This goal was pushed back due to company start-ups in Greece and France.
6. In 2014, the "Family & Work" audit was conducted in Austria. We have derived various measures from this such as topic of work-life balance in management appraisals.
7. Initial training for our international subsidiaries on CSR indicator reporting is complete but we still want to continue to improve reporting.
8. The MAM Code of Conduct for employees was rolled out company-wide in German and English versions.
9. The MAM Code of Conduct for suppliers has been completed in English, German and Thai and is being introduced step by step to our top 10 suppliers.
10. The energy efficiency evaluation in Hungary is complete and optimisation measures have been implemented to reduce energy usage despite an increase in production.
11. The heat recovery process has not been extended but other energy efficient measures have been implemented.
12. The energy efficiency evaluation has been completed for our Vienna offices and energy efficient measures implemented. The location in Siegendorf was not evaluated since we have decided to construct a new building there.

Goals we

want to achieve

1. We want to further promote the exchange of knowledge through the world-wide publishing of a medical specialist newsletter. We want to reach more than 5,000 experts by the year 2017. Furthermore, we are committed to making the topics of Sudden Infant Death Syndrome (SIDS) and Non Nutritive Sucking (NNS) key issues for 2015 / 2016.
2. By 2017, we will present the contents of our main products, the Anti-Colic Bottle and soothers on our web site. All ingredients used for making our products should be posted on our web site by 2020.
3. By 2020 we want to have sufficient know-how in the areas of contents and processing to offer products made from bioplastics which meet the highest safety and quality standards.
4. We want to expand our Upcycling initiative from 2014 into new initiatives such as "Re-Use" by 2016.
5. Expansion of structured documentation of employee data for training and education for all locations (2016).
6. Implement measures derived from the "Work & Family" audit at locations in Austria by 2017 and transfer best practices to other locations.
7. Expansion of key performance indicators and preparation of a handbook to ensure the quality of data and communication to all foreign subsidiaries. (2015/16).
8. Addition of staff appraisals to the code of conduct contents (by 2016).
9. Code of Conduct rollout to our top 10 suppliers and inclusion in contracts with new suppliers (2015 / 2016)
10. Implementation of an energy management system to further reduce energy use at the production site in Hungary by 2018.
11. Construction of a new production centre in Thailand, expansion of production in Hungary and begin planning for a new research and development centre in Austria. All new buildings to meet energy efficiency criteria (by 2020)
12. Plan a local charity initiative for disadvantaged mothers and children in Thailand (By 2018)
13. Draw up an anti-corruption policy together with the various divisions within the company by 2016 and 100% employee training in relevant business areas by 2018.

# We want to be accountable!

**Beyond all doubt.** Not only is sustainability important to us, we regularly document our efforts in this area.

The current sustainability report covering 2013/2014 is the second such report by the MAM/BAMED Group and the first created according to the Global Reporting Initiative (GRI) G4 guidelines. We want to offer our readers a look behind the scenes of MAM corporate responsibility, concerning ecological as well as social aspects.

## Report content

The content was selected according to material aspects. It tracks the most important topics and issues that are particularly relevant from the perspective of our stakeholders. To meet the high expectations of all of our stakeholders (and especially parents and their babies) we maintain a constant dialogue with all stakeholders and systematically compile their requirements. Our MAM Sustainability Report deals with the expectations presented to us regarding specific topics and the measures derived from them.

## Reporting boundary (G4-6, G4-17)

For the collection of quantitative data, the consolidation scope of the MAM/BAMED Group was used as the reporting boundary. Contained within are all company locations: the Austrian locations in Vienna (Marketing & Design) and Siegendorf (Research & Development),

the distribution and production centre in Switzerland, the production facilities in Hungary and Thailand as well as subsidiaries in the USA, Germany, Sweden, Great Britain, Spain, Brazil, France, Greece and Hungary. New to the report are our two subsidiaries in France and Greece, which have been part of the MAM/BAMED Group since 2012. This report is limited only by environmental indicators: Since many environmental aspects mainly concern the production centres, we have only collected the corresponding indicators for them.

## Reporting period and cycle (G4-28, G4-30)

The MAM/Bamed Group fiscal year is identical to the calendar year and the quantitative data includes the years 2013 and 2014 (unless otherwise noted). For the future we plan to publish a sustainability report on a two year cycle with a reporting period covering the two previous fiscal years.

## Compliance (G4-32)

This report was created in compliance with the GRI G4 reporting guidelines. The reporting option "Core" was chosen, which defines the essential elements of a sustainability report. The GRI Content Index is available on pages 40 and 41. Methodology and content consulting was provided by CSR Company.

## Data quality

The data published in the report was obtained largely through surveys distributed throughout our organisations. The data collected was checked for plausibility and aggregated.

## Contact person (G4-31)

For questions regarding the contents of this report and for dialogue with our stakeholders, our CSR Department is headed by Sabine Beer, who can be reached at the following email address: [csr-team@mambaby.com](mailto:csr-team@mambaby.com)

## NOTE

### There's more!

For the first time the report has been created according to GRI 4 and it has not been audited externally (G4-33). Editorial deadline: 08/05/15

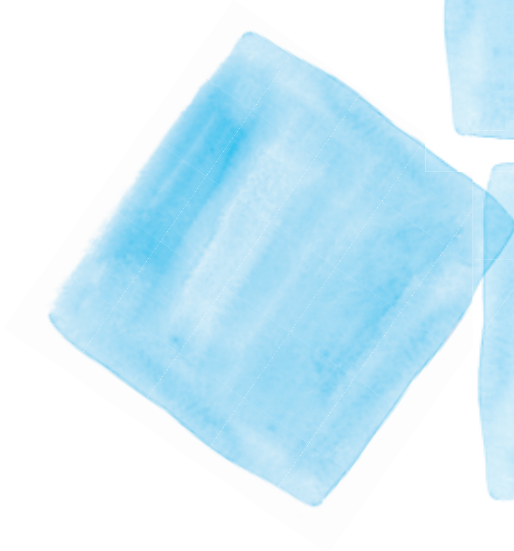
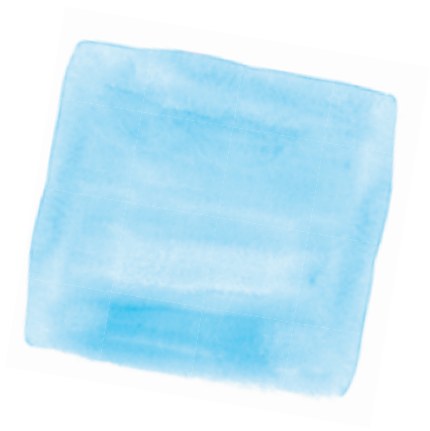
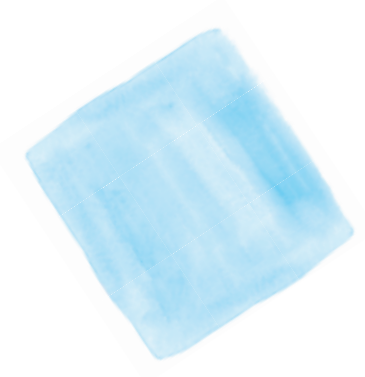
Besides this report, our online version contains additional information, info-graphics and slide shows demonstrating our corporate sustainability concept.

