MORE THAN PAPER
OUR CORPORATE SOCIAL RESPONSIBILITY • 2018
LARGEST PRODUCER of newsprint in Western Europe
323 Number of employees (2017)
-23,7% Reduction in our carbon footprint - CO₂ eq emissions (2006-2017)
600,000 TONES Production capacity (base 45 g/m²)

36 TO 45 g/m² Grammage newsprint forcoldset and heatset offset printing
70% Amount of recycled paper in our newsprint composition
70 HECTARES Surface area of the Golbey site

€250 TO 300 M Average annual turnover
€1 BILLION Value of the site in 2018
9 BIOECONOMY PROJECTS conducted in partnership (2017)
66% Proportion of certified wood in the newsprint (2017)
How is Norske Skog Golbey doing?
2018 was an exciting year. Although we continue to face major disruption due to the erosion of newspaper sales, our performance has been satisfactory. Thanks to our teams’ commitment, we were able to initiate innovative projects to reinforce our position in our region. As a result of the takeover of the Group by Oceanwood, we will be able to focus on our core business and implement our strategy more securely.

What are the strengths of Norske Skog Golbey currently?
Norske Skog Golbey is the largest producer of newsprint in Western Europe. Despite the fact that the company is operating in a declining paper market, it is supported by a clear strategy, high-quality renewable products, an efficient production plant and a skilled workforce. By continuing our research into the bioeconomy and interacting with our stakeholders, we have created conditions that are favourable to the emergence of a true ecosystem based on governance by partnership, which helps create value in our local area.

How does corporate social responsibility fit into your strategy?
Social responsibility is not just for major businesses, and we have everything to gain from this approach that will make us more competitive, innovative and attractive. Over time, it will become an essential component for the management of Norske Skog Golbey and our employees, and a key expectation of our stakeholders.

What is the purpose of this report?
This report is a new and more open way of presenting our activities and the work we have achieved with all our employees and partners. We wanted it to be accessible to everyone, meaningful, and focused on what is essential.

“Our responsibility consists in going beyond the search for profit, incorporating social and environmental issues in our decisions and strategy.”
Yves Bailly, Chairman & Managing Director of Norske Skog Golbey
1990 • First stone laid in Golbey
1992 • Launch of the first paper making machine (PM1)
1999 • Launch of the second paper making machine (PM2)
2002 • ISO 9001 certification (quality management)
2003 • Signature of the United Nations Global Compact by Norske Skog Group
2005 • ISO 14001 certification (environment management)
2006 • Production site changed into an autonomous business unit
2007 • Launch of co-generation and gas boilers
2008 • PEFC™ certification (origin of wood)
2010 • FSC® - FSC-C103778 certification (origin of wood)
2011 • First circular economy and diversification projects on the Green Valley in Épinal-Golbey
2012 • Launch of NSG’s CSR approach
2013 • First prize for the Environment at the French CSR competition organised by APF Entreprises
• Start of reorganisation
2014 • First prize in Circular Economy for the Green Valley – by ADEME
• Publication of our first CSR report
• Participation in the setting up of the FACE Vosges organisation
2015 • First prize awarded at Ailes de Cristal for our diversification projects into the bioeconomy - event organised by three newspapers from Lorraine
2016 • ISO 50001 (energy management) certification
• Internal event “Together into the future!” gathering all employees
• Second prize for the First CSR Report - international Corporate Register Reporting Awards (CRRA)
2017 • Launch of the biogas production unit
• Takeover of the Norske Skog Group by Oceanwood
2018 • Special prize awarded at Ailes de Cristal for our diversification projects into the bioeconomy - event organised by three newspapers from Lorraine
• Launch of co-generation and gas boilers
• Second prize for the First CSR Report - international Corporate Register Reporting Awards (CRRA)
2019 • Internal event “Together into the future!” gathering all employees
Sale to Oceanwood

STRATEGY/2018

After several years of tension, in May 2018 Norske Skog Group and its seven units based in Norway, France, Austria, Australia and New Zealand were taken over by the Oceanwood investment firm. This marked a new start for Norske Skog Golbey, which will independently continue its strategy and the projects that have been behind its success from the start.

Low grammage paper trends

PRODUCTS/2018

To support our customers as their markets evolve, we launched a new paper, NorNews, with a 38 g/m² grammage value in January 2018. NorNews 38 g is intended for the newspaper printing, offering advantages without compromising quality: it is lightweight, strong and opaque, and provides cost benefits to the entire industry, contributing to its lasting success. In the space of only a few months, it won over major names in the European press.

Launch of biogas

BIOECONOMY/2018

In January 2018, we launched a unit that anaerobically digests the effluent from our water treatment plant. The biomethane it produces is a renewable and local source of energy! Inaugurated in late June 2018 in the presence of many local figures, the biogas plant required two years of work and an investment of €7 million. At full capacity, it will produce the equivalent of the energy required to heat 1,500 homes.

Together, we can go further

LOCAL DEVELOPMENT/2018

In the spring of 2018, we identified and prioritised our main stakeholders in order to initiate more organised and more regular dialogue. These are the parties or organisations that have an impact on or could be impacted by the activities of Norske Skog Golbey. There are many of them, and they extend well beyond our value chain. We want this dialogue to be rooted over time so as to foster the emergence of new ideas, to innovate and continue to work together on the creation of shared value in our region.

Awards for our teams

INDUSTRY/2017

Every year, the Norske Skog Golbey teams take part in the “Development trophies” organised by the French Technical Association for Paper Industry. Since 2015, our Paper Production, Hydraulic Maintenance and Distribution teams have won two Gold Trophies and one Silver Trophy! These awards showcase the initiatives, innovations and results of continual improvement achieved by operators that have led to recognised progress for the company.

Rebuilding together

PEOPLE/2016

In October 2016, all the employees of Norske Skog Golbey were invited to a sharing moment organised in Nancy. Over two days, away from the Golbey plant, in a relaxed atmosphere, they had the chance to get to know one another better, ask questions and share their ideas for the development of the company. This event, which followed months of reorganisation, was aimed at thanking them for their efforts, showcasing their work and creating a dynamic to plan future developments together.
STRATEGIC VISION

Norske Skog Golbey aims to retain a successful core business – producing newsprint – while demonstrating the creativity and dynamism needed to identify and develop levers for growth in bio-sourced products and the bioeconomy.

A successful core business. Norske Skog Golbey is among the leading manufacturers of newsprint in Europe and is making every effort to retain its position and enjoy lasting success.

An open innovation strategy. Our experience and involvement in the wood and recycling industries has led us towards bio-sourced products and the bioeconomy, to meet our economic, social and environmental goals. Our approach to innovation consists in creating value from one or more ecosystems that are already existing or need to be built. To that end, we focus on our internal expertise and assets, which are supplemented by developing initiatives open to our stakeholders, suppliers, clusters and centres of competitiveness.
CONTRIBUTION TO SOCIETY

Based in the Vosges since 1990, Norske Skog Golbey manufactures newsprint for the whole of Europe. In addition to this core business upon which it concentrates, it is branching out into high-added-value activities in the bioeconomy.

A company rooted in its community

A company’s value is not measured merely by its financial performance, but also by the positive contribution it makes to society at large. That is why the Norske Skog Golbey ecosystem extends far beyond its own walls; the company is firmly rooted in its region and environment, and takes account of the impact of its activity on the ecosystem, its sphere of influence, and long-term issues. This sense of responsibility enables the company to better face its challenges (climate, supplies, need for transparency etc.) and the increasing expectations of its stakeholders on these matters. This approach takes the form of voluntary commitments that we firmly believe will have positive impacts on the profitability of our core business, innovation, employer attractiveness and employee loyalty, and ultimately our lasting success.

A strategy for 2020 based on five complementary pillars

“Promoting a responsible approach

Retaining a successful core business

Interacting with our stakeholders

Developing levers for growth

Nurturing the skills of our people”

VISION

To be a responsible and leading European newsprint producer.

MISSION

To develop initiatives with a responsible and entrepreneurial spirit to optimise the profitability of our core business and establish levers for growth in line with our activities in the bioeconomy.

VALEURS

Honesty
Openness
Cooperation

“The action taken by Norske Skog Golbey will have an impact on the future, the products, the sustainability of the site, the development of employment in the local region, and all the stakeholders.”

Stéphane Viry, Member of Parliament, Épinal and conurbation
DIRECTION AND OUTLOOK

Members of the Norske Skog Golbey management committee are responsible for ensuring that the company is in a position to meet new challenges, while adopting a long-term view that is both responsible and sustainable.

In what context do you operate?
Linda Omland
Global changes, including the digital revolution, have changed consumer habits, led to a sharp drop in the volumes of paper used and put pressure on the prices and margins of paper manufacturers. Against that very competitive backdrop, we have been taking significant cost-reduction and restructuring measures for several years. At the same time, we continually analyse our markets, assessing risks and adapting to changes to satisfy our customers and retain our competitive position.

What is the scope of your social responsibility?
Jean-François Serre
We operate in France, and at that level, promote the principles and practices of corporate social responsibility throughout our value chain. Our values are reflected in our decisions and actions. Our responsibility is to anticipate the impact of our activities and that of our suppliers and subcontractors in the area of human rights, the health and safety of people, and the environment. These questions are key concerns for Norske Skog Golbey.

How are decisions made?
Fabrice Deladiennée
Our Business Unit enjoys great autonomy to select and carry out projects in accordance with the budgets set by the Group. That means that we run Norske Skog Golbey like it were our own company. The members of the management committee set the priorities and approve projects with the matching resources. The various internal teams take the required action independently. Indeed, our size and culture enables us to encourage the participation of employees at all levels.

