



Stakeholder engagement matrix

Key stakeholders in 2015 ¹	Reason for engagement	Key engagement activities in 2015	What's next?
Employees	Employees are the bedrock of our business, therefore open and honest dialogue is crucial. Alongside day-to-day management contact, we engage in discussions and feedback about our values and culture – as expressed in The Mondi Way. Informal channels of communication and formal surveys give our employees a voice and allow us to understand their concerns and improve our performance, particularly around working conditions.	90% of Mondi's employees took part in the 2015 Group-wide survey (2013: 89%). Results showed that there have been positive developments across all categories. Safety and integrity were clear highlights and measures of engagement also improved. Please refer to page 46 for a more detailed overview of the issues raised in the employee survey. Making a Difference Day (MADD) was celebrated across the Group in May 2015. The focus was two-fold – waste reduction and safe working behaviour around mobile plant as well as moving and rotating equipment (see page 46).	Respond to the results of our November 2015 employee survey. MADD is an annual event across the Group.
Local communities	We work with urban and rural communities in and around our operations, so it's vital that we understand and respect their concerns. It makes good business sense to contribute to the long-term stability of these communities. We measure the success of our engagement through a formal socioeconomic assessment toolbox (SEAT) process, alongside annual community engagement plans (CEPs).	We carried out two SEAT reviews in July and October 2015; one in our Syktyvkar logging operation (Russia) and the other at our Merebank mill (South Africa). We produce annual CEPs for our largest pulp and paper mills and all forestry operations. Page 56 in the report provides a summary of the issues raised in the SEAT assessments. In 2015, we established a Social Sustainability Network to share and learn from best practice. Mondi Zimele (South Africa) provides small business loans, start-up capital and business development expertise to forest enterprises (see page 59). Mondi Syktyvkar invests in regional social infrastructure and the development of local enterprises (see page 59 for more).	Streamline our engagement processes and agree common frameworks for reporting and monitoring. Revisit our social action areas in line with our 2020 commitments. Our Merebank mill and Syktyvkar forestry SEATs will be published in 2016. We plan further SEAT reviews in 2016.
Suppliers and contractors	Collaboration with our suppliers and contractors is essential to deliver innovative, sustainable packaging solutions. It is important that contractors who work on our sites understand and accept our safety standards and way of working.	See pages 68 and 51 for information on engagement with suppliers and contractors. Together with external stakeholders, including World Business Council for Sustainable Development (WBCSD), we engaged with certification systems such as the Forest Stewardship Council® (FSC®), and the Programme for the Endorsement of Forest Certification (PEFC™) to encourage practical improvements to independent certification systems that will drive sustainable forestry practices and secure long-term wood fibre supplies. We are collaborating with shipping companies to develop a science-based methodology for scope 3 GHG emissions reduction targets. We conduct regular assessments of key fibre and non-fibre suppliers, working with local procurement teams to evaluate the quality of service and reliability of supply, as well as environmental and social practices.	Ongoing supplier and contractor engagement. Extend our supplier evaluation and assessment programme. We will formally request information on each supplier's sustainability performance to ensure that they are compliant with our Supplier Code of Conduct and key business practices. Promote the further development of credible forest and Chain-of-Custody certification that effectively and efficiently includes small and medium enterprises (SMEs) and community suppliers.
Customers	Collaboration with our customers is important to help us deliver innovative, sustainable packaging solutions.	WWF has supported us in further integrating environmental and social criteria in our Green Range and increasing customer awareness about responsible products. In 2015, we hosted a seminar, 'From Fibre to Corrugated Board', attended by over 300 customers at our Świecie mill. Customer surveys were carried out at our Packaging Paper and Fibre Packaging divisions, demonstrating good progress across all areas. Focus areas identified from the Packaging Paper survey are on improving our production planning and delivery, and ensuring that our products continue to meet the sustainability criteria. Fibre Packaging's production network improvement initiatives, focused on product quality and service delivery, are intended to address those areas their customers identified as priorities to them.	Our businesses will continue to conduct customer-focused events and customer surveys which will include sustainability challenges and opportunities.
Shareholder and investor community	An active dialogue with our shareholder and investor community allows us to explain our strategy and financial results and understand their expectations. Indices help investors to assess companies across sectors. They also provide us with benchmarks against which we can measure our sustainability performance.	In 2015, we maintained our membership of FTSE4Good and JSE Socially Responsible Investment indices. We were also included in the Ethibel Sustainability Index. We engage with our shareholders and investors through the AGM, results presentations, regular road shows, a Capital Markets Day and direct responses. Our second Capital Markets Day was held in London on 3 November 2015 to give investors and analysts further insight into our business, growth strategy and capital expenditure programme (see www.mondigroup.com/cmd for presentations and video recordings of all sessions).	We will continue to engage with our investors and remain open to discussion and questions.