[mambaby.com/report](http://mambaby.com/report)

For more information about the GRI guidelines, visit

[www.globalreporting.org](http://www.globalreporting.org)

We take our ecological,  
economic and social  
responsibility seriously.





# Appendix

Numbers,

figures,

facts



## 1. MAM & RESPONSIBILITY

Responsibility is our core business: Since 1976, health, safety and welfare have been the core of our business. We make products that sooth babies from 0 to 3 years old, support breastfeeding and learning to eat, and also have a positive influence on oral and dental health as well as children's mental and physical development.

What we do, we do carefully, wholeheartedly and we are always thinking about the impact it will have.

## 2. MAM & STAKEHOLDER

(G4-24, G4-25, G4-26, G4-27)

In product development, we attach great importance to our products meeting all the expectations of babies and parents. Not only in terms of quality, but also sustainability and corporate social responsibility at MAM. This is why, for research and development, we maintain a regular dialogue with all of those involved in and affected; our stakeholders.

It is important for us to maintain a dialogue with our stakeholders to identify key issues and challenges. By setting concrete measures, we aim to achieve meaningful results and obtain feedback from all of our stakeholders.

MAM is in a continuous process with stakeholders to enable responsible corporate management.

**This is how we communicate with our stakeholders – these were their central topics and issues in 2013 and 2014:**

STAKEHOLDER: INTEREST AND STAKEHOLDER GROUPS	CONTRIBUTION, COOPERATION, INVOLVEMENT, CHANNELS AND INSTRUMENTS OF COMMUNICATION	KEY ISSUES AND QUESTIONS – EXPECTATIONS
Parents	<ul style="list-style-type: none"> <li>• Market research, consumer trade fairs, Facebook, email, telephone</li> <li>• Incorporating product development</li> </ul>	<ul style="list-style-type: none"> <li>• Topic: Safety and health</li> <li>• Where do MAM products come from?</li> <li>• How are they manufactured?</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Staff days, email, personal discussions</li> <li>• Involvement in product development</li> </ul>	<ul style="list-style-type: none"> <li>• Topic: Job satisfaction and employee health</li> </ul>
Medical experts	<ul style="list-style-type: none"> <li>• Congresses, symposiums, medical events, personal contact</li> <li>• Involvement in product development</li> </ul>	<ul style="list-style-type: none"> <li>• Topic: Safety and health</li> <li>• How can MAM products contribute to baby health?</li> <li>• Where do MAM products come from?</li> <li>• How are they manufactured?</li> </ul>
Trading partners	<ul style="list-style-type: none"> <li>• Personal discussions, email, telephone</li> <li>• Involvement in communication</li> </ul>	<ul style="list-style-type: none"> <li>• Topic: Safety and health, reliable delivery</li> <li>• Where do MAM products come from?</li> <li>• How are they manufactured?</li> </ul>
Owner	<ul style="list-style-type: none"> <li>• Personal discussions, meetings</li> </ul>	<ul style="list-style-type: none"> <li>• How can we ensure that MAM is profitable and successful?</li> <li>• How can we contribute more to baby health?</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Personal discussions, email, telephone</li> <li>• Involvement in product development</li> </ul>	<ul style="list-style-type: none"> <li>• Long-term cooperation, Win-win</li> </ul>
Other experts (lactation consultants, plastics engineers)	<ul style="list-style-type: none"> <li>• Meetings, personal discussions, email, telephone</li> <li>• Involvement in product development</li> </ul>	<ul style="list-style-type: none"> <li>• Topic: Safety and health</li> <li>• Where do MAM products come from?</li> <li>• How are they manufactured?</li> <li>• How can they contribute to baby health?</li> </ul>

### 3. MAM & KEY ISSUES

#### Materiality (G4-18)

Consumer safety/health, product quality, compliance, product labelling, materials, emissions, energy, market presence, procurement, working conditions in the supply chain, packaging material and disposal, recycling, employment, diversity and equal opportunities have been identified as key issues for MAM. We have summarised these topics in our four areas of activity – from responsible products to responsible handling of the environment. Read more on page A-5.

We conducted a materiality analysis to identify and prioritise the contents. This ensures that the relevance and importance of the MAM topics are

accurate from both the perspective of the stakeholders and the company. The analysis was carried out in a workshop with representatives from different departments, where the concerns of both internal and external stakeholders were considered.

#### Materiality Matrix (G4-19)

The result of this is the materiality matrix. Here, all the current and most important topics of sustainable corporate management for MAM are presented. We classify topics as essential when they are seen as relevant from the view of both the company and the stakeholders. Both internal and external stakeholder groups decide on the priority.

#### MATERIALITY MATRIX



The illustration shows the most important topics for MAM. They can be found in the upper right quadrant of the complete materiality matrix.



### Materiality matrix topic allocation in the MAM sustainability strategy:

Our MAM vision is: "We want to be the world's best brand for baby products – the most responsible, most innovative and most dedicated." From this, we have derived our CSR vision: "We at MAM want to be the world's best brand for baby products – the most responsible, most innovative and most dedicated." Within the sustainability strategy we have developed four areas of activity containing the key issues:

1. **Responsible product:**  
Baby health and safety, product quality, compliance, product labelling
2. **Responsible procurement:**  
Procurement, working conditions in the supply chain
3. **Responsible employer:**  
Employment, diversity and equal opportunities, market presence
4. **Responsible handling of the environment:**  
Materials, emissions, energy, packaging material and disposal, waste-water and waste, recycling

### Sustainability management

In reporting years 2013 and 2014 MAM identified together with the stakeholders the key issues relating to sustainable development and created the materiality matrix which combines all of the relevant topics for MAM and the stakeholder groups. All of these continue to be worked on and developed within the scope of our sustainability strategy, which is part of our corporate strategy. To ensure this, we created a CSR team in 2011 that reports directly to management.

### Precautionary principle (G4-14)

At MAM we consider the precautionary principle to be a fundamental principle of sustainability and corporate responsibility. We have also, among other things, installed the certified environmental management system ISO 14001 at our production facility in Hungary. Through the consideration of resource and energy efficiency, as well as minimising the environmental impact of product development and manufacturing, we take the precautionary principle into account.