GLOBAL CHANGES HAVE AN IMPACT ON OUR ISSUES AND DECISIONS

- Climate change
- Declining resources (water, minerals, energy, raw materials)
- Population growth
- Market globalisation
- Digital transformation


ORGANISATION (SINCE MAY 2018)

Oceanwood

- Norske Skog Group
  - Norske Skog Skogn (Norway)
  - Norske Skog Saugbrugs (Norway)
  - Norske Skog Golbey (France)
  - Norske Skog Bruck (Austria)
  - Norske Skog Industries (Australia, NZ)
What role do the stakeholders play?
Jean-Paul Casal
Our sustainability and the acceptability of our activities depend on our ability to listen to our environment. Our internal and external stakeholders have become essential, and we share much with them to take their concerns on board while devising our strategies. This dialogue makes it possible to avoid certain risks and identify opportunities for the company. Outside the company, we contribute to the dynamism of the region, particularly through our involvement in social action along with voluntary organisations and company clusters. Within the company, each employee has, for example, the power to make suggestions for improvement to ensure the sustainability of our company.

How do you implement the CSR policy?
Jean-Claude Pierrot
Just as we have mainstreamed the quality control, health and safety, and the environment into our work, we also need to apply the values of sustainable development throughout the organisation. That is why we have given thought to our main requirements, set goals and defined indicators for measuring our development and determining the value created by our projects. This is a project that involves changing our habits based on our strategic vision, which each individual must take ownership of. We have handed over responsibility for CSR activities to a member of the Strategy team, who can rely on resource people in all company departments.

“We need to continue our efforts so that each of Norske Skog Golbey department identifies with our CSR approach and brings it to life on a daily basis through practical action.”
Martine Bortolotti, CSR Manager, Norske Skog Golbey
ISSUES AND PRIORITIES

Some issues in the Norske Skog Golbey strategy have priority because they have a potentially significant impact on the performance of the company and on its stakeholders.

Identifying the issues
In 2018, we decided to take a step back and identify the risks and issues we have to face, and determine those that are of interest to our stakeholders.

The issues are the major challenges we need to meet, and what we have to gain or lose through our approach. With the help of the Stepping Stones agency, we prepared a comprehensive list of the issues facing Norske Skog Golbey over its entire value chain, based on the issues that are relevant to the paper industry, the consultations in progress with our stakeholders, and the various references that exist (Sustainable Development Goals and UN Global Compact, the French Non-Financial Performance Statement, ISO 26000 and GRI).

Selecting the issues
Priority issues for Norske Skog Golbey
We established a working group made up of volunteers representing the company’s various activities. We asked each member to distribute five points over all the identified issues, based on the following criteria:
- alignment with the company strategy;
- relevance for the industry;
- importance for stakeholders;
- regulatory pressure;
- financial impact.

Priority issues for stakeholders
Alongside this work, we consulted our main stakeholders (see page 25) to identify their expectations.

From issues to indicators
Once the issues have been prioritised, we can set goals, which form the bases for performance indicators. These indicators are recognised and accepted by our employees, foster awareness and give an incentive for real-time action.

Our most relevant issues
Based on the results obtained internally and outside the company, we have identified the fourteen issues on which our efforts will be focused:

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VALUE CHAIN

Our social responsibility has an impact on our value chain and gives us a positive advantage, as it has multiple effects on our stakeholders, our community and society at large.

Our value chain and our activities consist of a series of stages which meet the needs of our customers and partners.

All our activities enable us to create economic value for our stakeholders:
- Customers: products and services supplied.
- Employees: salaries and contributions.
- Suppliers: purchases.
- Public sphere: taxes and fees.

We also create intangible value in our community through:
- the strength of our brand;
- our human capital, and the experience and skills of our staff;
- our relationship assets, our leading position in the local employment area (1,200 indirect jobs), and the organisations that we support;
- our strategy of open innovation, our research and collaboration in order to develop our role in the bioeconomy;
- our operational effectiveness and our efforts to reduce our environmental footprint.

RESOURCES | PRODUCTION AND R&D | DISTRIBUTION | MARKETING AND SALES | PRINTING AND PUBLISHING | READING AND USE | COLLECTION AND RECYCLING
--- | --- | --- | --- | --- | --- | ---
- Human capital
  - Recycled paper
  - Wood chips
  - Logs
  - Virgin pulp
  - Recycling/reused pulp
  - Norskenewspapers and Norx/Norx Plus papers
- Electricity
  - Energy recovery from production waste
  - Water treatment
  - Anaerobic digestion of effluent
  - Co-generation
- Natural gas
  - Recovery of ultimate waste
  - Electricity
  - Water
  - Biogas
- Solid fuel
- Water
- Chemicals
  - Connections to the local community and stakeholders
  - Projects for the circular economy, renewable energy, plant chemistry, eco-materials
  - Recycling/used pulp
  - Norske Skog sales offices and agents
  - Press groups
  - Retailers
  - Public relations agencies
  - Printers
  - Readers/Consumers
  - Recycling centres
  - Local authorities

NORSKE SKOG GOLBEY VALUE CHAIN

- NEWSPRINT MANUFACTURING ACTIVITY
- BIOECONOMY ACTIVITY
- STAGES CARRIED OUT BY NORSKE SKOG GOLBEY
- STAGES BEING STARTED
Newsprint plays a key role in human communication. It is both essential and commonplace, and its qualities are well-defined and recognised by users. This medium, which is often contrasted against digital tools, has an emotional dimension for readers, who thumb through newspapers every day and keep some of them.

Renewable paper.
Norske Skog Golbey newsprint has adapted to technological and sociological changes by innovating and keeping pace with its customers’ needs. In particular, it addresses the increasing demand for responsible products. It is made from renewable and biodegradable materials and has a virtually endless life cycle. It is made up of recycled fibres that are essentially derived from selective collection but also contains virgin fibres sourced from wood. After use, paper is recycled once again and is used to make new paper in a virtuous cycle. In this way, it helps maintain forests, manage waste and support the local economy.
FROM FIBRES TO PAPER

Product life cycle - our newsprint is made with natural, renewable and recovered fibres: recovered paper and locally sourced wood.

Materials
Our products are made of 70% recycled paper and 30% wood. Recovered paper is mainly sourced through selective collection from French homes (post-consumer) and also unsold newspapers and printing scrap (pre-consumer). Wood is sourced from sawmills (chips) and local forests (logs from thinning).

Production
Our paper machines are among the most modern and highly-performing in Europe. With a total capacity of about 600,000 tonnes of paper, they operate optimally in a site where resources and waste are identified and controlled.

Transport
We transport our paper reels to our customers’ facilities by rail, road and sea.

Printing and publishing
Our paper is fine and strong, and is suitable for the fastest rotary presses. Printing methods depend on the end use of the paper, which is mainly intended for the press and retailers. Once printed, the paper is cut into sheets and assembled.

Reading
Newsprint is a daily medium, which brings news, culture and entertainment to its readers. Paper makes it possible to keep important information.

Collection and sorting for recycling
Selective collection increases the volume of repurposed household waste. The paper is sent to sorting facilities where it is separated from other non-fibrous materials. In this way, it is turned into raw material that can be used to make new products.
CONSISTENT QUALITY

To offer newsprint of the highest possible quality, we select materials according to their origin and quality, and control all our manufacturing and delivery processes.

Several ranges of paper

At Golbey, we manufacture newsprint ranges for a variety of applications and customers, with different performance properties.

### Composition of our papers

Our products are made of 70% recycled material. We have chosen to use a mixture of recycled fibres and virgin fibres that gives our paper excellent properties: high mechanical strength while printing, higher bulk and improved opacity, excellent paper quality, including with low grammage values.

Paper cannot be recycled indefinitely.

After five to six cycles, recycled fibres lose their properties. That is why virgin fibres are indispensable for the entire paper circuit; by incorporating 30% virgin fibres in our paper, we support the recyclability of paper as a whole.

### Monitoring of the quality of our papers

Norske Skog Golbey has a Quality Control department that monitors the conformity and quality of finished products. To supply customers with paper that addresses all their specific needs, we apply a Quality Policy and carry out inspections throughout the supply, manufacturing and delivery chain.
OUR ENVIRONMENTAL CERTIFICATIONS

ENVIRONMENTAL STATEMENTS
We publish clear and transparent information about the environmental performance of our pulp and paper production.
Products concerned: all

EU ECOLABEL
Products concerned: NorX and NorX Plus

BLUE ANGEL
Products concerned: NorX and NorX Plus (on request)

FORESTRY CERTIFICATIONS
The wood used to produce our paper pulp is sourced from responsibly managed forests.
Products concerned: all (on request)

Quality of recovered paper
Every year, Norske Skog Golbey buys and recycles 500,000 tonnes of paper, which represents 40% of selective collection in France. To meet the requirements of newsprint manufacturing, this recycled paper must come exclusively from newspapers, magazines and leaflets. If it has an excessively high non-fibrous material content (plastic, metal, glass, staples, CD-ROMs, sand etc.), it has to be refused. Since 2014, we have observed a deterioration in the quality of recovered paper. To counter this growing phenomenon, we are involved in the recycling sector, particularly alongside local authorities, which account for 78% of our supplies of recovered paper.

Wood quality
Every year, Norske Skog Golbey uses 250,000 dry tonnes of wood: chips that are the by-products of sawmills and logs from thinning. Coniferous species such as fir and spruce allow the production of strong paper, with no effect on the optical characteristics of the end product.

Quality of our manufacturing processes
During the process of manufacturing pulp and paper, our integrated laboratory carries out many tests (fibre length, whiteness etc.). Inline inspections are carried out using sensors distributed throughout the paper-making machines and on the finished products by taking a sample from each jumbo reel for testing and analysis. A last visual inspection is carried out by winder operators before the reel is shipped.