¹ We engage regularly with these stakeholder groups, the frequency of which is determined by the requirements of the project schedules, scope and/or partnership agreements.



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National and local governments	We engage with national and local governments working together with local operations teams to share our intentions and understand their concerns and priorities and find mutually beneficial solutions.	Mondi Syktyvkar has worked closely with the Komi Republic government since 2010 to establish the Komi Forest Academy. It provides training for employees and supports forestry curricula in colleges and universities (see page 58). Our Network of School Foresters has trained 647 students to date. In South Africa, we work in partnership with local NGOs and the Department of Health to operate our mobile health clinics (see page 59). We work with the South African government to settle forestry land claims and with the Mpumalanga Provincial government on the Mkhondo development project. Please refer to page 57 for further information on how we are working with the South African government to address the issue of land reform in South Africa.	Through regular engagement and established CEPs we will continue to work with government institutions to address mutual topics and help drive development and support livelihoods in the communities where we operate.

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Collaborative platforms and initiatives	Reason for engagement	Key engagement activities in 2015	What's next?
United Nations Global Compact (UNGC)	To reinforce socially responsible business practices on a global basis. Demonstrate our commitment to universal principles in the areas of human rights, employment, environment and anti-corruption.	In August 2015, we submitted our sixth CoP and met the minimum requirements for an Advanced Level of reporting. We were also selected for inclusion in the UNGC 100 stock index and signed the UNGC's CEO Water Mandate in 2015.	In addition to ongoing engagement, the UNGC Water Mandate requires us to report on our water impacts and performance in 2016.
World Business Council for Sustainable Development (WBCSD)	The WBCSD is a global, CEO-led organisation that coordinates a corporate response to sustainability challenges such as climate change. It operates programmes such as Action2020 and is a partner in Climate Savers. Mondi is a member, alongside 200 other global companies, including many of our key customers.	Mondi is a member of the Ecosystem Cluster and is represented by our CEO on the Cluster Board. As a member of WBCSD's Forest Solutions Group (FSG), we share our views and experience of sustainable forest management. In 2015, our Group head of sustainable development became co-chair of the Sustainable Value Chain and Procurement work stream. It published a paper on virgin and recycled fibre, plus information to support the WBCSD/WRI Sustainable Procurement Guide. We also remain a core member of the Ecosystem Cluster. We hosted an FSG meeting in South Africa after the World Forestry Congress in 2015.	The WBCSD Ecosystem Cluster along with the FSG and Water Groups will have important input to the development of the Natural Capital Protocol. We will continue to develop business solutions to forestry, manufacturing, ecosystem and landscape challenges. Our Group Head of SD will continue to co-chair the Sustainable Value Chain and Procurement work stream.
Confederation of European Paper Industries (CEPI)	Mondi is a member of CEPI, a Brussels-based organisation that champions the pulp and paper industry and the benefits of its products. CEPI speaks on behalf of more than 500 pulp, paper and board producing companies and 950 European paper mills.	Mondi's CEO for Europe & International (E&I) was appointed chair of CEPI in November 2015. Mondi's operations director for E&I is chair of the CEPI raw materials committee. A number of Mondi personnel hold positions on other CEPI committees. We support CEPI's calls for identification and possible removal of subsidies that encourage inefficient use of biomass and distort fair competition. We are part of the CEPI Environmental Footprint and Certification Network teams.	Continue to work with CEPI to address industry-related issues.
Paper Profile	A global, voluntary declaration scheme for presenting uniform environmental product information related to pulp and paper production enables the professional paper buyer to make well-informed product choices.	Mondi's Group environmental manager chaired the Paper Profile steering committee in 2015. Mondi also chaired the technical working group in 2015.	We will continue to actively support the Paper Profile steering committee and working group meetings.
Forestry South Africa (FSA) and the Paper Manufacturers Association of South Africa (PAMSA)	Both organisations engage stakeholders on legislation and critical industry issues such as research, land resettlement, skills development, environment, sustainability and recycling.	We are a member of the executive committee of PAMSA and a member of FSA. We supported FSA's participation in the World Forestry Congress in September 2015.	Continue to engage with FSA and PAMSA.
SAVE FOOD	SAVE FOOD aims to encourage dialogue on food waste across industry, academia, politics and civil society.	Mondi became a member of SAVE FOOD in 2013. We are helping to develop a wide range of innovative solutions to food packaging challenges, including closable bags, single-serve pouches, extrusion-coated barrier material and water-resistant containerboard.	Contribute further to SAVE FOOD's work, addressing food waste with our customers and supply chain partners.
CDP	CDP is a corporate transparency initiative. It plays an important role in disclosing high-quality, comparable data on company environmental performance to investors. The data covers climate change, water usage, forestry and supply chain.	In 2015, we disclosed on all metrics – climate change, water, forestry and supply chain. Mondi was included in the CDP FTSE 350 Climate Disclosure Leadership Index in 2015.	Continue to disclose information to CDP.