## 4. KEY TOPICS AND THEIR GRI INDICATORS (G4-20 and G4-21)

The following key aspects, boundaries and figures for MAM are derived from the materiality matrix – ranked according to the GRI G4 Directive.

IMPACT	G4-CATEGORY & -ASPECT	BOUNDARY INTERNAL OR EXTERNAL	G4-PERFORMANCE-INDICATOR
Market presence	Economic/market presence	internal and external	G4-DMA, G4-EC 5 & 6
Procurement	Economic/procurement practices	internal and external	G4-DMA, G4-EC 9
Materials	Environmental/materials	internal and external	G4-DMA, G4-EN 1
Energy	Environmental/energy	internal and external	G4-DMA, G4-EN 3
Emissions	Environmental/emissions	external	G4-DMA, G4-EN 15, G4-EN 16
Packaging material & disposal	Environmental/waste	external	G4-DMA, G4-EN 23
Recycling	Environmental/products and services	external	G4-DMA, G4-EN 27
Compliance	Social/compliance, anti-corruption	internal and external	G4-DMA SO, PR, EN, G4-PR 9, G4-SO 8, G4-EN 29, SO-5
Employment	Social/labour practices	internal	G4-DMA, G4-LA 1, G4-LA 2, G4-LA 3
Diversity & equal opportunity	Social/labour practices	internal	G4-DMA, G4-LA 12
Working conditions in the supply chain	Social/labour practices	external	G4-DMA, G4-LA 15
Customer health/safety product quality	Social/product responsibility	internal and external	G4-DMA, G4-PR 1, G4-PR 2
Product identification	Social/product responsibility	external	G4-DMA, G4-PR 4

## Economy

Only when MAM is successful and profitable can jobs and investment in research and development be guaranteed and ensure that the health of babies continues to be supported.

### Market presence

As a global company operating in 58 countries, market presence is an important cornerstone of our corporate strategy. Our two production facilities are located in Hungary and Thailand while our offices are located in Austria, Switzerland, Germany, Great Britain, Spain, France, Greece, Sweden, Brazil, Hungary and the USA. We have locally recruited management at all locations.

We have defined the relevant branches in this context as the locations in Austria, Hungary and Thailand:

### Thailand

G4-EC 5

**Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation**

In Thailand, we pay all employees above the minimum wage. We have set ourselves the goal of clarifying the exact range in more detail in our next report.

G4-EC 6

**Proportion of senior management hired from the local community at significant locations of operation**

This is 100 per cent. At our facility in Thailand, we have Thai managing director, Anil Skariah, as well as a Thai management team.

### Procurement

This point concerns Austria, Hungary and Thailand. The particularly high quality of the products can only be ensured if the individual parts themselves meet the high quality standards. Therefore, 85 % come from high-tech locations in Austria where the parts are manufactured with our own tools. They are then sent, via a short transport route, to our production facility in Hungary which lies directly on the Austrian border.

G4-EC 9:

### PROPORTION OF SPENDING ON LOCAL SUPPLIERS AT SIGNIFICANT LOCATIONS OF OPERATION

	2011	2012	2013	2014
<b>Production site in Hungary (directly on the border with Austria):</b>	85% from Austria	85% from Austria	85% from Austria	85% from Austria
<b>Production site in Thailand:</b>	100 % of the latex milk for processing into latex comes from the region surrounding our facility.			

## Environment

The environmental indicators relate only to the production sites in Hungary and Thailand, as we have seen no significant environmental impact at the office locations. However, we have set ourselves the goal to obtain the key figures from the office locations for inclusion in the next report.

G4-EN 1:  
MATERIALS USED BY WEIGHT

	2011	2012	2013	2014
Production site in Hungary	2.266,3t	2.226t	2.268t	2.730,1t
percentage renewable*	32%	38%	35%	33%
percentage not renewable**	68%	62%	65%	67%
Production site in Thailand	220,6t	176,3t	177,4t	119,3t
percentage renewable	78%	78%	98%	97%
percentage not renewable	22%	22%	2%	3%
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>2.486,9t</b>	<b>2.402,3t</b>	<b>2.445,4t</b>	<b>2.849,4t</b>
percentage renewable	36%	41%	35%	36%
percentage not renewable	64%	59%	65%	64%

\* renewable: 80% of paper/carton (fresh fibre) and 100% natural rubber.

\*\*not renewable: incl. 20% of paper/carton, which consists of not renewable chemicals and filler material; 100% plastic and 100% chemicals.

G4-EN 3:  
ENERGY CONSUMPTION WITHIN  
THE ORGANIZATION (kWh)

	2011	2012	2013	2014
Production site in Hungary	2.926.757	3.328.024	2.130.623	2.816.142
Production site in Thailand	899.380	1.402.311	1.263.697	1.265.901
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>3.826.137</b>	<b>4.730.335</b>	<b>3.394.320</b>	<b>4.082.043</b>

### Materials

In a world of scarce resources materials play an important role. A responsible handling of resources is rooted in our environmental policy. We only manufacture products on order to avoid overproduction. We also use as little material as possible in our packaging and much of it, like our soother box, is reusable. For more information about resource conservation see pages 22 and 23.

### Energy

Increasing energy efficiency is an important part of our environmental policy. Our location in Hungary is certified according to the ISO 14001 environmental management standard. We plan to introduce ISO 50001 for energy management by 2018. In 2013, based on an energy efficiency check, we switched from heating oil to gas and have taken additional steps for improvement. This allowed us to reduce our energy consumption from 2012 to 2013 despite an increase in production. Energy demands have risen again in 2014 as a result of increased production but remain lower than 2011 levels. Energy use had risen sharply due to increased production at our Thailand facility in 2012 but could be reduced again somewhat in 2013 and 2014.

## Emissions

Our environmental objectives also include reducing emissions. We are pursuing these goals through optimising our systems and processes. In the long-term, we want to achieve carbon-neutral production.

### G4-EN 15

#### Direct GHG emissions (Scope 1)

We have evaluated the greenhouse gas (GHG) emissions for our two production sites in Hungary and Thailand since these are the main sources of emissions. The office locations are not included since in many countries they are leased properties and we have no direct access to the specific data. Direct energy consumption is derived from the use of heating oil, natural gas and other fuels. In 2013, we switched from heating oil to natural gas at our production site in Hungary, which resulted in significant savings.

### G4-EN 16

#### Indirect GHG emissions (Scope 2)

We have also obtained indirect GHG emissions for our two production sites in Hungary and Thailand. Indirect energy consumption is derived from electric power use. This has also risen since we have seen an increase in production on both Hungary and Thailand from 2011 to 2014. This also increases indirect emissions.