Quality of delivery
The traceability of finished products is guaranteed through labelling to allow identification. In this way, our customers can obtain essential information about their reels: weight, grammage, width etc. The barcode provides valuable assistance for stock management. Finally, if a reel is not entirely satisfactory, its code helps us identify the circumstances in which it was produced and establish a better diagnosis.

Changes in the quality of recovered paper available (number of trucks rejected due to quality defects)

Changes in the average content of wood purchased with forestry certification
THE “MEANING” OF PAPER

Paper is a traditional medium for communication, culture, news and entertainment. It is the content and readership that make our activities meaningful and justify our existence.

News

Newspaper conveys topical information and intellectual discussions. It helps share knowledge and ideas, and also allows important content to be stored and archived. Indeed, while memories only last as long as the life of a human being, written material survives the writer regardless of the medium on which it is recorded.

Time for deeper analyses

The sweeping media revolution has led to a continuous flow of information, one event rapidly deletes another. That over-abundance of disorderly content creates confusion and deprives events of perspective. Newspapers allow more time for understanding and analysis.

Facts not opinions

Baseless messages can have a misleading effect on the consumers’ perceptions. Some mistakenly believe that paper is harmful to the environment, responsible for deforestation and a waste of resources. There is also a misconception that digital communication is more environmentally-friendly. For more information, themed documents and videos are available from the French Cardboard, Paper and Cellulose Industries Union (COPACEL) and the Two Sides organisation.

“Sales rise when events are worth remembering: an international sporting event, political elections, a major historic event.”

Muriel Caniez, Magazines Sales Director France, Norske Skog France

DID YOU KNOW?

Between 2005 and 2015, European forests grew by 44,000 square kilometres, which is a surface area larger than Switzerland. (FAO, UN Food and Agriculture Organisation, 2005–2015)

If the cloud were a country, it would be ranked 6th in the world in terms of its annual electricity needs, which is expected to rise by 63% by 2020. (Greenpeace, 2014)

In some regions of Europe, the paper recycling rate has almost peaked (70 to 75%), making the European paper industry a leading recycler. (European Declaration on Paper Recycling, 2014)

62% of consumers prefer to read product catalogues in printed form and 59% pay more attention to printed advertisements than to advertising emails. (Two Sides, Paper and Printing in the Digital Age, 2015)
RENEWED TRUST

90% of our customers are in Europe. This geographical and cultural proximity enables us to anticipate market trends to better adapt to them and offer tailored services.

Supporting our customers

The Norske Skog Golbey Marketing Department works with regional company sales offices and outside agents located close to customers, who market the paper produced by the various European plants of Norske Skog Group.

Local sales teams support customers for all their queries relating to products, order planning and delivery schedules. They know how to show flexibility and offer solutions that address both customers’ expectations and the technical constraints of production.

Quality/customer technicians, who are very much present in the field, act as intermediaries with the plant and know how to optimise printed products, regardless of the printing technique.

The Norske Skog Golbey Quality Control Department also monitors the compliance and quality of finished products.

Dialogue with customers

Every two years, we organise a satisfaction survey of some hundred customers representative of markets (countries, types of product, sales percentage, a variety of interlocutors).

The recently completed 2018 survey shows progress, with a score of 8.3 out of 10. We put that down to the action plans implemented since 2016, particularly to the work on the areas of improvement. These results must now undergo a detailed analysis, to allow us to address our customers’ expectations and market trends even more effectively.

Customer satisfaction scores in biannual surveys

2010 7.88/10  
2012 7.97/10

Satisfaction  
(7.5/10 to 8/10)

2016 8.01/10  
2014 8.05/10  
2018 8.3/10

Loyalty  
(> 8/10)

Distribution of Norske Skog Golbey sales volume (forecast for 2018)
Alongside our paper making activity, we have been involved for several years in promising diversification projects that have involved our region and our stakeholders. Our knowledge of wood, the increase in demand for responsible practices, and declining fossil resources are driving us towards growth markets and strategies in favour of the circular economy, renewable energy, bio-based chemistry and eco-materials.

Transitioning to the bioeconomy is becoming a global priority and one of the strategic focuses of the Grand-Est region. This involves developing an economy that is both low-carbon and innovative, capable of replacing fossil fuels with renewable biological resources as inputs for product manufacturing and energy generation.

Norske Skog Golbey plays a major role in the construction of new, innovative and responsible industries. Our network of committed and expert stakeholders, the proximity of the Vosges forests and our involvement in the local wood industry have led us to engage in collaborative projects that develop innovation and create jobs.
CIRCULAR ECONOMY

Our circular economy projects help create economic systems for exchange and production, increase the efficient use of resources and reduce the environmental impact, at every stage of product life cycles.

Industrial and Territorial Ecology
SYNERGIES WITHIN THE GREEN VALLEY

The Green Valley is a practical approach to industrial and territorial ecology (ITE) that is implemented over the Epinal-Golbey area in the Vosges region. The Green Valley was set up in 2010 to develop an ecosystem around our plant and contributes to the economic development of the region, by boosting synergy between local authorities and the companies based here. The project was conducted in collaboration with the Epinal-Golbey semi-public company.

Located next to Norske Skog Golbey, Pavatex specialises in the production of eco-materials, namely wood-based insulating panels. Norske Skog Golbey and Pavatex have worked closely together around productivity and competitiveness since 2013. They benefit from the proximity to the Vosges forests, and, in practical terms, their circular economy approach takes the form of voluntary pooling of infrastructures, equipment, expertise, materials and energy.

Waste repurposing
100% REPURPOSING GOAL

99.9% of production waste generated by the activity of Norske Skog Golbey is repurposed. Our boilers are fired with wood bark, paper manufacturing and urban sludge and waste from the manufacturing of paper and demolition timber. Our ultimate waste is ash, which we want to repurpose sustainably in local industries.

The 50,000 tonnes of ash produced every year is currently used for soil treatment and waste stabilisation, because their hydraulic properties (they harden in contact with water) are of interest to local partners. At the same time, we have begun R&D work to incorporate our ash into paving stones and breeze blocks. This work is carried out with several other partners and supported by ADEME (French Agency for the Environment and Energy Management). It has been successful, allowing us to envisage setting up a new stream for repurposing our ash in 2019.

“We have several projects under way and hope to install a certain number of companies in the Green Valley Ecopark.”

MICHEL HEINRICH, MAYOR OF EPINAL AND PRESIDENT OF THE EPINAL CONURBATION COMMUNITY

Nationally recognised by being awarded the Grand Prize for the Circular Economy in 2014, the Green Valley was also presented and cited as an example at the COP21 in Paris in 2015.
RENEWABLE ENERGY

The use of biomass as a renewable source of energy offers a number of benefits: use of available resources, reduction of fossil energy consumption and environmental impacts, new source of revenue and creation of local jobs.

Co-generation
STEAM AND ENERGY DERIVED FROM BIOMASS
In order to manufacture our paper pulp and newsprint, we need steam and energy. In 2005, we decided to modify our main boiler to produce steam for a turbine that generates electricity. That co-generation plant, which simultaneously produces heat and electricity, is fired by solid fuel made up of biomass and non-hazardous waste.

With its 12.5 megawatt power rating, the turbine operated by our partner Cofely (Engie Group) produces 55,000 to 60,000 megawatt hours of electricity every year, providing additional annual revenue to Norske Skog Golbey.

Biogas
LOCALLY-SOURCED RENEWABLE ENERGY
Our biogas production unit will be the first in France that will run on material sourced from industry. The biogas is produced from the liquid effluent from the Norske Skog Golbey water treatment plant. It was launched in early 2018 and will produce 17,500 megawatt hours, or the equivalent of the energy required to heat 1,500 homes.

It should be noted that three quarters of the installation and assembly work was carried out by local contractors.

Biogas, which is a mixture of methane and carbon dioxide (CO₂), results from the fermentation of organic material in the absence of oxygen (anaerobic conditions). The CO₂ will be used within the company, while the methane will be sold externally, added to the public gas system (Gaz Réseau Distribution France). The revenue generated will optimise the profitability of the Norske Skog Golbey site.

“This ground-breaking biogas project is extraordinary because of the time it took to be installed, one of the shortest in France.”

Patrick Gauffre, Regional Director, GRDF Vosges

CO-GENERATION
• 12.5 MW – turbine power rating
• 35 tonnes/hour - volume of solid fuel treated

BIOGAS
• €7.1 M - investment
• 01/2018 - launch of the biogas station
• 17,500 MWh/year - biomethane production capacity
• 660 tonnes/year - bio-CO₂ production capacity
• 21,000 m³/day – volume of effluent treated

CO-GENERATION PRINCIPLE
NEW OUTLETS FOR WOOD

BioSkog project

**BIO-REFINERY**

We are studying the possibility of setting up a bio-refinery on our site, in order to process wood residue into protein. This project, which has the support of the European Union, ADEME and the Grand-Est region, strives to use the by-products of the local wood industry by breaking them down into elementary sugars and lignin. Those components can be used for bio-sourced chemicals or processed into protein which can be used in aquaculture, thus helping cover the global need for protein resources.

Initiated in 2015, research carried out by Norske Skog Golbey and Arbiom, a French-US company that masters the technologies to be implemented. In this way, BioSkog will offer high-value outlets to the wood industry. Arbiom will build a demonstrator on the Norske Skog Golbey site by 2019/2020. If that stage is successful, the partners will then approve the installation in the Green Valley of a bio-refinery with a larger capacity (100,000 tonnes of wood per year).

