

Our response

Growing responsibly

The sustainability challenges we face as a business and as a society are ever changing and increasingly complex. To support our long-term strategy and deliver our local priorities, we rely on a robust framework which builds on what we've learned and achieved to address current and future risks and opportunities in a holistic and inclusive way. This helps us to grow responsibly and create value for our stakeholders long into the future.



Although growing responsibly has long been part of our philosophy, our Growing Responsibly model was officially launched in our 2015 report. As one of our strategic value drivers, it provides a framework to demonstrate, monitor and improve the way sustainability is embedded in everything we do across our businesses and throughout the value chain.

Our previous commitment period (2011-2015) delivered significant sustainability progress for our business – from reducing our climate impact, emissions and waste to promoting responsible forestry; developing collaborative relationships critical to our success; and developing a culture of safety and of zero harm. Now we're building on that strong foundation for 2020 and beyond.

The Growing Responsibly model includes 16 clearly defined 2020 commitments across 10 action areas (excluding our climate commitment which runs to 2030). It demonstrates that our thinking is aligned with international initiatives such as the UN SDGs which will drive collective action at a global level until 2030.

We continued to engage with our businesses and leadership throughout 2016 to further strengthen the model and its integration across the business. Our goal is to fine tune and advance the commitment metrics (particularly where no externally established, credible metrics are available) and make sure they are appropriate and measurable. Read about our progress to this end on [page 78](#).

In our 2015 report, we demonstrated some of the links our action areas have to the 17 UN SDGs. This year, we have focused on our strongest links to the UN SDGs and their respective targets.

Our response

Our Growing Responsibly model

10 action areas:

Employee and contractor safety

Our goal is zero harm to employees and contractors, and a safe and healthy workplace. Overall, our safety performance has improved steadily over the past five years and we're among the leaders in our industry¹.

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A skilled and committed workforce

We're developing a culture that aims to inspire, engage and develop all our people to reach their full potential, while ensuring our business can continue to grow and succeed.

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Fairness and diversity in the workplace

The diversity of our workforce is one of our greatest strengths. We promote fair working conditions for a better, more diverse workplace.

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Sustainable fibre

We're promoting positive change to support credible certification systems that will meet increasing demand for sustainable fibre. We also manage our own forests sustainably.

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Climate change

We consider climate change in our business decisions through sound investments to improve energy efficiency and responsible procurement of wood and fibre. Our sustainably managed forests also play an important role in storing carbon.

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Constrained resources and environmental impacts

Our focus on operational excellence drives efficiency improvements to ensure responsible use of water, reduction of waste and emissions, the cascading use of wood and development of resource-efficient products.

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Biodiversity and ecosystems

We promote ecosystem stewardship to sustain services that our businesses and communities rely on through sharing best practices and continued, long-term collaboration with our stakeholders.

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Supplier conduct and responsible procurement

We're taking steps to encourage greater transparency and promote fair working conditions by developing a responsible, inclusive and sustainable supply chain.

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Relationships with communities

We aim to enhance our social value to communities through effective stakeholder engagement and meaningful social investments, using global frameworks that enable us to address local priorities.

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Solutions that create value for our customers

We encourage sustainable, responsibly manufactured products and closer collaboration with our customers and partners.

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16 commitments², by 2020³:

→ Avoid work-related employee and contractor fatalities
→ Prevent life-altering employee and contractor injuries
→ Reduce TRCR by 5% compared to 2015 baseline, including new acquisitions

→ Engage with our people to create a better workplace

→ Promote fair working conditions in the workplace

→ Maintain 100% FSC certification of our owned and leased forestry operations and promote sustainable forest management
→ Procure a minimum of 70% of our wood from FSC or PEFCTM certified sources with the balance meeting our company minimum wood standard that complies with the standard for Controlled Wood (FSC-STD-40-005)

→ Reduce specific⁴ CO₂e emissions from our pulp and paper mills by 15% by 2030 against a 2014 baseline

→ Reduce specific contact water consumption from our pulp and paper mills by 5% compared to a 2015 baseline
→ Reduce specific waste to landfill by 7.5% compared to a 2015 baseline
→ Reduce specific NOx emissions from our pulp and paper mills by 7.5% compared to a 2015 baseline
→ Reduce specific effluent load to the environment (measure COD) by 5% compared to a 2015 baseline

→ Promote ecosystem stewardship in the landscapes where we operate through continued multi-stakeholder collaboration

→ Encourage supply chain transparency and promote fair working conditions together with our key suppliers

→ Enhance social value to our communities through effective stakeholder engagement and meaningful social investments

→ Encourage sustainable, responsibly produced products

Our strongest links to the UN SDGs include:

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1 Based on total recordable case rate 2 Going forward, we will review and refine our commitment metrics as necessary to ensure they are appropriate and measurable 3 Climate commitment to 2030 4 Figures reported in specific terms are normalised to saleable production tonnes