### G4-EN 15: DIRECT GHG EMISSIONS (SCOPE 1) (CO<sub>2</sub>e TONNES)

	2011	2012	2013	2014
Production site in Hungary	474,76	588,71	341,64	220,94
Production site in Thailand	166,39	202,24	220,88	294,72
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>641,15</b>	<b>790,95</b>	<b>562,52</b>	<b>515,66</b>

### G4-EN 16: INDIRECT ENERGY RELATED GHG EMISSIONS (SCOPE 2) (CO<sub>2</sub>e TONNES)

	2011	2012	2013	2014
Production site in Hungary	692,81	760,03	696,38	781,48
Production site in Thailand	198,37	526,11	231,55	261,59
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>891,18</b>	<b>1.286,14</b>	<b>927,94</b>	<b>1.043,07</b>

Explanation: The amount of CO<sub>2</sub>e emissions was calculated. The calculation is based on emission factors from the GEMIS data bank and also includes proportional upstream greenhouse gases (resulting from, for example, the extraction and processing of primary energy sources for the production facilities). The respective country energy mix was used to calculate greenhouse gas emissions resulting from power consumption. The collection of specific data was not possible.

## Waste

In terms of resource conservation, minimising waste and material use is an important part of our environmental objectives. By on-demand production, we keep the amount of waste as low as possible. The majority of the waste is recycled: Up to 85% in Hungary and up to 100% in Thailand.

### G4-EN 23:

#### Total weight of waste by type and disposal method

We have collected the waste statistics for both of our production sites in Hungary and Thailand since they have the highest consumption. The mostly rented office locations are not included since we gave no access to the data.

### G4-EN 23: TOTAL WEIGHT OF WASTE BY TYPE

	2011	2012	2013	2014
Production site in Hungary	228,7t	179,6t	199,8t	244,5t
percentage hazard-free*	93%	91%	91%	91%
percentage hazardous**	7%	9%	9%	9%
Production site in Thailand	9,6t	2,7t	14,7t	21,7t
percentage hazard-free	100%	100%	100%	100%
percentage hazardous	0%	0%	0%	0%
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>238,3 t</b>	<b>182,3 t</b>	<b>214,5 t</b>	<b>266,2 t</b>
percentage hazard-free	93%	91%	92%	92%
percentage hazardous	7%	9%	8%	8%

\* Non-hazardous waste is disposed of by conventional waste separation (i. e., residual waste, paper and plastic)

\*\* Hazardous wastes are substances which pose a potential threat to the health and/or the environment and are therefore disposed of separately (i. e., cleaning agents used in production).

### G4-EN 23: TOTAL WEIGHT OF WASTE BY DISPOSAL METHOD \*

	2011	2012	2013	2014
Production site in Hungary	228,7 t	179,6 t	199,8 t	244,5 t
percentage recycling	81%	81%	83%	85%
percentage incineration	7%	9%	9%	9%
percentage repository	12%	10%	8%	6%
Production site in Thailand	9,6 t	2,7 t	14,7 t	21,7 t
percentage recycling	100%	100%	100%	100%
percentage incineration	0%	0%	0%	0%
percentage repository	0%	0%	0%	0%
Office locations in Austria	n. a.	n. a.	n. a.	n. a.
International office locations	n. a.	n. a.	n. a.	n. a.
<b>Total</b>	<b>238,3 t</b>	<b>182,3 t</b>	<b>214,5 t</b>	<b>266,2 t</b>
percentage recycling	82%	81%	84%	86%
percentage incineration	7%	9%	8%	8%
percentage repository	11%	10%	8%	6%

\*based on data from waste disposal company

## Recycling

Producing safe and health-promoting baby products is a matter of fact for us. Of course, the environmental impact of our products is also an important issue for us and our stakeholders. Parents especially are beginning to think about the future. What kind of world will our children grow up in? To keep the environmental impact as low as possible, we pay attention to resource conservation during production and also ensure that soothers, bottles and such can be kept for as long as possible and that the packaging can be reused.

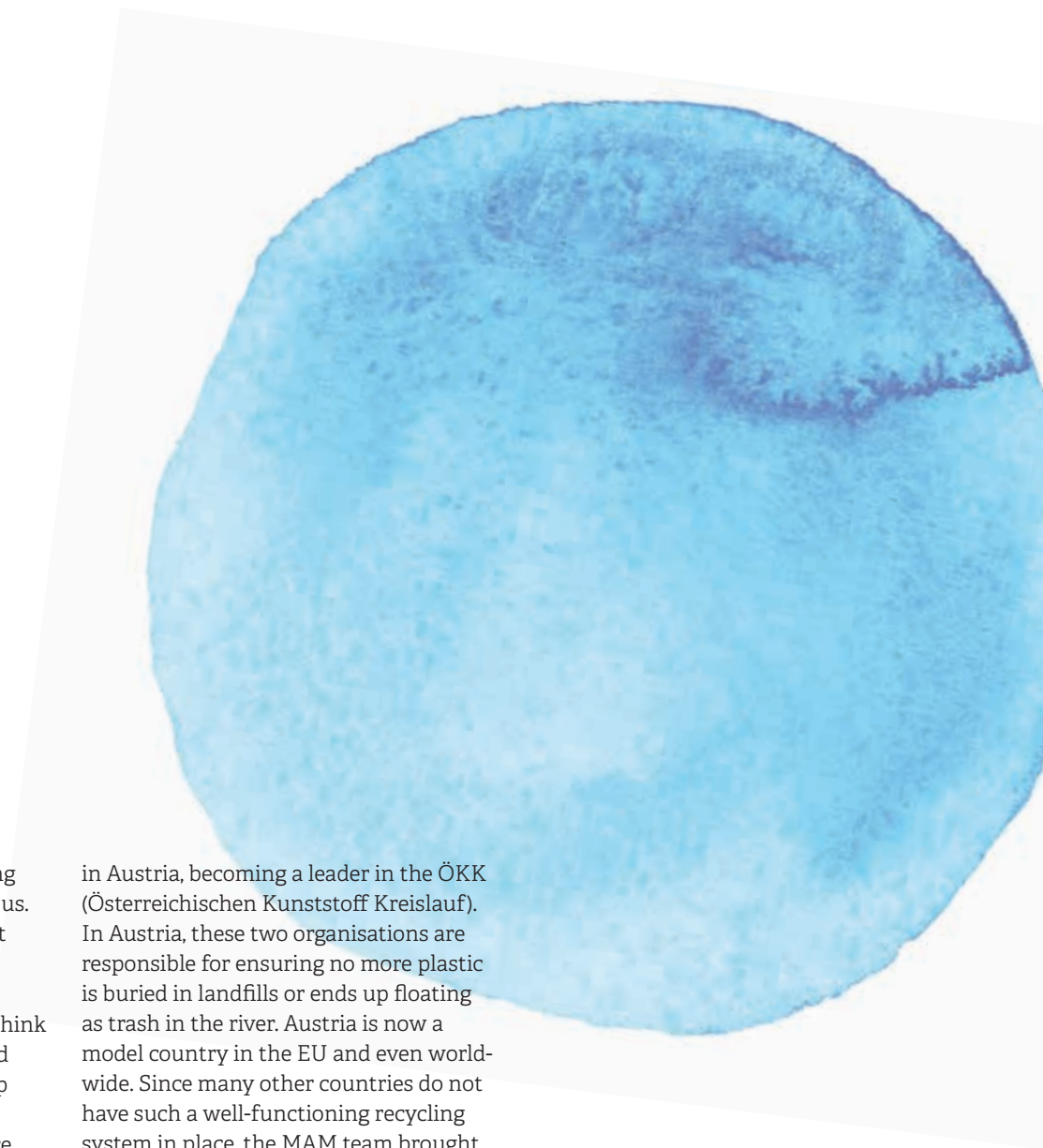
At the end of the life cycle, the question remains: What to do with the products? On this basis, MAM was already involved in the establishment of the ARA (Altstoff Recycling Austria) 20 years ago, and today has a nearly 100 % recovery rate of plastic