Le Bois Santé®

**FOOD SUPPLEMENTS**

In order to promote the health potential of wood molecules, Norske Skog Golbey is jointly leading the consortium known as Le Bois Santé® with Harmonic Pharma, a start-up from Nancy and the University of Lorraine. After several years of research, it was found that the fractions of wood that were previously used as fuel by Norske Skog Golbey can be processed into a powder enriched with molecules of interest with anti-oxidant and anti-inflammatory pharmacological properties.

These natural extracts herald applications in the field of food supplements, particularly those designed to relieve respiratory problems, and for applications in cosmetics. The work has already led to the filing of several patents by Norske Skog Golbey and Harmonic Pharma. Before starting the production phase of this enriched wood powder, we are in discussions with partners who will be responsible for marketing this natural extract.

“In the wood chemistry sector, Norske Skog Golbey is moving towards open innovation to develop the wood extraction industry in the Grand-Est region.”

**Boris Dumange, Managing Director of the IAR Cluster (Industry and Agro-Resources)**
The development of Norske Skog Golbey, its sustainability and the acceptability of its activities depend on its ability to listen to its environment and hold itself accountable.

The improvement of overall performance includes regular discussions with stakeholders, including customers, suppliers, partners and employees. The aim of this interaction is to define a strong framework which benefits everyone in society.

Stepping back before taking action. Norske Skog Golbey has identified the key issues and stakeholders within its sphere of influence. It is thus in a position to analyse the way in which it can exercise its extended responsibility throughout its value chain and beyond, to implement the most appropriate activities.
THE DESIRE TO KNOW MORE

We have continuous and constructive relations with our closest stakeholders: employees, customers, suppliers and local authorities. This attitude of openness is reflected in a strong culture of innovation and collaboration, both inside and outside the company. However, we have many stakeholders extending well beyond our value chain.

The aim of the dialogue is to define a strong framework that is beneficial to all. By communicating their expectations to us, our stakeholders can influence our practices, strategies and actions, with the goal of creating shared value. That is what guides us, for example while putting together collaborative projects in the area of the bio-economy.

DIALOGUE WITH OUR STAKEHOLDERS

Regularly exchanging views with our stakeholders helps us share ideas and identify their needs, to focus our decisions and commitments accordingly.

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Mapping our stakeholders

In 2018, we set up a working group made up of volunteer employees and representatives of the various activities of the company. The CSR Manager coordinated meetings along with the Stepping Stones agency, to monitor and direct the action. We selected our main stakeholders after mapping them and ranking them on the basis of important criteria: the quality of the relationship, their value for our activities and their power of influence.

Consultation tools

To identify the expectations of our main stakeholders, we carried out qualitative interviews and a wider survey. Ten interviews were organised by Stepping Stones, an outside, expert and neutral facilitator, with a variety of volunteer stakeholders who expressed their views on the nature of their relationships with Norske Skog Golbey. The open attitude of listening to their concerns led to in-depth analyses. At the same time, a survey with some fifteen questions was put online for a month in the spring of 2018, to collect the opinions, expectations and suggestions relating to our CSR work.

Our responsible initiatives

This report is the first answer to our stakeholders’ expectations: it describes our most relevant issues and presents our activities in a clear and responsible manner. We want this dialogue to be rooted over time so as to foster the emergence of new ideas, to innovate and continue to create shared value together in our region.

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SUPPLIER RELATIONS

The Purchasing function is at the heart of the Norske Skog Golbey strategic issues and has to exchange views with stakeholders to guarantee the quality of the purchased services and thus better meet customers’ expectations.

Responsible purchasing

Our purchasing policies have a significant effect on the quality of our products and our performance. Our raw materials buyers are strongly impacted by issues such as declining natural resources, consumer habits and fiercely competitive markets. For their part, our industrial buyers carry out an annual assessment of their most sensitive suppliers and, when necessary, help them improve.

Norske Skog Golbey contributes to regional development and local employment by selecting local or regional companies with equivalent performance. For example, our industrial purchases mainly come from France: 50% from the Grand-Est region and 25% from other French regions. Some specific purchases relating to the paper making process are the exceptions to the rule, as they require the use of specialised suppliers, who are sometimes based further afield.

Whenever possible, we work with integration companies and organisations or companies employing disabled workers in specially adapted and protected sectors. For example, as part of our bio-economy project Le Bois Santé®, we worked with the AVSEA ESAT (a local association acting for the protection of childhood, adolescence and adults) in Epinal to manually sort wood chips, one part of the developed and patented process. If the project is successful, the partnership will become a lasting one.

We comply with ILO (International Labour Organisation) conventions and our duty of care. We have asked our most important suppliers to sign up to the Actradis platform, which regularly verifies compliance with their legal obligations in terms of combating illegal work, i.e., undeclared work.

“We our relationship with Norske Skog Golbey is genuine and constructive. Our exchanges are transparent and our partnership is based on a search for solutions that are beneficial to all.”
Pascale Glio, Director, Nouvelle Attitude

REACH REGULATIONS

We ask our suppliers to deliver products that comply with European REACH regulations, which aim to gradually eliminate the most hazardous chemicals within the European Union. In addition, our Safety Department approves the use of any new chemicals in the plant and keeps an updated database with safety data sheets.
Recycled paper sector
Our buyers are responsible for closely monitoring changes in the paper industry in order to anticipate any changes that may have an impact upon us. Recycling paper derived from the public waste management system, in other words, the collection of waste sorted by French households, offers an economical and environmentally friendly repurposing solution to the local authorities with which we work. We supplement our supplies with other sources, such as unsold newspapers, scrap from printing and office paper sorted by our partner Nouvelle Attitude, an integration company that is a subsidiary of the La Poste Group in the environmental and social sector and approved by the State and Pôle Emploi, the national unemployment agency. These practices are very much in line with the principles of the circular economy.

Wood industry and biodiversity
The new fibres we select come from the sustainable exploitation of the Grand-Est forests. Forestry certifications guarantee sustainable access to wood resources, protect biodiversity and allow the renewal of forests. Logs come from the thinning that is required for forest maintenance and development. Wood chips, which account for about 70% of our wood purchases, come from local sawmills, where they are a by-product of the timber used for carpentry, furniture making or construction.

The wood industry is a model of the circular economy, where value can be created at every stage, from the forest upstream to industry downstream. For Norske Skog Golbey, it is even more important since it may meet new areas connected to bio-based chemistry.

“Sustainable forest management is a shared concern: efforts need to be made to raise awareness about the wood industry and the practices of the companies operating in that field.”

Bernard Kientz, Selection Vosges delegate

<table>
<thead>
<tr>
<th>MANUFACTURING OF RECOVERED PAPER PULP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Average annual consumption: 500,000 tonnes</td>
</tr>
<tr>
<td>• Composition: newspapers, magazines, leaflets</td>
</tr>
<tr>
<td>• Source: 100% France. 85% selective collection (post-consumer) and 15% industrial circuits (pre-consumer)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANUFACTURING OF WOOD PULP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Average annual consumption: 250,000 dry tonnes</td>
</tr>
<tr>
<td>• Composition: fir and spruce (naturally light colour, long fibres), 70% wood chips and 30% logs from thinning</td>
</tr>
<tr>
<td>• Source: 95% north-eastern France/average procurement radius: 140 km</td>
</tr>
</tbody>
</table>
REGIONAL PARTNERSHIPS AND EVENTS

Norske Skog Golbey is very active in its region, aiming to bring together its employees, meet new partners, create value, increase its visibility and raise the awareness of its trades and values.

Local events

We contribute to promoting the Vosges department, in partnership with the Ambassadeurs des Vosges network established by the Vosges Departmental Council. In November 2016, we took part in a special TV programme aimed at showcasing the strengths of the Department by presenting testimonials from entrepreneurs, artists, athletes, etc. Martine Bortolotti, Projects and CSR Manager of Norske Skog Golbey, told viewers about the company’s development projects in the circular economy.

We ask all our employees to take part in sporting and/or charity events. In this way, for several consecutive years, Norske Skog Golbey has taken part in a charity run that raises funds for the Téléthon. After the event, the company pays the organisation an amount equal to the number of rounds completed by employees and their friends and families.

We take part in events related to promoting our trades. For several years as part of the Semaine de l’Industrie, a countrywide annual event, we have given children, students and job-seekers an opportunity to visit our site. This helps us demonstrate our expertise and showcase our employees’ work.

Partnerships

We sponsor the Épinal SAS Football Club, whose motto is “playing football to do more than football”. Yves Bailly, Chairman & Managing Director of Norske Skog Golbey, is the President of the Club. The Club wants to promote education through sport and considers that football as a team sport can educate, integrate, empower and develop self respect and respect for others. Following several shared events, in December 2018, Norske Skog Golbey and the SAS Football Club jointly organised an initiative to support the Téléthon.

We support cultural events such as the Imaginales festival and the Fête des Images organised by the town of Épinal. The image encouragement to read connect Norske Skog Golbey and these two events. Imaginales is one of the leading international fairs for fantasy literature, particularly fantasy and science fiction writing, with 40,000 visitors. The Fête des Images is a festival that brings together urban art, illustrations and press cartoons, video mapping competitions and sound and light shows.

We support the National “Foundation against exclusion” (FACE) and have been a founding member of the FACE Vosges club since January 2014. The FACE foundation, which is a recognised charity, aims to prevent and combat all forms of exclusion, discrimination and poverty. Among the many interactions: our contribution to coaching job seekers, and the production by FACE Vosges of the film “Reverse CV” to promote the trades of the paper making industry.