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NGOs	Reason for engagement	Key engagement activities in 2015	What's next?
Business in the Community (BITC)	BITC is a UK-based member-led charity that provides expert advice, benchmarking tools and networking opportunities for Mondi. It helps us to develop our social sustainability strategy and measure our performance.	In 2015 we continued our membership of BITC and strengthened our ties beyond cooperation at a Group level. We established our internal Social Sustainability Network, consisting of community and HR specialists from across the Group. In 2015, BITC joined the network and took part in our first event in the third quarter of 2015. BITC is an active network member and supports us with guidance documents, tools and frameworks, which we use to assess our social impact, engage our employees, invest in communities and evaluate our initiatives.	We will continue to work together with BITC on social and community projects, including impact assessments, employee volunteering for social projects, formalising our reporting approach and further strengthening the network
Forest Stewardship Council® (FSC®)	Since it was founded in 1993, the FSC has played a key role in promoting responsible forest management. Despite progress made, only 10% of the world's forests are currently certified and there isn't enough certified wood to meet demand. We are working closely with the FSC to address these challenges within the pulp and paper industry.	We have actively supported the FSC's new strategic plan, which promises to simplify the certification process and provide solutions for small forest owners and local communities, among others. Mondi Zimele, our business development arm, is currently working on an FSC study into our approach to working with smallholders and communities. The aim is to see if this approach could be applied more widely and even become the basis for an FSC certification standard for small growers.	Continue to actively support the FSC. Through the WBCSD and the TFD, we continue to work with the FSC and PEFC to adopt a simplified risk-based approach that facilitates SME and community participation in supplying certified wood and fibre.
WWF International	Our partnership with WWF allows us to share perspectives and experiences and leverage skills and influence from both networks. We also look for opportunities where we can address issues that are important to both Mondi and WWF.	The Mondi-WWF partnership continued in 2015. This global collaboration focuses on ecosystems, manufacturing and product stewardship and involves our forestry, pulp and paper mills and converting operations. Two key advocacy areas have been identified: certification and the cascading use of wood. We have held many productive meetings, shared our positions and developed projects and action plans. We continued to support the WWF-Mondi Wetlands Programme (WWF-MWP) and to expand this work at a landscape level. Obvious synergies between WWF-MWP and WWF's New Generation Plantations (NGP) have been realised and there has been close cooperation in promoting social learning and freshwater stewardship as part of a landscape approach within the global NGP and WWF networks. We commissioned a third party to prepare a Mondi/WWF paper on the cascading use of wood.	Continue with our existing work streams. Look at further ways to promote the cascading use of wood. Look at additional ways in which the WWF-Boreal Forest Platform (WWF-BFP) and the WWF-MWP may be further developed and/or adapted to other contexts.
WWF's New Generation Plantations (WWF NGP) platform	WWF's NGP platform aspires to an ideal form of plantations that contribute positively to people and nature. It promotes well-managed, inclusive and profitable plantations by sharing knowledge and experience.	As one of the founding participants, we've worked closely with WWF and other NGP participants to help promote WWF's NGP concept to wider audiences and expand the use of the concept to other forest types and agriculture. We supported WWF to develop and champion the WWF-BFP and in 2015, helped finance its launch in Moscow and the first field visit in north west Russia.	Mondi and WWF are exploring how the NGP concept and principles might be applied to include other forest types and agriculture. Continue to participate in and support the WWF-BFP. Continue to promote freshwater stewardship through a landscape approach.
WWF-Mondi Wetlands Programme (WWF-MWP)	Wetlands are an essential component of the freshwater ecosystem and important for wildlife, for people and for our business. These ecosystems are under increasing pressure, and in South Africa, where we own plantation forests and two mills, the demand for water is expected to outstrip supply by 2030.	With WWF-SA, we are promoting freshwater stewardship using a landscape approach that focuses on wetlands and freshwater. The WWF-MWP brings stakeholders together to tackle the challenges facing freshwater ecosystems in three catchments in South Africa that are important to us and the WWF-MWP partners. Using social learning tools and cooperating with WWF's NGP globally we are sharing best practice through the WWF network.	Continue to work with WWF in the Mondi-WWF partnership. WWF-MWP will support WWF-Chile in introducing the landscape approach. Continue to harness the synergies between the WWF-MWP and WWF's NGP to promote freshwater stewardship and responsible forestry practice.
The Forest Dialogue (TFD)	TFD is a WBCSD/World Bank initiative. It is a global multi-stakeholder process for dealing with contentious social and environmental issues in forestry. We are an active participant.	We contributed to TFD's scoping dialogue on intensively managed plantation forests and participated in TFD agenda items at the WBCSD.	Mondi will support the dialogues on intensively managed forests and landscape approaches.

