

Social Performance

Boliden generates value by having top-quality operations, processes and products. Employees who are skilled, committed and who accept personal responsibility are crucial. Boliden must, in turn, offer its employees a safe and inspiring working environment. Material stewardship is also of growing importance, since effective use of resources in terms of the reuse and recycling of metals in society is vital for Boliden's business. By acting responsibly towards neighbours, business partners and other stakeholders, Boliden can maintain a good reputation as a metals company and employer.

Boliden's social targets, 2016–2018

ACCIDENTS	Boliden's target is to have zero accidents resulting in absence from work every month by 2018
SICK LEAVE	The sick leave rate shall not exceed 3.0% by 2018
GENDER EQUALITY	Women shall comprise at least 20% of the workforce by 2018

Labour Practices and Decent Work (LA)

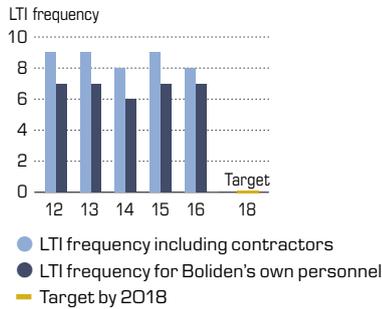
Material aspects on LABOUR PRACTICES AND DECENT WORK

Occupational health & safety is Boliden's most important issue as it involves the safety and, ultimately, the life of Boliden's employees and contractors, and the materiality is obvious in a work environment with inherent risks. Employment, Labour/Management Relations, Training & Education, Diversity & Equal Opportunity and Equal Remuneration are material aspects as they impact Boliden's ability to attract, retain and develop people.

Boliden faces major retirements, competes for a scarce supply of relevant competences, and is located in rural areas – the ability to offer a work environment dominated by foresight, development and employee care is crucial to the business. Supplier assessment for labour practices is material to Boliden's ambition to be the first sustainable link in the metal's value chain. In addition to indicator reporting, please see Annual Report pp. 41–43 to learn more about how Boliden manages, follows up and monitors performance within these aspects.

Social performance

ACCIDENTS



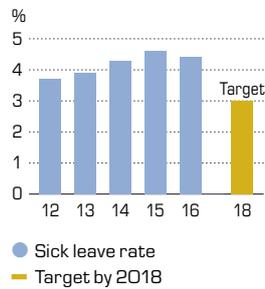
Results 2016

The number of accidents leading to absence from work (LTI) decreased in 2016 from 8.9 to 7.9 per million hours worked. The proactive safety work has intensified during the year. The LTI frequency has also decreased substantially amongst Boliden's contractors.

Comments

Boliden's target is to have zero accidents resulting in absence from work every month by 2018. In 2015 and 2016, Boliden developed proactive measures to improve the control of the business. Examples include the number of risk assessments, the number of security surveys, and participation in safety inspections by leaders. The aim for Boliden is to put preventive measures in place. See indicator LA6 for information of lost day rate and LTI per country.

SICK LEAVE



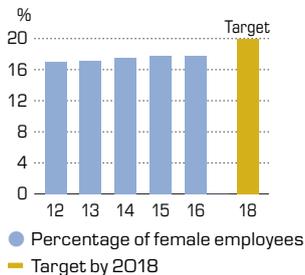
Results 2016

The sick leave rate decreased from 4.6% to 4.4% in 2016. The focus has been on increasing managers' involvement in the prevention and rehabilitation of ill health during the year.

Comments

Boliden's target is to reach 3.0% by the end of 2018. Boliden works actively with rehabilitation and alternative work in order to reduce both short- and long-term absence. See indicator LA6 for disclosure per country.

GENDER EQUALITY



Results 2016

The number of female Boliden employees (FTE) was 976 (867), resulting in an unchanged share of 17.8% (17.8) of employees. Women accounted for 17% (22) of new recruits during the year.

Comments

When the goal of 20% women in Boliden by year 2018 was set, a calculation was made that every third (33%) of all new employees should be a woman. In the GRI report, when using the method of headcount by 31 December 2016, women accounted for 17.8% (18.4) of the total workforce.