€70,000
Annual amount paid to support local organisations and events.
Education and awareness raising
Providing information about and organising tours of the Norske Skog Golbey site is the best solution for raising awareness of our industry. Every year, we welcome some 1,000 visitors, including between 400 and 600 children from primary and secondary schools. By communicating with them in an open and transparent way, we answer their questions and try to combat any preconceived notions. By telling them more about our work and employees, we offer vocational guidance support. By giving them a chance to see and touch newsprint, we show them the importance of that medium.

Norske Skog Golbey regularly publishes documents to raise the awareness of its work and the issues facing paper making.
- **Paper: a few myths revisited** is a booklet that looks at and corrects a few myths surrounding paper.
- **How is the paper made?** is a newsletter for children, which explains the life cycle of paper.
- **A responsible paper producer** is a review which was published in 2009, which outlined our environmentally responsible approach for the first time.

Partnerships
We work in partnership with educational institutions where the paper makers of the future are trained.

**CFA Papetier de Gérardmer - Vosges**
This apprentice training centre offers courses leading to a vocational qualification certificate, a vocational baccalaureate and an advanced technical diploma. Yves Bailly, Chairman & Managing Director of Norske Skog Golbey, is Vice-President of the CFA. Along with teaching staff, he supports the CFA to ensure that the training of young people is appropriate for the needs of the paper industry.

**Engineering school INP-PAGORA - Grenoble**
The international school for paper, printed communication and biomaterials is the largest centre in Europe training engineers for these industries: it trains future production, R&D, quality and sales engineers.

Norske Skog Golbey recruits a number of apprentices and trainees every year and regularly hires them on permanent contracts.

“**Our employees are proud to show others their site, their trades and the many measures taken for to improve it. This is clear during mill tours.**”

Jean-Michel Jeudy, Secretary of the Health, Safety and Working Conditions Committee, Norske Skog Golbey
Based in seventy hectares of land in the Vosges, Norske Skog Golbey is the largest newsprint manufacturer in Western Europe. As a result, it has a great responsibility for producing high-quality paper at the best cost, while minimising its environmental footprint. That is why our teams are tirelessly improving the site's industrial performance.

After close to thirty years in business, we have demonstrated that the plant is economically competitive and fully integrated into its ecosystem. We are subject to very stringent regulations and ever since we began we have invested in processes that enable us to considerably reduce our environmental impacts. We produce paper from raw material that is mainly recycled and select wood from sustainably managed forests. We are part of an approach to industrial and territorial ecology (pooled in Green Valleys) and we reduce our waste and emissions. And yet, every day, we continue to look for solutions to further reduce our environmental footprint.
INDUSTRIAL STRATEGY

The sluggish paper economy and budget restrictions have influenced the Norske Skog Golbey industrial strategy: producing high-quality paper for the lowest possible costs and reducing our environmental impacts.

Doing more with less
For several years now, we have asked all our employees to take steps to improve our processes, adapt our activities and reconcile our various initiatives:
- optimising industrial operations, while guaranteeing the safety of personnel and compliance with regulatory obligations;
- continual improvement projects;
- projects for diversification into bioeconomy activities.

In 2018, we began working on the way in which the different departments of the company can be better aligned, priorities better managed, particularly taking account of the changes in our workforce since the reorganisation in 2015–2016.

Regulatory compliance
When Norske Skog Golbey, which is a listed environmental protection plant, set itself up in the Vosges in 1990, the fear of environmental impacts was strong and our operating permit came with particularly stringent obligations.

Despite those very strict requirements, internal and external inspections show every year that Norske Skog Golbey complies with the regulations. Beyond its mandatory reports, the company remains in close contact with the local community and environmental organisations, in a climate of mutual trust.

Management System Certification
The Norske Skog Golbey plant operates in compliance with a quality management system (ISO 9001), an environmental management system (ISO 14001) and an energy management system (ISO 50001) which guarantee that its risks are controlled and that it is committed to improving its results.

“Norske Skog Golbey has been a great boost for the region. The company is now a valued part of the Moselle valley.”

Damien Parmentier, Director General of Services in the Vosges Departmental Council
CLIMATE AND CARBON FOOTPRINT

By measuring our carbon footprint and ranking sources of emissions by size, we are prioritising the most effective reduction action to combat global warming.

Reducing of our carbon footprint

We measure our carbon footprint based on the environmental impact that results from our choices of materials, energy consumption, selected modes of transport and the produced waste. We have chosen to measure our carbon footprint on these areas, because they are those where our impact is the greatest and our action has a direct effect. Our aim remains to reduce our carbon footprint by 30% between 2006 and 2020. In order to measure the result of our efforts, we closely monitor these indicators, which are strongly dependent on production volumes. Every three or four years, we carry out a Bilan Carbone® (carbon report) using the ADEME method. The first calculations were made in 2006 by the Quality, Safety and Environment team trained in this method. In 2018, we decided to review progress every two years, and a pilot was appointed internally to have an overview of all changes and of the associated action plan.

Choice of raw materials

The use of logs from thinning helps forest growth and promotes carbon fixation. Paper, which is made from fibres extracted from wood, continues to stock carbon throughout its life. Recycling paper helps retain that carbon.

<table>
<thead>
<tr>
<th>CARBON FOOTPRINT OF NORSKE SKOG GOLBEY (CO₂ equivalent tonnes)</th>
<th>2017</th>
<th>2013</th>
<th>2009</th>
<th>2006</th>
<th>2006/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAW MATERIALS (recovered paper, wood chips and logs)</td>
<td>26 827</td>
<td>27 190</td>
<td>30 203</td>
<td>27 747</td>
<td>- 3,3 %</td>
</tr>
<tr>
<td>UPSTREAM TRANSPORT (raw materials, fuel)</td>
<td>29 252</td>
<td>28 676</td>
<td>24 735</td>
<td>28 615</td>
<td>+ 2,2 %</td>
</tr>
<tr>
<td>ENERGY (natural gas, electricity, pulping rejects, non-road diesel, wood fuel)</td>
<td>70 458</td>
<td>75 834</td>
<td>77 187</td>
<td>105 987</td>
<td>- 33,5 %</td>
</tr>
<tr>
<td>DIRECT WASTE (sludge, non-hazardous industrial waste, ash)</td>
<td>2 989</td>
<td>7 689</td>
<td>1 551</td>
<td>7 461</td>
<td>- 60,0 %</td>
</tr>
<tr>
<td>TOTAL (CO₂, eq. tonnes)</td>
<td>129 526</td>
<td>139 390</td>
<td>133 676</td>
<td>169 811</td>
<td>- 23,7 %</td>
</tr>
<tr>
<td>TOTAL (CO₂, eq. kg/tonne of paper)</td>
<td>235</td>
<td>242</td>
<td>273</td>
<td>284</td>
<td>- 17,3 %</td>
</tr>
</tbody>
</table>
Optimising our energy consumption
We promote the use of non-fossil sources of energy. That is true of over 80% of the energy used to produce steam.
Our consumption of energy (natural gas and electricity) remains closely linked to the volume of newsprint produced. We have taken a number of initiatives to reduce it:
- Since 2006, as a result of our co-generation system, the electricity generated uses renewable production resources.
- As a result of optimising our steam distribution system, we have reduced heat losses by 92% (divided by 13 between 2015 and 2016).
- The shutdown of some machines in the paper pulp manufacturing process helped reduce our electricity consumption by about 6,500 megawatt hours in 2016.
- We contribute to backing up the local power system by working closely with the operating company to manage local and national consumption peaks (for example in the event of very cold weather).
- Our ISO 50001 certified management system guarantees our impacts and consumption are monitored and controlled.

Despite all the efforts of our teams, our overall gas and electricity consumption has risen slightly since 2015, particularly due to the recurrent breakdowns of our main boiler, with repairs extending from 2017 to October 2018.

GAS-POWERED TRUCKS
In early 2019 we will start using a fleet of gas-powered trucks to supply recycled paper from the Rhône-Alpes region.
Compared to diesel, NGV technology helps reduce consumption costs and particulate and nitrogen oxide emissions. As this logistical solution is still not common in long-distance journeys, we contacted a local company to provide a return flow to the Rhône-Alpes region.

Different transport solutions
We are continually searching for transport solutions that allow on-time supplies and deliveries for the best cost, with the least environmental impact. The development of alternative forms of transport to road haulage is a major focus of our logistics strategy.

Rail transport accounts for 35% of our transport solutions. We have a railway siding connected to the national system, and are one of the last paper mills in France to make massive use of the railways.

In order to optimise road transport, which accounts for 65% of our transport solutions, we created Norfibre Logistics in early 2015 along with two local partners to control our upstream and downstream flows. Over 95% of the lorries used comply with the Euro 6 standard, which defines the most stringent pollution limits in respect of nitrogen oxide, carbon monoxide, hydrocarbons and particulate emissions.

ALTERNATIVE MOBILITY
In order to reduce the number of vehicles, we offer our employees a financial incentive to use their bicycles for their daily commute (€200 bonus per year, self-declared without checking) or to join a car pool scheme (€10 bonus per month).
In 2017, thirty-four employees benefited from these systems.
WASTE AND EMISSIONS

Reusing our waste internally, saving water and monitoring air quality continue to be essential and permanent requirements.

Waste - reducing, reusing and recovering
Our circular economy approach encourages us to spare no effort to reduce our waste and its impact:
- We sort about a dozen different types of waste in skips spread over the site, with a total internal and external recovering rate of over 99%.
- We produce steam from energy extracted from waste: non-hazardous wood at the end of its life (windows, furniture, board), treatment plant sludge, de-inking sludge, bark, rejects from trituration of paper to be recycled (material not suitable for pulp manufacturing).
- We are committed to identifying sustainable recovering streams for our combustion residue, ash, which forms, in a way our ultimate waste.
- We have reduced by 84% (divided by 6, between 2006 and 2017), the sludge made up of non-hazardous organic and mineral material, which is recycled outside the company by composting.