in Austria, becoming a leader in the ÖKK (Österreichischen Kunststoff Kreislauf). In Austria, these two organisations are responsible for ensuring no more plastic is buried in landfills or ends up floating as trash in the river. Austria is now a model country in the EU and even world-wide. Since many other countries do not have such a well-functioning recycling system in place, the MAM team brought the Upcycling Initiative to life in 2014. You can read more about this in the full report on pages 38 and 39.

### G4-EN 27:

#### **Extent of impact mitigation of environmental impacts of products and services.**

This information can be found on pages 38 and 39.



## Social

Labour practices and fair employment

### Compliance

In order to distribute MAM products in 58 countries, we must comply with the national standards for each country. The safety and health of babies benefits from the high safety standards and many tests involved. We have installed our own compliance department which reports directly to management. They deal with meeting safety standards world-wide and the corresponding test methods (see page 28).





G4-PR 9:  
 MONETARY VALUE OF SIGNIFICANT FINES FOR  
 NON-COMPLIANCE WITH LAWS AND REGULATIONS  
 CONCERNING THE PROVISION AND USE OF  
 PRODUCTS AND SERVICES

2011	2012	2013	2014
0	0	0	0



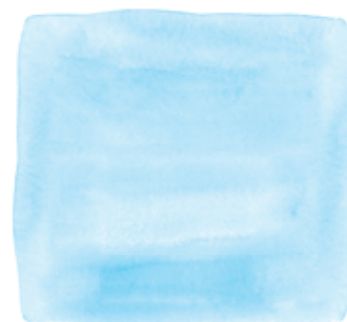
G4-SO 8:  
 MONETARY VALUE OF SIGNIFICANT FINES AND  
 TOTAL NUMBER OF NON-MONETARY SANCTIONS  
 FOR NON-COMPLIANCE WITH LAWS AND  
 REGULATIONS

2011	2012	2013	2014
0	0	0	0



G4-EN 2g:  
 MONETARY VALUE OF SIGNIFICANT FINES AND  
 TOTAL NUMBER OF NON-MONETARY SANCTIONS  
 FOR NON-COMPLIANCE WITH ENVIRONMENTAL  
 LAWS AND REGULATIONS

2011	2012	2013	2014
0	0	0	0



### Employment

Our success depends on the people who work for us and with us. We believe that people who enjoy going to work bring in more love and passion to the job – and that is something that can be seen in the products. Expansion at any cost is not an option for us. We put great importance on secure jobs with a high level of satisfaction. Our MAM products are very successful, but we find ourselves in a period of rapid growth and need more specialist and management staff. Therefore, the main objective of the personnel strategy is to enhance the competence of our own employees and also to create attractive employment possibilities for future, qualified employees.

#### G4-LA 1

##### **Total number and rate of new employees and staff turnover (according to age group, gender and region)**

Our total staff increased by 1% from 2013 to 2014. The turnover rate at locations in Austria for 2014 was 6% (women 8%, men 3%)\* and for the production site in Hungary it was 6% (women 6%, men 3%). The turnover rate for Thailand in 2014 was 51% (women 39%, men 88%). This is mainly because employees either find jobs in the city or ones that are closer to home for them. The turnover rate for all international offices in 2014 was 31% (women 29%, men 35%) Our overall turnover rate for all MAM locations is 19% (women 17%, men 25%), except for Thailand which has a rate of 13% (women 13%, men 15%).

\*Refer to page 15 (MAM Total Workforce 2014) for the number of female and male employees this percentage was calculated from.

#### G4-LA 2

##### **Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation**

All of our company benefits are available to employees regardless of whether they are full or part-time or temporary employees. You can find more about this in the full report on page 24.

#### G4-LA 3

##### **Return to work and retention rates after parental leave, by gender**

We work for babies. That is why employees who are also parents are especially important to us since they thoroughly test our products and provide essential feedback. Work – life balance is an important topic for us. Therefore, in 2014 we took part in an audit about work and family and have since worked out many additional measures. We would like to go one step further though and set a goal of becoming one of the most family-friendly companies in Austria. The return rate after maternity leave at MAM worldwide is 100% since all employees have a place with us after their baby break.

### Diversity and equal opportunity

We are an international company working for babies and parents in 58 countries. Overall, MAM has 12 locations around the world: from Austria to Thailand, the United States and Brazil, just to name a few. 61% of all employees have children and 74% are women. Diversity and equal opportunity are key topics at MAM and an important part of our success. MAM does not tolerate any form of discrimination and follows the UN Charter and the European Convention for Human Rights. Additionally, we have introduced a code of conduct for all MAM employees in 2014 based on the UN Global Compact which includes the topic of anti-discrimination.

#### G4-LA 12

### Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity

The management at MAM, which is responsible for strategic direction is divided into the managing director and departmental management.