Material Aspect: Employment

Aspect Specific DMA

Boliden considers the ability to recruit, develop and retain competent employees as a prerequisite for its success. It is important to achieve a balance between the company's capabilities and commitments. This means having the right skills in the right place, at the right time.

The company's talent pool, and the skills and knowledge possessed by Boliden's employees are vital if Boliden is to achieve its strategic and operational objectives. The employees are the best ambassadors when it comes to attracting new employees to join the company. In the 2016 My Opinion employee survey, 72% (75) of the total number of respondents stated that they would recommend Boliden as an employer.

In 2016, the work continued with implementing activities based on the Boliden Group employer branding strategy which was introduced in 2015. The purpose with that strategy is to further enhancing Boliden's efforts to attract, retain and develop our employees.

LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region

Boliden aims to have a diverse workforce in all of its operations. Boliden has instituted a policy, with the aim of reaching its goal of female employees constituting 20% of the total workforce by 2018, stating that at least one third of all new employees should be female.

Total number and rate of new permanent employee hires by age group, gender and country

	2014		2015		2016	
	Number	%	Number	%	Number	%
Group Total	242	5	281	6	515	9
<30 years	84	35	115	41	202	39
30-50 years	135	56	146	52	237	46
>50 years	23	9	20	7	76	15
Men	172	71	219	78	429	83
Women	70	29	62	22	86	17
Sweden	188	78	241	86	270	52
Norway	17	7	9	3	24	5
Finland	36	14	31	11	213	41
Ireland	0	0	0	0	7	1
Other countries	1	0.4	0	0	1	0.2

Total number and rate of employee turnover by age group, gender and country

	2014		2015		2016	
	Number	%	Number	%	Number	%
Group Total	261	5	210	4	324	6
<30 years	29	11	10	5	64	20
30-50 years	62	24	51	24	93	29
>50 years	169	65	149	71	167	52
Men	227	87	177	84	273	84
Women	33	13	33	16	51	16
Sweden	138	5	131	4	147	5
Norway	19	7	8	3	26	8
Finland	51	5	45	5	126	8
Ireland	53	9	26	5	24	4
Other countries	0	0	0	0	1	8

LA2 Benefits provided to full-time employees by significant locations of operation

Boliden offers a comprehensive and competitive package of market-rate salaries, benefits and bonuses.

Profit sharing programme

The profit-sharing programme for all employees, was introduced in 2007. Small changes in the programme were made 2015, which means that, from now on, a profit share is payable when the return on capital employed reaches 8%(10). The maximum profit share of SEK 30,000/full-time employee (25,000) is payable when the return on capital employed reaches 18%(20). In 2016,

the return on capital employed was 15% (10) and the amount the programme will receive for 2016 is yet to be decided.

Significant locations of operations

While the benefits offered by Boliden are similar at all Boliden operations, they are not identical due to legislative differences between the different countries. Some examples of these differences are parental leave, parental pay and opportunities for working shorter hours during the early childhood years. In Sweden, Ireland and Norway, for example, Boliden provides compensation for employees on parental leave as a complement to the compensation from the social security systems in these countries.

In Finland, all compensation for employees on parental leave is paid exclusively by the social security system.

Below is a description of the benefits offered to our employees by significant locations of operations, defined as the countries where we have our production facilities.

Finland

Boliden's employees in Finland have valid contracts of employment regulating their salaries and other general working conditions. Furthermore, all employees, including temporary workers and those working part time, receive benefits in addition to those included in the collective agreements and individual employment contracts. The benefits are health care, employers' liability insurance (statutory), travel insurance (only for working trips), leisure time accident insurance, sports insurance (in special cases), insurance against treatment injury (statutory), group life assurance (statutory), employment pension insurance (statutory), workmen's compensation insurance, maternity/paternity leave. All employees benefit from the various leisure and healthcare activities provided by the company.

Ireland

Boliden's employees in Ireland are paid salaries, allowances as well as shift premiums as outlined in collective agreements and/or individual employment contracts. Employees are, furthermore, entitled to the following benefits: life assurance, health insurance (subsidised or fully paid), access to company healthcare, disability cover (white-collar employees only), pension, bonuses, retirement provision, maternity/paternity leave, annual leave and public holidays, and the reimbursement of travel and other work-related expenses.