Water - reducing abstractions and maintaining quality
Newspaper manufacturing requires large quantities of water, because newspaper pulp is made up of 99% water and 1% fibres. Norske Skog Golbey abstracts water from a gravel pit and recycles as much of it as possible during the paper manufacturing process. After a final treatment at the facility’s water treatment plant, 81% of the abstracted water is returned to the Moselle river.

Air - protecting air quality
Atmospheric discharge from our boilers is continuously monitored by inline sensors and analysed every quarter by approved external contractors. In order to assess the potential impact of atmospheric fallout around the site, a specialised laboratory measures the heavy metal content in vegetables and plants and the dioxin content in milk from a farm located downwind of the prevailing winds. No impact attributable to our atmospheric discharge has been found to date and all the results comply with health thresholds.

Since the launch of our second paper making machine in 1999 and as a result of optimising our manufacturing process, we have reduced our water use per tonne of paper produced by 27%, putting us among the most efficient paper mills in that regard.
The quality of the water discharged is continuously monitored by sensors and tested daily in our laboratory and verified by independent laboratories.
Quality tests of the water in the Moselle are carried out every year upstream and downstream of our plant, and show no impact attributable to our effluent.
CONTINUOUS IMPROVEMENT

Norske Skog Golbey uses a continual improvement process that involves all its employees in solving issues and helping improve the overall efficiency of the company.

Continuous attention
The continual improvement approach, which is based on Lean Management, consists in viewing each problem as an opportunity for improvement and for experimenting with new ideas.

Ideas suggested by several persons are better than the knowledge of just one. A Kaizen project brings together approximately ten employees from different backgrounds, all concerned by a shared subject with potential for improvement. A team of two persons supervises the projects and conducts some seven hundred audits every year. All Norske Skog Golbey employees have been trained in the approach, which is also part of the induction process for new recruits.

Improvement opportunities are infinite.
There are many areas for action: improvement of flows, quality, lead times, productivity and working conditions, etc.

Practices can be called into question. Identifying problems and learning to solve them is considered to be a form of learning that creates value for the whole company. Continual improvement breaks down barriers between departments and offers every individual an opportunity to contribute to company performance. It takes place even during difficult periods of reorganisation.

Recognised results
Information is shared. Every month, indicators, events and decisions are published within the company. In March 2018, for example, a team from the factory suggested putting in place railings on equipment designed for working at heights.

Work that is completed is recognised. At the end of a project, everybody receives a certificate attesting to their efforts. Every year, company trophies are awarded to the most worthy individuals and teams. We have also been awarded trophies by the French paper industry body (ATIP).

PRINTING IMPROVEMENTS
In 2017, in order to resolve printing problems which some customers were experiencing, we reinforced the technical teams and created expert groups made up of representatives of production and the Quality Control/Customer Services Department, as well as with specialised external laboratories. Once tests had been organised with the most sensitive customers, solutions were put in place that satisfied our customers.
Norske Skog Golbey would be nothing without the women and men who make it up. They are an essential component of our approach and we owe them a safe workplace, career and skills development opportunities so that they find their place in the company.

“Leveraging the skills of our employees” is one of the aims of the Norske Skog Golbey strategy. That is why our human resources strategy was developed on the basis of the expectations expressed by our employees in October 2016. Implementation of this strategy includes support for organisational changes, skills management to anticipate future needs and action to foster greater loyalty, based on a mutual bond between our employees and their trade and the company.
### STRATEGY AND HUMAN CAPITAL

The wealth of the Norske Skog Golbey human capital lies in the knowledge, skills, experience and dedication of its staff, and in their interactions and resulting collective intelligence.

#### Need for adaptation

Like other paper makers, we have had to adapt in recent years to the declining demand for newsprint. In 2015, we thus embarked upon a process of restructuring the company. The seventy people who left Norske Skog Golbey at that time were supported to take early retirement with 85% of their salaries or to take voluntary leave with bona fide retraining projects. Unfortunately, we had to make four workers redundant after they refused the offered positions.

Each individual plays an indispensable role in the working of the company.

This restructuring process has had an impact on all employees, directly or indirectly, and a third of them have had to change jobs. We have put in place the training and support required for these significant changes to our company and staff.

#### Human assets

The Norske Skog Golbey employee strategy consists in “Employee-centred performance”. To define our priorities and establish our HR strategy for 2018-2020, we consulted all our employees over a two day seminar organised outside the company in October 2016 and decided to use their feedback as the basis for our work.

#### OUR HR STRATEGY FOR 2018–2020

<table>
<thead>
<tr>
<th>OUR EMPLOYEES’ EXPECTATIONS</th>
<th>OUR PRIORITIES</th>
<th>THE HR STRATEGY FOR 2018–2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autonomy at work</td>
<td>Activities and trades</td>
<td>Organisation of work</td>
</tr>
<tr>
<td>Working conditions</td>
<td></td>
<td>Support with organisational changes</td>
</tr>
<tr>
<td>Upskilling</td>
<td>Training and employability</td>
<td>Skills management</td>
</tr>
<tr>
<td>Workplace recognition</td>
<td>Attractiveness and loyalty</td>
<td>Loyalty</td>
</tr>
</tbody>
</table>
ACTIVITIES AND TRADES

Our trades are chiefly linked to our paper making activities and support functions that require expertise and technical skills. Maintaining these skills is a priority for our HR strategy.

Our employees

DISTRIBUTION OF WORKFORCE BY GENDER, AGE, TYPE OF CONTRACT AND TRADE

Equal opportunities

In 2017, we signed a company-level equal opportunity agreement. Following a preliminary diagnosis of the gap between female and male workers, we prepared an action strategy and selected four themes: actual remuneration, training, career development and recruitment. Indicators were defined and the commitment was made to reduce the gaps, some of which are partly related to the gender balance. For instance, we set ourselves the goal of reducing pay gaps within the same level of responsibility for managers, clerical staff, technicians and supervisors to less than 5%. That goal was reached for clerical staff, technicians and supervisors in 2018 and will be reached for managers by the end of 2019.

We comply with our obligations in respect of the employing workers with disabilities. We help them integrate into our teams and adapt their workstations when that is necessary (for example by providing them with electric trolleys).

Changes in our trades

Norske Skog Golbey is supported by teams with recognised qualifications and professionalism. Monitoring the development of our trades and the associated skills is a major challenge. At the same time, our bioeconomy projects will enable us to work on new trades.

Balance between generations

Our teams have acquired extensive skills and there has been very little staff turnover since we recruited new employees between 1990 and 1999, at the time when our paper machines were put into service. With an average age of 47 and 44% of employees over the age of 50, we have sought to plan for the 28 retirements that are scheduled between 2019 and 2022, ensuring that the company does not run the risk of losing knowledge and expertise.

This is why we are hiring young people, particularly through apprenticeships, so that they can be trained by their tutors, adopt the values of the company and benefit from the transfer of skills from the more experienced workers.
ORGANISATION OF WORK

Despite recent changes in the work organisation, our priority is to effectively and sustainably protect the health and safety of our employees.

Working patterns and conditions
The Norske Skog Golbey plant operates continuously. 44% of employees work (131 men and 12 women) work in shifts round the clock, weekends included. To support those employees, Norske Skog Golbey has put in place measures to prevent arduous work, closely monitor night workers and provide training in rest and recovery techniques. Career adjustments are also envisaged for shift workers over the age of 57.

Job descriptions are becoming more versatile; to make the organisation more flexible and also to allow employees to upskill, we foster the development of multiple skills through multidisciplinary training provided within and outside the company.

Health and safety are our priority
Norske Skog Golbey believes that “No task is so urgent and no job so important, that it cannot be done safely”. The aim is thus to identify potential risks and take the measures required to protect the health and safety of employees.

This affects all staff and the employees take their responsibility seriously. Four people in the QHSE department routinely manage action to promote health and safety. They count on the dedication and commitment of all staff. In each area, volunteer employees act as “health and safety contact points” between their colleagues and the Health and Safety Department.

Our injury rate is well below that of the paper and cardboard industry as a whole (2016 data).
• Accident rate: 14.12 (industry: 34.6*)
• Accident severity rate: 0.83 (industry: 16.2*)
(*Source Ameli 2016)

HEALTH AND SAFETY INVESTMENT
€150 K a year

IMPLEMENTATION OF HEALTH AND SAFETY INITIATIVES

In order to maintain the highest vigilance level and make the initiatives we have taken more visible, we have launched a number of actions:

All newcomers receive health and safety training.

Every year, we create a health and safety action plan with the health, safety and working conditions committee.

All external staff regularly working in our company are made aware of our health and safety rules.

Every month, we publish the results of health and safety initiatives suggested and implemented by our employees.

Every quarter, we implement improvement initiatives developed by frontline staff (safety barriers, ergonomic tools etc.).

Every year, health and safety trophies are awarded to the most worthy initiatives.
ADAPTATION AND DEVELOPMENT

To maintain high skill levels, Norske Skog Golbey supports employees with their development and encourages them to become engaged in their own career development.

Anticipating training needs

Employee training is one of the element that encourages the employability of all workers and ensures long-term expertise. Norske Skog Golbey creates conditions to promote access to training, with a training plan designed to allow our employees to learn new skills and adapt to a new jobs or develop skills that can be transferred to other areas of activity.

Many skills are transferred within the company. Tutoring offers young recruits appropriate pathways enabling them to gain theoretical and practical knowledge to master their trade. It also helps them understand the company and acquire the expertise which is indispensable for their rapid integration.