### MAM-OFFICE LOCATIONS

MANAGEMENT	2011		2012		2013		2014	
Total	32		33		41		42	
female	11	34%	13	39%	16	39%	15	36%
male	21	66%	20	61%	25	61%	27	64%
< 30 years	0	0%	0	0%	1	2%	1	2%
30–50 years	19	59%	22	67%	25	61%	25	60%
> 50 years	13	41%	11	33%	15	37%	16	38%
with children	25	78%	24	73%	31	76%	32	76%
without children	7	22%	9	27%	10	24%	10	24%

### MAM-PRODUCTION SITES

MANAGEMENT	2011		2012		2013		2014	
Total	16		15		15		17	
female	5	31%	4	27%	4	27%	4	24%
male	11	69%	11	73%	11	73%	13	76%
< 30 years	0	0%	0	0%	0	0%	0	0%
30–50 years	14	88%	14	93%	14	93%	15	88%
> 50 years	2	12%	1	7%	1	7%	2	12%
with children	15	94%	15	100%	15	100%	17	100%
without children	1	6%	0	0%	0	0%	0	0%

### MAM, TOTAL

MANAGEMENT	2011		2012		2013		2014	
Total	48		48		56		59	
female	16	33%	17	35%	20	36%	19	32%
male	32	67%	31	65%	36	64%	40	68%
< 30 years	0	0%	0	0%	1	1%	1	2%
30–50 years	33	69%	36	75%	39	70%	40	68%
> 50 years	15	31%	12	25%	16	29%	18	30%
with children	40	83%	39	81%	46	82%	49	83%
without children	8	17%	9	19%	10	18%	10	17%

MAM TOTAL WORKFORCE  
(ALL EMPLOYEES PLUS MANAGEMENT):  
2011

	FEMALE	MALE	TOTAL
Total workforce	421	142	563
permanent employees	419	139	558
temporary employees	2	3	5
full-time employees	380	130	510
part-time employees	41	12	53
Production site in Hungary	239	50	289
Production site in Thailand	58	21	79
International office locations	83	44	127
Office locations in Austria	41	27	68
Production sites, total	297	71	368
Office locations, total	124	71	195

MAM TOTAL WORKFORCE  
(ALL EMPLOYEES PLUS MANAGEMENT):  
2012

	FEMALE	MALE	TOTAL
Total workforce	432	146	578
permanent employees	429	141	570
temporary employees	3	5	8
full-time employees	391	140	531
part-time employees	41	6	47
Production site in Hungary	226	52	278
Production site in Thailand	64	24	88
International office locations	98	42	140
Office locations in Austria	44	28	72
Production sites, total	290	76	366
Office locations, total	142	70	212

**MAM TOTAL WORKFORCE  
(ALL EMPLOYEES PLUS MANAGEMENT):  
2013**

	FEMALE	MALE	TOTAL
Total workforce	472	171	643
permanent employees	458	161	619
temporary employees	14	10	24
full-time employees	426	161	587
part-time employees	46	10	56
Production site in Hungary	239	56	295
Production site in Thailand	66	27	93
International office locations	120	58	178
Office locations in Austria	47	30	77
Production sites, total	305	83	388
Office locations, total	167	88	255

**MAM TOTAL WORKFORCE  
(ALL EMPLOYEES PLUS MANAGEMENT):  
2014**

	FEMALE	MALE	TOTAL
Total workforce	484	167	651
permanent employees	475	161	636
temporary employees	9	6	15
full-time employees	438	165	603
part-time employees	46	2	48
Production site in Hungary	242	60	302
Production site in Thailand	72	24	96
International office locations	118	51	169
Office locations in Austria	52	32	84
Production sites, total	314	84	398
Office locations, total	170	83	253

OFFICE LOCATIONS, TOTAL

	2011		2012		2013		2014	
female	60	31%	67	32%	89	35%	75	30%
male	102	52%	111	52%	126	49%	137	54%
< 30 years	33	17%	34	16%	40	16%	41	16%
30–50 years	96	49%	100	47%	126	49%	117	46%
> 50 years	99	51%	112	53%	129	51%	136	54%
<b>Total</b>	<b>195</b>		<b>212</b>		<b>255</b>		<b>253</b>	

PRODUCTION SITES, TOTAL

	2011		2012		2013		2014	
female	98	27%	89	24%	106	27%	112	28%
male	227	62%	220	60%	230	59%	226	57%
< 30 years	43	12%	57	16%	56	14%	60	15%
30–50 years	234	64%	257	70%	268	68%	277	70%
> 50 years	134	36%	109	30%	124	32%	121	30%
<b>Total</b>	<b>368</b>		<b>366</b>		<b>392</b>		<b>398</b>	

MAM, TOTAL

	2011		2012		2013		2014	
female	158	28%	156	27%	195	30%	187	29%
male	329	58%	331	57%	356	55%	363	56%
< 30 years	76	13%	91	16%	96	15%	101	16%
30–50 years	330	59%	357	62%	394	61%	394	61%
> 50 years	233	41%	221	38%	253	39%	257	39%
<b>Total</b>	<b>563</b>		<b>578</b>		<b>647</b>		<b>651</b>	

G4-LA 15:  
SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE  
IMPACTS FOR LABOR PRACTICES IN THE SUPPLY  
CHAIN AND ACTIONS TAKEN

	2011	2012	2013	2014
	0	0	0	0

**Working conditions in the supply chain**

For us, it is not only important that the products meet high quality standards but the working conditions in the supply chain meet our standards as well. For this reason, we developed a code of conduct in 2014 based on the UN Global Compact for Suppliers for introducing step by step to our top 10 suppliers in 2015.

## Human rights

The topic of human rights can be found in the sections on working conditions (page A-16) and procurement (page A-7).

## Product responsibility

### Consumer health and safety

The health and safety of babies is our ultimate goal. Babies are our next generation and for parents, they are everything. What could be more responsible than to work for the health and safety of babies. From the perspective of all our stakeholders, this issue is the key criterion when it comes to baby products. We have set up our own test laboratory in which all MAM products are regularly checked through a variety of tests. Additionally, our products are continuously tested by independent, certified laboratories. You can read more about this in the full report on pages 16, 17 and 28.

### Labelling of products and services

EU standards require that baby products be labelled in the language of the country they are sold in. The instructions for use must also be in the national language. This is important so the products can be properly understood and used – for the safety of babies. There is a department in our company which checks the labels and instructions for use in regards to the standards.