These benefits are provided to all full-time and part-time employees (sometimes proportionately) as well as to employees who are on a fixed term contract. Summer students and temporary employees on very short-term contracts, however, are not entitled to all of the above benefits.

Norway

Boliden's employees in Norway have valid contracts of employment regulating their salaries and other general working conditions. Employees are, furthermore, entitled to the follow-

ing benefits: life assurance, travel insurance (official company journeys), health insurance (fully paid), disability cover, defined contribution of five or eight per cent from base salary, and a defined benefit of 70% (incl. state pension) of salary between 62 and 67 years of age, optional loans for consumer goods (max. NOK 30,000), maternity/paternity leave (10% paid by company), annual leave and public holidays, and reimbursement of travel and other related expenses.

The benefits do not differ between full-time and part-time employees. Temporary workers, however, are not entitled to consumer goods loans (max. NOK 30,000) or to company pensions. Temporary workers on short-term contracts (e.g. summer students) are only entitled to life assurance, travel insurance (official company journeys) and disability cover.

Sweden

Boliden's employees in Sweden have valid contracts of employment regulating their salaries and other general working conditions.

All employees, including temporary workers and part-time workers, also have benefits in addition to those included in the collective agreements and individual employment contracts. All permanent employees in Sweden (including part-time workers) are entitled to the following benefits: life assurance, health insurance and disability/invalidity coverage, healthcare fund, dental care, parental leave agreements, retirement provision, company profit-sharing scheme and company bonus schemes. All employees are, furthermore, included in the various leisure and healthcare activities arranged at the different units.

Temporary workers receive the following benefits: life assurance, health assurance and disability/invalidity coverage. The level of all these benefits is higher than that stipulated in national legislation.

In 2016, all white-collar employees in Sweden were offered counselling regarding their pensions and insurance policies. The offer includes a counselling session with an independent external insurance advisor at a cost of SEK 2,000 paid by the employee through a gross salary deduction. The counselling addresses the employee's individual needs, preferences and family situation. In addition, Boliden offers one free counselling session before retirement to all white-collar employees in Sweden.

Material Aspect: Labour/Management Relations

LA4 Minimum notice periods regarding operational changes

Minimum notice periods, as required by labour legislation, are always adhered to by all of Boliden's operations. In general, notice periods for significant operational changes are as long as possible, and consultation with employees and relevant parties commence as soon as possible. National legislation and collective agreements set the framework and regulations for how information-sharing and negotiations are to be carried out in connection with operational and organisational changes.

A notice period can vary from weeks to months, depending on the project or proposals, and the urgency with which the required changes must be made. The trade union representatives are continuously updated about the development of the company's

operations and informed before any decisions about significant changes in its operations are made. Where significant changes in company operations are necessary, employees and/or their union representatives are involved in the process from an early stage. Below is a description of the minimum notice periods for operational changes or termination of employments in the countries where we have our production facilities.

Finland

National legislation mandates that negotiations with the unions take place before the termination of employees' contracts. The trade union representatives must also be given written information about the reasons for layoffs, the number of people that

might be affected, and to whom the collective agreement is applicable.

If more than ten employees are at risk of being laid off temporarily, the employment authorities must be informed. The minimum negotiation period is six weeks for permanent layoffs or temporary layoffs (more than 90 days). The minimum negotiation period is 14 days in cases of employees being laid off temporarily for not more than 90 days. Notice periods at an individual level are regulated in the collective agreements.

Ireland

Labour legislation states that minimum notice periods for ending employment depend on length of service, and/or shall be written into employment contracts. Minimum notice periods for other issues are not written into collective agreements, but are included in labour legislation.

Norway

The notice period is always related to employment status and ranges from 14 days for new employees on six months' probation to a notice period of six calendar months for permanent employees with a length of service in excess of ten years and aged 60+.

Sweden

National legislation mandates that the company and the unions must conduct negotiations before significant changes in the operations are decided upon and before employee layoffs can be performed. The trade unions must also be given written infor-

mation about the reasons for layoffs, the number of people that might be affected and which collective agreements are applicable. If more than five employees are at risk of being subject to layoffs, the regional employment office must be informed. When larger numbers of employees are involved in the potential layoffs, the notice timeframes range from two to six months.