Developing employability

The formalisation of a process for the forward-planning of jobs and skills, initiated in 2017, has enabled us to adapt our resources and anticipate our needs, particularly in respect of developments in technical expertise, rare skills and the trades of the future. We have initiated several initiatives to enable our employees to upgrade their professional knowledge and skills through professional qualification certificates.

In 2018, almost all our line managers had passed a professional qualification certificate in team leadership.

This is beneficial to employees and the company alike, and is dependent on everyone being involved. Employees remain competitive in the job market, while the company develops the expertise it needs.

Encouraging initiatives

We encourage our employees to take initiatives and work on projects. Every year, an awards ceremony is organised to recognise those employees who have taken the most valuable initiatives in the areas of safety, continual improvement, energy and CSR. In 2017, the team responsible for purchasing recycled paper and the team in charge of the store won prizes for their commitment to the Social and Solidarity Economy (SSE). For instance, we welcomed a trainee from Reval Prest, a local company providing sheltered employment. These initiatives have won awards and the teams picked up the CSR Trophy of the year and a €500 voucher that they can spend as they like (a fun outing, things to improve their workspace etc.)
**ATTRACTIVENESS AND LOYALTY**

Norske Skog Golbey aims to increase awareness of its activities, values, culture and performance in order to attract new staff and ensure its employees are proud of their company.

**Attractiveness and recruiting**

Norske Skog Golbey takes a wide range of initiatives to raise the profile of its trades and make them more attractive, particularly to young people. The company, which is active in the local region and on social media, is a partner of the educational institutions where future paper industry technicians and engineers are trained. It also takes part in student fairs and promotes its trades through videos such as the “Reverse CV” made by the FACE Vosges association. The aim is to ensure our expertise is maintained, while preparing for future staff retirements.

The positions that are the most under pressure are mainly manual and technical trades such as maintenance. Norske Skog Golbey has decided to invest in apprenticeships and development by contributing to training young apprentices and trainees, and pays particular attention to their induction into the company (many benefits, possible contribution to transport and housing costs, discovery of the company, monitoring by a mentor). The recruitment process can take several months and always ends with a “fresh-eyes report” that enables newcomers to provide a new and constructive view of the company’s practices.

**Loyalty and recognition**

The strong involvement of our staff relies on the mutual relationship between them, their trade and the company. First of all, it is measured by low staff absenteeism, which has varied little in spite of the difficulties relating to the company restructuring and staff turnover, and also by the average length of service of over 19 years.

The average salary level is and remains a key element for loyalty, and hence we keep a close eye on that. We are careful to ensure competitive salaries in relation to French industry. Since 2017, bonuses have been used to recognise and reward the individual involvement of operators, clerical staff, technicians and supervisors. At the same time, we pay particular attention to the development of trades which are facing recruitment difficulties.

“*What I liked about Norske Skog Golbey were the opportunities that were offered to us, the independence we are given and the Vosges region, where the quality of life is good.*”

**Marie Defranoux, Customer Logistics Manager** (recruited on a permanent contract following a training contract – Bachelor’s and then Master’s degree)
# PERFORMANCE INDICATORS

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<tbody>
<tr>
<td><strong>THE POWER OF PAPER</strong></td>
<td><strong>Product quality</strong></td>
<td>17</td>
<td>To monitor and anticipate changes in the recycling market so that the quality of recycled paper remains satisfactory.</td>
<td>Number of refused recovered paper lorries (number)</td>
<td>n.a.</td>
<td>195</td>
<td>95</td>
<td>48</td>
<td>45</td>
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<td></td>
<td><strong>Changes in consumer habits</strong></td>
<td>17</td>
<td>To maintain the rate of certified wood &gt; 65%.</td>
<td>Average certified wood content (%)</td>
<td>71</td>
<td>66</td>
<td>33</td>
<td>n.a.</td>
<td>n.a.</td>
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<td></td>
<td><strong>Changes in consumer habits</strong></td>
<td>16</td>
<td>To maintain a customer complaints rate below 0.2% of our turnover.</td>
<td>Cost of quality complaints in relation to the turnover (%)</td>
<td>n.a.</td>
<td>0.28</td>
<td>0.22</td>
<td>0.16</td>
<td>0.29</td>
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<td></td>
<td><strong>Circular economy, innovation and the bioeconomy</strong></td>
<td>20</td>
<td>To develop projects in the bioeconomy, the circular economy and Industrial and Territorial Ecology in the Green Valley</td>
<td>Number of projects under preparation (number)</td>
<td>9</td>
<td>8</td>
<td>7</td>
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<td></td>
<td><strong>Circular economy, innovation and the bioeconomy</strong></td>
<td>20</td>
<td></td>
<td>Number of individuals dedicated to bioeconomy projects (number)</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
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<td><strong>TOWARDS THE BIOECONOMY</strong></td>
<td><strong>Access to resources</strong></td>
<td>27</td>
<td>To remain an actor in the local timber industry and maintain the quantities of sawmill wood chips above 65%</td>
<td>Sawmill wood chips/wood raw material ratio (%)</td>
<td>68.6</td>
<td>67.3</td>
<td>67.2</td>
<td>64.3</td>
<td>70.6</td>
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<td></td>
<td><strong>Access to resources</strong></td>
<td>27</td>
<td>To continue to work towards the sustainability of the coniferous resources of the Vosges</td>
<td>Contribution to the FA3R and FPLA reforestation funds (€k)</td>
<td>28</td>
<td>25</td>
<td>20</td>
<td>22</td>
<td>27</td>
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<td></td>
<td><strong>Access to resources</strong></td>
<td>27</td>
<td>To monitor and anticipate changes in the market to maintain the content of recycled paper from selective collection above 80%</td>
<td>Rate of recycled paper from the public waste management system (%)</td>
<td>n.a.</td>
<td>78.0</td>
<td>78.1</td>
<td>77.0</td>
<td>76.3</td>
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<td><strong>LOCAL CONNECTIONS</strong></td>
<td><strong>Dialogue with stakeholders</strong></td>
<td>26</td>
<td>To encourage local purchasing, with equivalent performance</td>
<td>Number of services provided by companies from the adapted and protected and/or integration sector of the Grand-Est region (number)</td>
<td>n.a.</td>
<td>2</td>
<td>2</td>
<td>3</td>
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<td></td>
<td><strong>Dialogue with stakeholders</strong></td>
<td>28</td>
<td>To be involved in the life of the local community</td>
<td>Number of local partnerships (number)</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>11</td>
<td>8</td>
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<td></td>
<td><strong>Dialogue with stakeholders</strong></td>
<td>28</td>
<td>To make our activity part of a local development dynamic</td>
<td>Amount devoted to partnerships (sponsorships) and local events (€k)</td>
<td>72</td>
<td>74</td>
<td>60</td>
<td>64</td>
<td>51</td>
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<td></td>
<td><strong>Dialogue with stakeholders</strong></td>
<td>29</td>
<td>To work with vocational training bodies</td>
<td>Number of apprentices and trainees (number)</td>
<td>n.a.</td>
<td>32</td>
<td>37</td>
<td>46</td>
<td>58</td>
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<td></td>
<td><strong>Dialogue with stakeholders</strong></td>
<td>29</td>
<td>To be involved in youth training</td>
<td>Number of young visitors, pupils and students (number)</td>
<td>220</td>
<td>383</td>
<td>740</td>
<td>423</td>
<td>n.a.</td>
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<tr>
<td>33</td>
<td>To look for and choose alternatives to road or intermodal haulage</td>
<td>Share of rail transport (%)</td>
<td>35</td>
<td>39</td>
<td>32</td>
<td>43</td>
<td>47</td>
<td></td>
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<tr>
<td>Energy</td>
<td>33</td>
<td>To reduce our dependence on fossil energy</td>
<td>Rate of thermal energy (steam) from non-fossil sources (%)</td>
<td>88</td>
<td>82</td>
<td>84</td>
<td>76</td>
<td>77</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>To reduce our dependence on fossil energy</td>
<td>Electricity consumption (MWh/tonne of paper)</td>
<td>1.70</td>
<td>1.73</td>
<td>1.72</td>
<td>1.65</td>
<td>1.58</td>
<td></td>
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<tr>
<td>33</td>
<td>To reduce our dependence on fossil energy</td>
<td>Natural gas consumption (HHV MWh/tonne of paper)</td>
<td>0.14</td>
<td>0.25</td>
<td>0.23</td>
<td>0.16</td>
<td>0.19</td>
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<tr>
<td>Water</td>
<td>34</td>
<td>To maintain water abstraction levels</td>
<td>Abstracted volume (m³/tonne paper)</td>
<td>n.a.</td>
<td>12.1</td>
<td>12.1</td>
<td>12.7</td>
<td>12.0</td>
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<tr>
<td>34</td>
<td>To maintain the quantity of suspended solids in water below the permitted limit of 200 kg/day</td>
<td>Suspended solids emissions (kg/day)</td>
<td>n.a.</td>
<td>190</td>
<td>175</td>
<td>143</td>
<td>152</td>
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<tr>
<td>34</td>
<td>To maintain the water temperature below the permitted limit of 30°C</td>
<td>Water temperature (°C)</td>
<td>n.a.</td>
<td>31.1</td>
<td>30.1</td>
<td>30.0</td>
<td>30.9</td>
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<tr>
<td>Air</td>
<td>34</td>
<td>To maintain carbon monoxide emissions below the permitted limit of 100 mg/Nm³</td>
<td>Carbon monoxide (CO) emissions (mg/Nm³)</td>
<td>n.a.</td>
<td>57.7</td>
<td>56.6</td>
<td>41.2</td>
<td>42.8</td>
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<tr>
<td>34</td>
<td>To maintain the nitrogen oxide emissions below the permitted limit of 400 mg/Nm³</td>
<td>Nitrogen oxide (NOx) emissions (mg/Nm³)</td>
<td>n.a.</td>
<td>285</td>
<td>292</td>
<td>321</td>
<td>288</td>
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<tr>
<td>34</td>
<td>To maintain hydrochloric acid emissions below the permitted limit of 60 mg/Nm³</td>
<td>Hydrochloric acid emissions (HCl) (mg/Nm³)</td>
<td>n.a.</td>
<td>0.68</td>
<td>0.14</td>
<td>0.12</td>
<td>0.06</td>
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<tr>
<td>Activities and trades</td>
<td>38</td>
<td>To stabilise the workforce</td>
<td>Average annual workforce (number)</td>
<td>n.a.</td>
<td>323</td>
<td>355</td>
<td>389</td>
<td>397</td>
<td></td>
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<tr>
<td>38</td>
<td>To opt for permanent contracts when possible</td>
<td>Proportion of permanent contracts (%)</td>
<td>n.a.</td>
<td>91.1</td>
<td>93.9</td>
<td>96.4</td>
<td>94.4</td>
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<tr>
<td>38</td>
<td>To take measures to promote gender balance (between women/men)</td>
<td>Proportion of female operators (%)</td>
<td>n.a.</td>
<td>11.7</td>
<td>12.1</td>
<td>11.5</td>
<td>10.5</td>
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<td></td>
<td></td>
<td>Proportion of female clerical staff, technicians and supervisors (%)</td>
<td>n.a.</td>
<td>12.9</td>
<td>12.4</td>
<td>13.5</td>
<td>14.2</td>
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<td></td>
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<td>Proportion of female managers (%)</td>
<td>n.a.</td>
<td>27.7</td>
<td>23.9</td>
<td>23.4</td>
<td>23.5</td>
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<tr>
<td>38</td>
<td>To monitor the age pyramid to anticipate needs for resources and skills</td>
<td>Proportion of employees above 50 (%)</td>
<td>n.a.</td>
<td>44.0</td>
<td>40.5</td>
<td>41.9</td>
<td>35.4</td>
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<tr>
<td>Organisation of work</td>
<td>39</td>
<td>To identify and prevent health, safety and psychosocial risks</td>
<td>Number of occupational injuries - with and without time off work (number)</td>
<td>n.a.</td>
<td>8</td>
<td>10</td>
<td>11</td>
<td>8</td>
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<tr>
<td>Training and employability</td>
<td>40</td>
<td>To contribute towards training at least 2.5% of the payroll</td>
<td>Share devoted to training (%)</td>
<td>n.a.</td>
<td>2.6</td>
<td>2.4</td>
<td>3.4</td>
<td>n.a.</td>
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<tr>
<td>40</td>
<td>To promote training that allows the acquisition of skills beyond current qualifications</td>
<td>Share of training devoted to the development of new skills (%)</td>
<td>n.a.</td>
<td>34</td>
<td>39</td>
<td>25</td>
<td>n.a.</td>
<td></td>
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<tr>
<td>Attraction and loyalty</td>
<td>41</td>
<td>To maintain absenteeism rate ≤ 3.5%</td>
<td>Absenteeism rate (%)</td>
<td>n.a.</td>
<td>2.6</td>
<td>3.1</td>
<td>3.8</td>
<td>3.3</td>
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<tr>
<td>41</td>
<td>To stabilise staff turnover to maintain skills</td>
<td>Turnover rate (%)</td>
<td>n.a.</td>
<td>8.1</td>
<td>13.8</td>
<td>7.7</td>
<td>4.5</td>
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<td>41</td>
<td>To encourage staff loyalty</td>
<td>Average length of service (years)</td>
<td>n.a.</td>
<td>19.3</td>
<td>18.9</td>
<td>19.1</td>
<td>17.8</td>
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# Links with CSR Standards