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The High Conservation Value (HCV) Resource Network	The HCV Resource Network (HCVRN) works closely with the FSC, NGOs, IGOs (IUCN, World Bank, FOA, UNEP etc.) and companies to bring a consistent HCV approach across all land uses.	Mondi's Group natural resources manager is a co-chair of the HCVRN.	Mondi will continue to be an active member and co-chair of the HCVRN. A restructured network and new management committee will promote the HCV approach as a resource management tool for forestry and agriculture globally.
Silver Taiga	We work with local NGO, Silver Taiga in Russia, to develop best boreal practice for the Komi Republic and participate in shared projects with the WWF and the FSC.	Mondi has been the core sponsor of Silver Taiga's work since 2008 (see page 24). They provide us with technical support on a number of issues, including FSC certification, ecosystem classification, identification and protection of IFLs, ecosystem definitions for harvesting operations and the WWF-BFP.	Continue to support and fund specific Silver Taiga projects in north west Russia including IFLs, Mezen River, ecosystem classification and the WWF-BFP initiative.
Scientific institutes and universities	Reason for engagement	Key engagement activities in 2015	What's next?
Stellenbosch University	Mondi has supported research into the effective design and management of ecological networks that can make a significant contribution to biodiversity and ecosystem stewardship.	The Mondi Ecological Network Programme (MENP) at Stellenbosch University provided important supporting science and guidance on biodiversity conservation and planning. We continued working with Professor Michael Samways to further support the management of ecological networks in our plantation forests. We have expanded the scope to include a focus on biodiversity of freshwater ecosystems and soil.	Continue to support the MENP initiative and expand the scope to include biodiversity aspects of freshwater ecosystems and soil in production landscapes.
Cambridge Institute for Sustainability Leadership (CISL)	CISL Natural Capital Leadership Platform is a collection of large companies involved in the management of natural capital.	We joined the Natural Capital Leadership Platform from January 2015 and contributed to its publication 'Doing Business with Nature' (www.cisl.cam.ac.uk/publications/publication-pdfs/doing-business-with-nature.pdf). We have contributed to a number of meetings/workshops throughout the year.	Participate as a pilot tester for the Cambridge-IUCN consortium for the Natural Capital Protocol. Continue to cooperate on forest sector issues.
University of Pretoria	We work with the University of Pretoria to stay informed of the most recent scientific trends and developments related to tree breeding and control of pest and disease.	Our ongoing partnership with the University of Pretoria involved sponsoring the Mondi Chair for Plant Pathology. This focuses on the increasing incidence of pests and disease in our plantations, in particular practical measures to manage the Sirex and Chalcid wasps, which damage pine and eucalyptus, respectively.	Continue to partner with the University of Pretoria's world-renowned Forestry and Agricultural Biotechnology Institute (FABI). Our interest will remain Future Forests and Food alongside the health and development of plants and their products.
University of KwaZulu-Natal (UKZN)	We work with UKZN on the Two Streams catchment project located on our land and sponsor part of the research.	Mondi is a patron of the Institute of Commercial Forestry Research (ICFR), based in Pietermaritzburg. The institute conducts applied research for the forest sector in South Africa. Two Streams catchment has reached the closing stage of the acacia phase. Preparations for setting up the science to capture the harvesting of the acacia crop, an appropriate fallow period and the replanting to eucalyptus are under way. In 2015, we embarked on a new project with soil and water specialists who will be using 50 years of rainfall-runoff data.	Continue to support the ICFR. Continue to support the Two Streams catchment project. Preparations to link the monitoring outputs from the project into a national system managed by South African Environmental Observation Network. Test the feasibility of using Mondi's detailed soil data with the 50-year rainfall-runoff data.
Vienna University of Economics and Business	Together with the Vienna University of Economics and Business, other research institutions, civil society organisations and companies, we are participating in the testing of sustainability tools to measure and manage impacts on global development.	In 2015, we joined Global Value, one of the largest EU-funded research projects to date, which addresses the measurement and management of business impacts on global sustainable development. We are working with the Vienna University of Economics and Business to develop a framework and online tool to help multinational companies to understand their impacts and improve their management. The work will also support the policy community in engaging the private sector on global development efforts.	Continue to actively support Global Value and the Vienna University of Economics and Business.