MM4 Number of strikes and lockouts exceeding one week's duration, by country

During 2016 Boliden did not experience any strikes or lockouts exceeding one week's duration. Boliden enjoys good relations with the different unions and there is, from Boliden's perspective, a mutual trust. Boliden supports active cooperation between employers and employees and their respective representatives in every area of shared interest. For a number of years now, the Group has had an agreement with trade union organisations with regard to union-related cooperation at all levels within the Group.

The employees have three representatives on Boliden's Board of Directors. Boliden also has a Works Council comprising employee representatives from all of the countries in which Boliden operates. At local level, employee representatives/union representatives sit on a number of different councils relating to employee management, production planning, health and safety etc.

The frequency of dialogue ensures a constant flow of relevant information, enabling the unions to understand how Boliden is performing and promoting a two-way dialogue on strategic matters.

Material Aspect: Occupational Health and Safety

Aspect Specific DMA

The number of lost time injuries has, in total, decreased compared to 2015. This is due to substantial improvements amongst Boliden's contractors. The corresponding number for Boliden's own personnel has changed for the worse. The general tendencies are good, but some units have a negative development. Leadership commitment and preventive risk management are key areas to improve the performance.

Since contractors are an important part of Boliden's total safety performance, and the LTI frequency still is comparably high, special attention has continued to be directed to this group. Boliden has declared that contracts will be terminated if suppliers do not meet the safety requirements.

The sick leave rate decreased in 2016. The focus has been on increasing managers' involvement in the prevention and rehabilitation of ill health during the year. Boliden is reviewing both its rehabilitation work and the potential for finding alternative work that can be performed by employees that are partly injured or have temporarily impaired health. Short- and long-term absence has been monitored, as of 2015, in order to identify the reasons for variations in sick leave between operations. Every operation has an activity programme designed to promote employees' health.

Boliden's systematic health and wellness work is based on prevention as well as rehabilitation. A large number of the preventative activities managed by the units focus on identifying lifestyle

and environmental factors that may have a negative impact on the level of diseases for some employees.

Employees are encouraged to keep fit and to participate in various sporting activities. Anti-smoking and healthy-eating campaigns are carried out on an ongoing basis.

LA5 Representation on health and safety committees

Boliden has health and safety committees at all workplaces where more than fifty employees are working on a regular basis. More than 95% of the workforce is represented by the health and safety committees.

The health and safety committees identify potential hazards, evaluate these potential hazards, recommend corrective actions, and follow up on implemented recommendations. The health and safety committees hold regular meetings and carry out workplace inspections.

The committee members are also available to receive worker concerns and recommendations, to discuss problems, and to provide input into existing and proposed health and safety programmes.

All units have procedures for risk assessments, incident reporting and safety inspections. Boliden also promotes initiatives designed to involve employees on a more informal basis by encouraging them to submit suggestions for health and safety improvements.

LA6 Injuries, occupational diseases, and work-related fatalities

Boliden has a zero-harm philosophy with regards to accidents at work. The goal for each unit is zero accidents every month. Low absentee rates and low injury rates can generally be linked to positive trends in staff morale and productivity.

Boliden has a responsibility to create structures, procedures and other conditions for a safe working environment. Equipment, instructions, risk assessments, incident reporting, safety audits and inspections all help safeguard the individual's safety. Boliden continuously invests in safer machinery and equipment. All operations also regularly provide safety training for all employees (the term employee also includes, here, any form of supervised worker who is not a contractor) according to a fixed schedule, with a view to improving knowledge and awareness and to providing constant reminders of the importance of working safely.

Whatever the efforts that are put into systems and techniques, however, they will not be sufficient without decisive action on the part of each individual in the form of his or her own behaviour. Every individual must take responsibility and devote time to considering and following the routines essential to accident avoidance. The principle of "safety first at all times" must be clearly established in every employee's mind.

In 2016, 61 (54) accidents resulting in absence from work were reported at Boliden's units by Boliden employees. The number of accidents resulting in absence from work, including contractors, was 106 (106). The number of work days (number of calendar days prior to 2016) of absence due to accidents among Boliden's employees was 1,557 (1,187), an average of 34 (29) days per accident.