Norske Skog Golbey is not subject to French non-financial reporting obligations but has decided to draw on applicable CSR standards to organise its CSR approach. Detailed content is available on request.

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<tbody>
<tr>
<td>Strategic Vision</td>
<td>Sustainability of the Golbey site</td>
<td>2-13</td>
<td>(SDG 16)</td>
<td>(10)</td>
<td>(5.2) (6.2)</td>
<td>(1-14) (28-31) (34-48)</td>
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<tr>
<td>The Power of Paper</td>
<td>Product quality</td>
<td>14-19</td>
<td>(SDG 3) (SDG 12)</td>
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<td>(6.5.2) (6.5.6) (6.7.6)</td>
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<td>Changes in consumer habits</td>
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<td>Towards the Bioeconomy</td>
<td>Circular economy, innovation and bioeconomy</td>
<td>20-23</td>
<td>(SDG 9) (SDG 12)</td>
<td>(6.5.3) (6.5.4)</td>
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<td>(EN3-7)</td>
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<td>Local Connections</td>
<td>Access to resources</td>
<td>24-29</td>
<td>(SDG 1)</td>
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<td>Dialogue with stakeholders</td>
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<td>Climate and carbon footprint, Energy</td>
<td>30-35</td>
<td>(SDG 3) (SDG 6) (SDG 7) (SDG 9)(SDG 12)</td>
<td>(7) (8) (9)</td>
<td>(6.5.4) (6.5.5)</td>
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<td>(EN3-7) (EN8-10) (EN15-21) (EN22-26) (EN30)</td>
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<td>Waste and emissions</td>
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<td>Industry and Environment</td>
<td>Activities and trades, work organisation</td>
<td>36-41</td>
<td>(SDG 1) (SDG 3) (SDG 5)</td>
<td>(1) (2) (3) (6)</td>
<td>(6.3.7) (6.3.10) (6.4.4) (6.4.6)</td>
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<td>(SDG 4) (SDG 9)</td>
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<td>(LA9-LA11)</td>
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<td></td>
<td>Attractiveness and loyalty</td>
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ANGE BLEU/BLAUER ENGEL/BLUE ANGEL
Environmental label granted to products and services with a low environmental impact: impact on the climate, use of raw materials and water, air and soil pollution.

BIODIVERSITY
Diversity of living beings at all levels of organisation of life: diversity of species, diversity within the same species or between the individuals making it up.

BIOECONOMY
Economy that uses the biological resources of the land and the sea, as well as waste, as inputs for making human and animal foodstuffs, industrial production and energy generation. The use of bio-processes for sustainable industries is also part of the approach.

FORESTRY CERTIFICATIONS
The PEFC™ and FSC® - FSC-C103778 environmental labels guarantee that wood or wood-based products are sourced from responsibly managed forests, so as to protect the environment and biodiversity, be socially beneficial and economically viable.

GLOBAL CHANGES
Concept including changes in the biosphere (such as climate change, soil use change) and changes in societies as a result of globalisation.

NON FINANCIAL PERFORMANCE STATEMENT (FRENCH DPEF)
Mandatory (under certain conditions) system for reporting environmental, employment and social information which has been applicable in France since 1 August 2017. It is the result of the enactment of the European Directive of 2014 (2014/95/EU) and replaces the former decree of Article 225 of the 2012 Grenelle law.

SUSTAINABLE DEVELOPMENT
Public-interest idea applied to economic growth on the global scale in order to take into account the environmental and social aspects of a globalised planet. The objective of sustainable development is to define viable arrangements that reconcile the economic, social and environmental aspects of human activities.

INDUSTRIAL AND TERRITORIAL ECOLOGY (ITE)
Voluntary sharing of resources by the economic players in a given region in order to save them or improve productivity: sharing of infrastructure, equipment, services and materials.

EU ECOLABEL
Label which falls within the European regulation that identifies products that limit their impact on the environment throughout their life cycle.

CIRCULAR ECONOMY
Approach that consists in doing more with fewer resources and less energy, from designing products to recycling materials in order to manufacture other products.

GLOBAL REPORTING INITIATIVE (GRI)
International initiative adopted in 2000, with guidelines that enable companies to produce reports about the economic, social and environmental dimensions of their activities, products and services.

CORPORATE GOVERNANCE
All relationships between the management of a company and its stakeholders. It provides the framework within which the company’s objectives are set and defines the means to achieving them and monitoring performance.

ISO 9001/ISO 14001/ISO 50001
Quality management (ISO 9001), environment management (ISO 14001) and energy management (ISO 50001) standards. Voluntary international systems certified by third parties.
This report aims to initiate a dialogue with all our stakeholders on our value creation strategy, so as to incorporate our social responsibility and go beyond simply making paper.

Stages of preparation of the report

- Analysis of the existing system (company strategy, value chain, activities, organisation) and forward-planning research (global changes, future regulations, weak signals and opportunities)
- Identification and prioritisation of our stakeholders
- Dialogue with our main stakeholders to identify their expectations.
- Selection of the issues that are most relevant to our strategic priorities and our stakeholders' expectations.
- Selection of our own indicators in the absence of an industry standard and the non-financial reporting obligation.
- Data collection via systems which are specific to each trade: purchasing, marketing, human resources, quality, health and safety, and the environment.
- Design and preparation of the report, organised according to our strengths and strategies.

Scope and period

This report covers the initiatives implemented by Norske Skog Golbey from 2014 to 2017. It helps highlight the changes in the company which have taken place over several years - since the first CSR report published in 2014. Data about the first half of 2018 were added whenever they were relevant and available.

Steering committee

The steering committee is made up of Martine Bortolotti (CSR Manager), Célia François (Marketing Manager) and Dominique Bomont (Communication Manager) for Norske Skog Golbey. They were supported by external experts Stepping Stones and Atelier Christelle Paris.

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What now?

This report is available on our website http://norskeskog-golbey.com/ and you can help improve it by sending your comments to this address:

rapport-dd@norskeskog.com

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