#### G4-PR 1:

PERCENTAGE OF SIGNIFICANT PRODUCT AND SERVICE CATEGORIES FOR WHICH HEALTH AND SAFETY IMPACTS ARE ASSESSED FOR IMPROVEMENT

2011	2012	2013	2014
100%	100%	100%	100%

#### G4-PR 2:

TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND VOLUNTARY CODES CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES DURING THEIR LIFE CYCLE, BY TYPE OF OUTCOMES

2011	2012	2013	2014
0	0	0	0

#### G4-PR 4:

TOTAL NUMBER OF INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS AND VOLUNTARY CODES CONCERNING PRODUCT AND SERVICE INFORMATION AND LABELING, BY TYPE OF OUTCOMES

2011	2012	2013	2014
0	0	0	0

## More information regarding plastics and inks.

### 1. Plastics

All plastics used in MAM baby products that come in contact with food or saliva are approved for food contact applications in accordance with Regulation (EC) 1935/2004 and carry the warranty of the suppliers of raw materials, in accordance with the requirements of good manufacturing practice as set forth in (EC) 2023/2006.

For baby bottles and other MAM products, **polypropylene (PP)** is used instead of polycarbonate, which contains BPA. PP is a semi-crystalline thermoplastic polyolefin, with a chemical structure similar to that of candle wax. PP is resistant to most organic solvents and fats as well as most acids and alkalis, is odourless and skin-friendly and suitable for applications in food and the pharmaceutical industries. Today, PP is the second most important plastic worldwide, is internationally undisputed and has had all of the required approvals for years.

**Silicone** (more accurately, poly (organo) siloxanes), is a term for a group of synthetic polymers in which silicone atoms are linked via oxygen atoms. Its structure is similar to organically modified quartz. At MAM, silicone is used for the production of pacifiers – for example, the patented, extra soft MAM Silk Teat®. This material is also proven in other areas of medicine. In dentistry for making precision models or in orthopaedics for the manufacture of prostheses, some of which are worn on the outside while some are even used inside the body.

As an alternative to silicone, MAM also offers pacifier teats made of soft, but very bite-resistant (though not as clear) latex. MAM natural **latex** comes from the trunk of the hevea tree and is also processed fresh in our own plant in Thailand to guarantee quality. MAM Thaimed obtains the latex milk from sustainable, regional farmers and small businesses. Local production allows for quick processing of the fresh latex milk and eliminates long transport routes and their associated loss in quality. Thanks to a special production process known as “leaching”, the natural latex is especially low allergy. Incidentally, all MAM pacifiers are made in Europe. We monitor the adherence to our strict quality standards from obtaining the raw materials to pacifier production and the entire supply chain to a finished baby accessory.

We use purified water for the **cooling liquid** in MAM teethers. The technological process includes a sterilisation step that ensures the microbiological purity of the water throughout the product shelf life in accordance with American standards USP 61 & USP 71. We are below the required limits of standards for toys, such as ASTM F963 and EN 71 by a wide margin: Should a child, in the worst case, drink all of the liquid in the cooling element, this water is actually safer than the majority of “normal” approved drinking water.



## 2. Inks

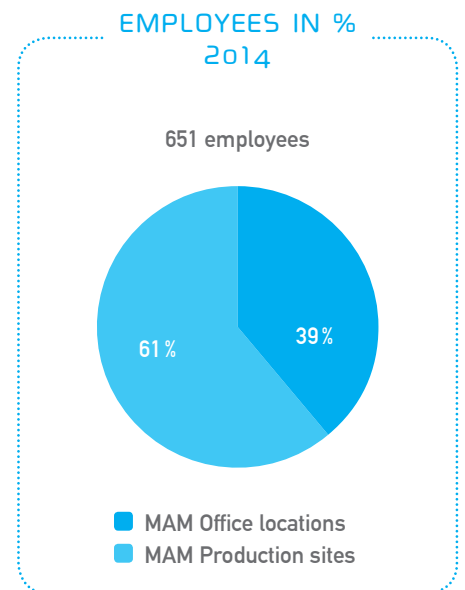
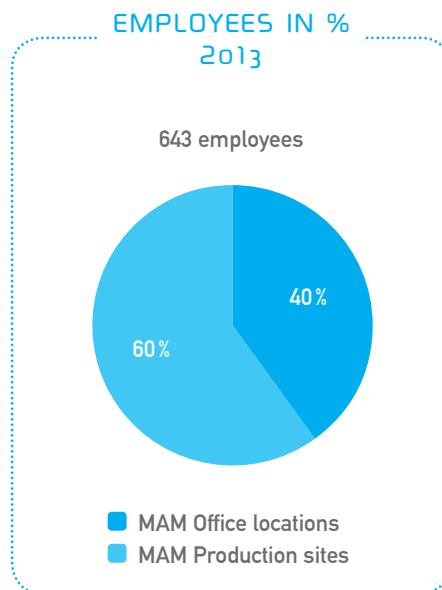
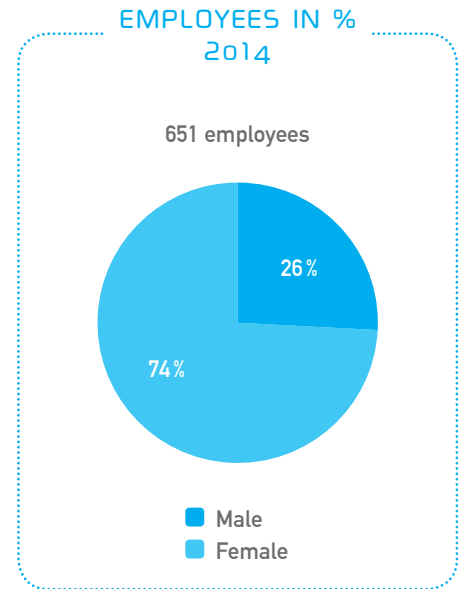
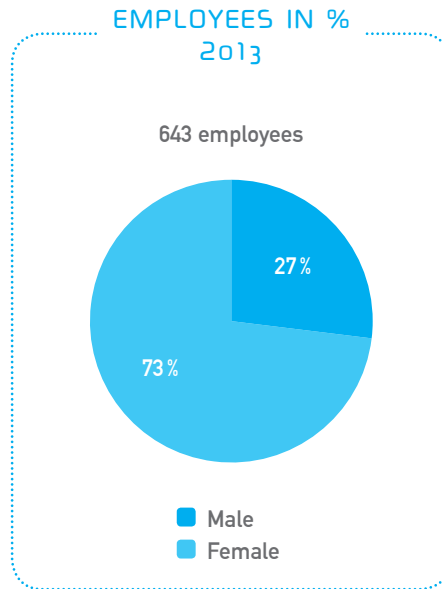
So-called pigments are used for the **colouring** of products. They do not dissolve in the plastics and therefore cannot migrate out of the plastics. The colours used in our products are internationally approved for use with food. The **inks** used for the product labels are harmless and are also subject to stringent safety requirements for food contact: MAM uses only pigment-based inks and dyes which have been selected with great care. The ingredients and additives used for printing do not contain heavy metals, primary aromatic amines, phthalates or chemicals from the SVHC list (substances that may be carcinogenic, mutagenic or toxic for reproduction). The inks and dyes, and the end products are manufactured according to the requirements of Regulation (EC) 1935/2004 on materials and articles intended to come into contact with foodstuffs, and Regulation (EC) 2023/2006.