The number of reported occupational diseases or data on absenteeism connected to occupational diseases is not included in our reporting since it can take several years before a reported occupational disease is finally accepted or not accepted as an occupational disease by the authorities. The absence is however included in the ordinary sick leave percentage.

LTI Frequency¹⁾ Boliden employees

	2014	2015	2016
Sweden	5.0	8.0	7.3
Norway	10.1	2.0	5.4
Finland	6.7	4.4	8.1
Ireland	6.3	5.7	1.9
Group	5.8	6.6	6.7

LTI Frequency¹⁾ Boliden contractors

	2014	2015	2016
Sweden	13.6	14.8	11.3
Norway	0.0	5.3	8.1
Finland	14.0	16.0	11.7
Ireland	6.4	11.3	0.0
Group	12.6	14.4	10.3

LTI Frequency¹⁾ employees and contractors

	2014	2015	2016
Sweden	7.8	10.1	8.5
Norway	8.2	2.9	6.3
Finland	9.0	8.6	9.5
Ireland	6.3	6.8	1.4
Group	7.9	8.9	7.9

Lost day rate²⁾ Boliden employees

Lost days due to injury per 200,000 working hours

Calendar days	2014	2015	2016
Sweden	27	28	20
Norway	29	4	24
Finland	8	5	37
Ireland	128	84	105
Group	37	29	34

Sick leave rate³⁾ Boliden employees

Percentage	2014	2015	2016
Sweden	4.2	4.4	4.5
Norway	4.5	6.8	4.7
Finland	4.8	4.4	4.5
Ireland	3.8	4.3	3.4
Group	4.3	4.6	4.4

¹⁾ The LTI frequency is calculated per one million working hours and includes all injuries that have caused one day's absence or more from work after the day of the injury. To calculate the injury rate (IR) according to GRI, divide the LTI frequency stated above by five.

²⁾ Reported as work days starting 2016. The number of days' absence for contractors is not reported as there is no data available in which lost days are related to work at Boliden's operating sites and/or on behalf of Boliden.

³⁾ The sick leave rate is the total number of hours' absence due to injury or disease divided by the total number of scheduled working hours.

Boliden registers accidents and LTI frequency for contractors working on-site, but currently lacks the ability to monitor the lost day rate and sick leave for contractors working for several clients (other than Boliden).

Work-related fatalities are very rare within Boliden. However in December 2016 a fatal accident occurred in connection with Boliden's operations. During a transportation of sulphuric acid between Harjavalta and Kokkola, a vehicle driving in the opposite direction crossed the median and drove into oncoming traffic, where it crashed into a truck contracted by Boliden.

Work-related fatalities employees and contractors

	2014	2015	2016
Employees	0	0	0
Contractors	0	0	1
Total	0	0	1

LA7 Workers with high incidence or high risk of diseases related to their occupation

Some parts of Boliden's workplaces involve a risk of exposure to lead. Occupational exposure can cause lead poisoning, and long term exposure at lower concentrations can also cause damage to the human body. Chronic poisoning usually presents itself with different types of symptoms, such as anaemia, neurological and kidney

damage. Illness is preventable by avoiding exposure to lead.

Workplaces are regularly checked with regard to exposure, ergonomics, air quality, noise and vibrations as part of Boliden's occupational hygiene monitoring programmes. The results are analysed, actions taken when called for, and reported to the authorities.

Employees are screened regularly via the occupational health services provided at the workplace to ensure that each individual is fit to perform his or her assigned duties. Any sign of illness that could be associated with work is documented and reported.

LA8 Health and safety topics covered in formal agreements with trade unions

Formal agreements with trade unions cover health and safety aspects to some extent, one example being the Swedish SAM committee. Health and safety aspects are, however, mainly covered by national legislation.

Boliden provides free personal protection equipment at all sites and requires its use in accordance with the work procedures that were established, based on the risk assessments carried out before any work is commenced.

There are joint management/employee health and safety committees on each site, and it is mandatory for safety represent-

atives to participate in health and safety inspections, audits, and accident investigations.

All sites provide training in accordance with a training matrix that defines the mandatory training for each position. The training each person has received is documented in the HR system. The training records serve as a basis for promotion, further training and/or repetition.

Every employee not only has the right, but also the duty to stop any work that is considered to be unsafe. If a hazardous condition is discovered, every employee not only has the right, but the duty to report this via Boliden's deviation system. All near misses, incidents and accidents are reported via this system and followed up systematically. If a serious deviation occurs, all employees have access to a whistleblower function, where they can file an anonymous report.

Safety inspections are carried out according to schedule at each site. Furthermore, unannounced safety inspections are carried out in conjunction with maintenance work and projects, or for no particular reason at all. Managers, safety coordinators and safety representatives are amongst those who participate in the safety inspections. Group management take part in Group Safety Walks at least once a year, whereby all operational sites are visited and safety issues are discussed with workers on site.

Material Aspect: Training and Education

LA9 Average hours of training per employee by gender and by employee category

Keeping all employees updated with regard to technological, functional and leadership skills is essential to Boliden's performance. Every employee should be able to influence his or her own development and Boliden should provide resources and opportunities to make sure that employees have the right skills to perform their job tasks in a safe and efficient way at all times. Boliden's approach is to facilitate skills development during regular working hours. The responsibility for the organisation of and following up on the "on the job" training lies with the line management. Boliden has not set average number of hours of training targets for different job categories – it is the individual needs that determine the methods and quantity of the training activities. The average number of training hours for different employee categories on Group level was measured for the first time in 2014

Average hours of training per employee by gender and by employer category

Category	2014	2015	2016
Men	16.8	15.1	16.5
Women	16.2	16.3	15.5
White-collar	18.7	22.4	20.1
Blue-collar	15.7	11.8	14.4
Total	16.7	15.3	16.3

LA10 Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings

Boliden runs several training programmes. While the work with skills management is coordinated across the whole Group, much

of the responsibility is local, as each unit has knowledge of its own specific needs and circumstances.

All new employees receive introductory and orientation training in their new workplace, following a structured procedure and checklist that is signed off by the employee. All employees also receive the necessary training to enable them to perform their duties in a safe, efficient and competent manner. This applies to all blue-collar and white-collar employees, in all categories and at all levels in the organisation.

Training measures are usually conducted locally in order to optimise the way in which they are controlled and customised in line with the needs of the unit in question. The training activities include an on-going traditional leadership development programme for first-line managers, focusing on leadership and employee development. A number of statutory training measures are also provided, along with training in representing the employer on legal, labour law and human resources issues, and on ethical concerns.

Boliden provides opportunities for all employees to develop as individuals and professionals. All employees have an individual development plan, agreed upon together with their manager. It is also important that all employees get the opportunity to obtain an overview of the Group's operations and to understand how the value chain is formed. Training courses and study visits are, therefore, arranged within both our business areas.

Ongoing Group-wide programmes and initiatives include: The Boliden Academy, which offers – programmes for Young Professionals, Women at Work, High Potentials, Middle Management and the Top 100 Management Team. Management Reviews and Succession Planning processes – further enhance our skills management programmes.

Talent Forum sessions have been conducted in 2016. The Talent Forums were introduced in 2013 and are a new form of

systematic and structured review of all Top 100 Managers and those who report directly to them, and focus on their future career and competence development.

Internal applicants are given priority for vacant positions, provided that they have the necessary qualifications. The training programmes provided within Boliden therefore facilitate continued employability within Boliden making it possible for the employees to take on different roles and positions within the company. As stated in Boliden's redundancy policy, workforce reorganisation, downsizing and redundancies must be handled carefully and in the proper, ethical manner. Care and concern must be shown for individual employees and efforts must be made to provide effective assistance to those affected. The support provided to employees leaving the company depends therefore on their individual needs. Employees retiring from the company can obtain support with and advice regarding financial planning to make the transition to civilian life easier.

LA11 Percentage of employees receiving a regular performance appraisal and career development review, by gender and by employee category

Boliden's target is for 100% of its employees to receive an annual performance appraisal and career development review.