The printing quality is regularly checked for **durability and surface adhesion** as well as the colour fastness and sensory properties coloured plastics. No dyes migrate from the end products, they are in full compliance with the migration requirements in the relevant standards such as EN 71, EN 1400, EN 14350 or EN 12586 and meet the requirements for resistance to perspiration and saliva as per DIN53160.

## 3. Packaging

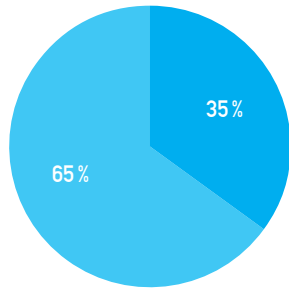
And finally, organic materials are also used for **packaging**. MAM products are packed with materials free of lead, phthalate and BPA while all blister pack foils and even the tape for sealing shipping boxes are PVC and BPA free. All packaging materials used comply with the directive of the European Parliament on packaging and packaging waste in accordance with 94/62/EC, which means compliance with the heavy metal limits and restrictions on the use of hazardous substances and the minimization of the package in terms of weight and volume.

## KPIs for MAM locations



OFFICE LOCATIONS  
2013

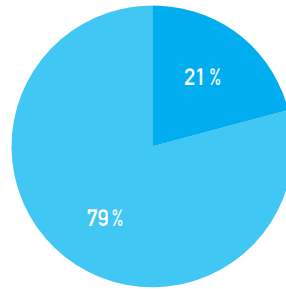
255 employees



■ Male  
■ Female

PRODUCTION SITES  
2013

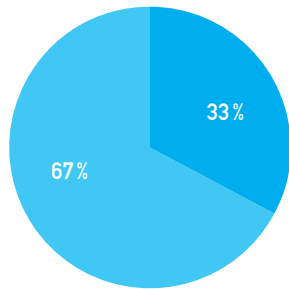
388 employees



■ Male  
■ Female

OFFICE LOCATIONS  
2014

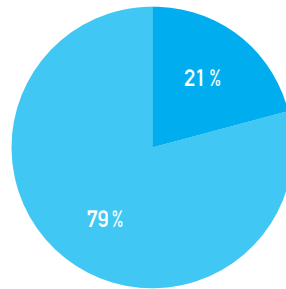
253 employees



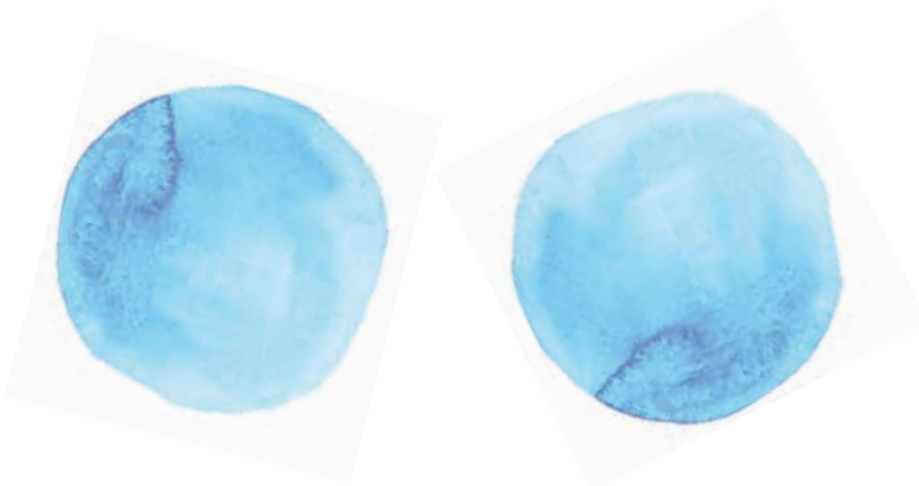
■ Male  
■ Female

PRODUCTION SITES  
2014

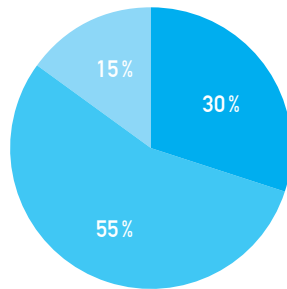
398 employees



■ Male  
■ Female

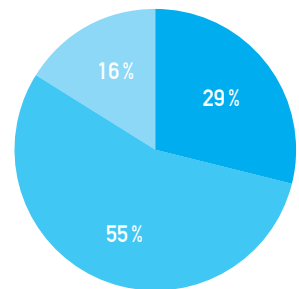


EMPLOYEES IN %  
2013



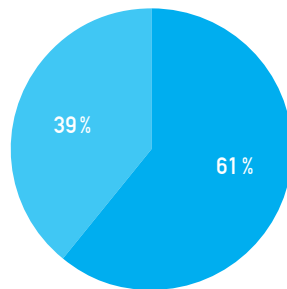
- < 30 years
- 30-50 years
- > 50 years

EMPLOYEES IN %  
2014



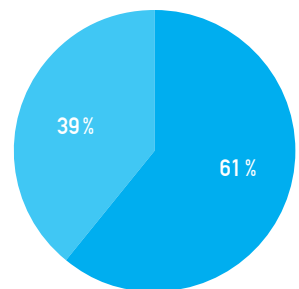
- < 30 years
- 30-50 years
- > 50 years

EMPLOYEES IN %  
2013



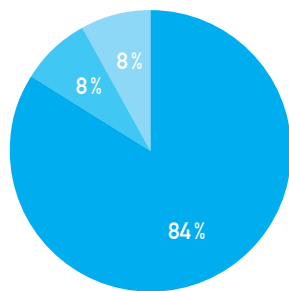
- with children
- without children

EMPLOYEES IN %  
2014



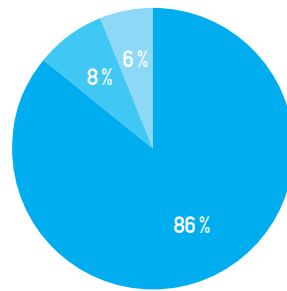
- with children
- without children

TYPE OF WASTE  
2013 IN %



- Recycling
- Incineration
- Repository

TYPE OF WASTE  
2014 IN %



- Recycling
- Incineration
- Repository

The 2013/2014 report ends here,  
but our commitment continues...

We constantly improve our products.

We are always focused on sustainable production.

We encourage ecological consumption.

We use environmentally friendly disposal methods.



[mambaby.com](http://mambaby.com)