Boliden has a competence and personnel planning tool in order to attract new qualified personnel, to develop and integrate new personnel, and to develop and retain those currently employed. The tool is used across the Group to improve the development of performance management, competence planning and succession planning. One of the purposes of the tool are to improve the quality of follow up work on the development reviews and to expand the potential for such work, as the tool enables managers and employees to document development reviews and to follow up on goals and development plans, and also highlights their competence and expresses their desire to advance.

In 2014, a recruitment module was introduced in the tool. It provides managers with support for compiling recruitment profiles, ranking applicants by qualification, documenting interviews, compiling assessments and ensuring that every new employee is given a good introduction.

As of 2016, the system is used for performance reviews for all white-collar employees in the Boliden Group, a total of approximately 1,900 users. The system is not used for the Performance reviews carried out for blue-collar employees.

Percentage of employees receiving regular performance and career development reviews by gender and employee category

	2014	2015	2016
Group Total	72	79	77
Men	70	76	76
Women	83	92	83
Blue-collar	65	71	72
White-collar	86	96	76

New Identity an Access Management system

In 2016, a project started with the aim of introducing an Identity and Access Management System for the Boliden Group. The project addresses the problem of the lack of a common global HR data system. People and organisational data are currently managed in four separate and national pay-roll systems. The work will commence in 2017 with the aim of fully implementing the new system. The benefits of an Identity and Access Management System should enable a common way of working with the maintenance of HR master data to ensure information availability and quality, as well as to simplify the administration of HR-related data.

Material Aspect: Diversity and Equal Opportunity

LA12 Composition of governance bodies

Percentage of individuals within the organisation's governance bodies in the diversity categories gender and age group

	2014			2015			2016		
	Board of Directors	Group Management	Supervisors	Board of Directors	Group Management	Supervisors	Board of Directors	Group Management	Supervisors
Total number	11	5	500	11	5	491	11	5	503
Women %	27	20	15	36	20	15	36	20	16
Men %	73	80	85	64	80	85	64	80	84
<30 years %	0	0	3	0	0	3	0	0	5
30-50 years %	9	40	55	9	40	55	9	40	58
>50 years %	91	60	42	91	60	42	91	60	37

Percentage of total number of employees per employee category and diversity categories gender and age

Employees	2014	2015	2016
Total number	5,052	5,142	5,719
Blue-collar %	68	67	67
White-collar %	32	33	33
Women %	18	18	18
Men %	82	82	82
<30 years %	14	15	15
30–50 years %	50	49	51
>50 years %	36	36	34

Diversity contributes to dynamism, creativity and ultimately better results. Boliden strives to have employees with different backgrounds, ages and experience. Boliden does have employees who comes from minority groups, but does not register this out of concern for individual privacy.

Material Aspect: Supplier Assessment for Labour Practices

Aspect Specific DMA

Labour standards are a vital part of Boliden's Corporate Business Principles, and therefore also a crucial part of the supplier assessment. The business areas and group functions have different systems in place – based on different needs – to comply with the corporate requirement for supplier assessments.

LA14 Percentage of new suppliers that were screened using labour practices criteria

Boliden cannot currently disclose this information. A new system for supplier screening is being implemented, which means that the information will be presented from 2017 onwards.

Reason for omission: Data is unavailable

Material Aspect: Labour Practices Grievance Mechanisms

Aspect Specific DMA

Effective grievance mechanisms play an important role in remediate impacts for labour practices. All Boliden employees can file grievances via Managers, HR functions or union representatives. Anonymous grievances can also be filed via Boliden's whistleblower function, which can be accessed by all employees via the intranet, ensuring that they are protected against any form of reprisals. Any grievances filed via these channels are to be dealt with swiftly and according to standardised procedures.

LA16 Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms

Boliden's social responsibility includes ensuring safe and fair working conditions for our employees and at our business partners. Employees and other stakeholders are welcome to contact either the local managers or any of the company functions by a variety of channels, e.g. phone, e-mail and written correspondence.

At year-end 2016, 24 formal grievances about Labour practice grievances related to Boliden employees were filed. 14 of them were reported via the whistleblower function. All 24 grievances were addressed and 6 cases were resolved during the reporting period.