



The profiles of a papermaker

Focus on our CSR approach (2019 - 2022)



Norske Skog
Golbey

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KEY FIGURES

LEADING

PRODUCER OF NEWSPRINT IN WESTERN EUROPE

€200M TO €280M

AVERAGE ANNUAL TURNOVER

€1BN

VALUE OF THE SITE

580,000
TONNES

PRODUCTION CAPACITY

59%

AMOUNT OF RECYCLED PAPER ENTERING OUR
NEWSPRINT PRODUCTION
(2021)

8.2/10

CUSTOMER SATISFACTION RATE
(2020)

-17%

REDUCTION IN OUR CARBON FOOTPRINT
(KG CO₂ EQ. / TONNE OF PAPER, SCOPES 1-2-3)
(2006 TO 2020)

€250M

INVESTMENT
(2022 & 2023)

32%

PROPORTION OF TRANSPORT
BY RAIL

355

EMPLOYEES

220

NUMBER OF CAREER REVIEWS
(2020 & 2021)

97.2%

PROPORTION OF PERMANENT
CONTRACTS

FACE TO FACE WITH YVES BAILLY



“Our responsibility consists in going beyond the search for profitability. We take account of social and environmental issues in our decisions and strategies.”

Yves BAILLY, MANAGING DIRECTOR OF
NORSKE SKOG GOLBEY

HOW IS NORSKE SKOG GOLBEY DOING?

The pandemic and the current geopolitical situation have led to pressure and shortages. The newsprint market, already in the throes of a severe structural crisis, has been seriously affected.

Nonetheless, our business unit has shown resilience and adaptability and has continued to develop, building on a number of strengths: a **clear strategy** and **ambitions**, the **skills, expertise** and **dedication** of our teams, two of the most efficient paper machines in Europe and, finally, the support of **local authorities** and **financial institutions**.

In the coming months, we will continue in the strategic direction we have been preparing for since 2020, branching out into the packaging market. To that end, we will pay particular attention to supporting our stakeholders and particularly our teams, during these crucial changes.

WHAT ROLE DOES CSR PLAY IN YOUR STRATEGY?

Our CSR approach began 10 years ago, and is now an integral part of our **decision-making process**. It has become indispensable.

True to our values of **openness, honesty and cooperation**, in 2020–2021, we completed a long process of public consultation as part of our diversification plan, where everybody was given a chance to have their say and listen to other views. Our actions and projects for the coming years are based on our social responsibility and address our environmental, social and, of course, business issues.

WHAT IS THE PURPOSE OF THIS CSR REPORT?

This report is a review of our actions and our performance since the last report published in 2018. It is also a means of presenting our ambitions and commitments for the future as transparently as possible. Lastly, it provides an opportunity to show how our projects **add to our identity**. As a newsprint and containerboard producer, we are and **will remain papermakers!**



Strategy and governance

The development of Norske Skog Golbey, its longevity and the acceptability of its activities depend on its ability to respond to the needs of its environment and to be accountable for its results. Improving our performance requires regular discussions with stakeholders, including customers, suppliers, partners and employees, as well as the Norske Skog Group. That is why we have decided to extend our product offer and add the production of containerboard to that of newsprint.

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Acting in line with the Sustainable Development Goals (SDGs):

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS



Organisation and ambitions

Norske Skog Golbey, a business unit of Norske Skog, enjoys great autonomy. Its strategy, which is in line with that of the Group, is adapted to local particularities by the management committee.

NORSKE SKOG GROUP



- ↳ Norske Skog Skogn (Norway)
- ↳ Norske Skog Saugbrugs (Norway)
- ↳ Norske Skog Golbey (France)
- ↳ Norske Skog Bruck (Austria)
- ↳ Norske Skog Boyer (Australia)



COMPOSITION OF THE GROUP

The Norske Skog Group has five business units spread over four countries. The Group defines the strategic guidelines and then hands over to the management committee of each site the responsibility of making sure that the company will be able to rise to its own challenges in a sustainable way.

AUTONOMY OF THE BUSINESS UNIT

Norske Skog Golbey is the last newsprint producer in France and one of the market leaders in Europe. This position is the result of **continuous efforts** to ensure our longevity.

Our autonomy has also allowed us to diversify, test projects and then approve or, sometimes, abandon them, as it was the case with projects relating to **bio-based chemistry**.

ORGANISATION OF THE MANAGEMENT COMMITTEE OF NORSKE SKOG GOLBEY



A joint strategy

Our strategy, which is aligned with that of the Group, is based on three main areas:

- **Recycled newsprint:** remaining **efficient** in our historic market, while continuing to adapt to customers' needs.
- **Recycled packaging paper:** **diversifying** our activities into a growing market, as a result of a €250 million investment which is currently in progress.
- **Energy, fibres and circular economy:** supporting the **environmental transition** by developing approaches based on the **circular economy** (exclusive use of recycled fibres and waste wood) and **renewable energy** (biomass boiler, cogeneration and biogas).

Social issues and priorities

The pandemic, the geopolitical context and the structural drop in the use of newsprint have had an effect on the paper manufacturing industry. Norske Skog Golbey will remain focused on its priority social issues, at the same time deploying its new strategy towards the production of containerboard.



In these uncertain times, the need to address social issues and prepare for the future is all the more pressing.”

Martine Bortolotti,
CSR MANAGER,
NORSKE SKOG GOLBEY

ISSUES AND DECISIONS FOR 2022-2025

Since 2018, we have striven to adapt to global changes in order to take practical actions that support our values and ensure the sustainability of the Golbey mill.

Along with our internal and external stakeholders, we regularly reassess and update the social issues that are the most relevant to us.

The issues identified for the 2022-2025 period aim to **guarantee the longevity** of the site and particularly relate to securing **access to resources**, limiting our **environmental footprint** and promoting **the attractiveness** of our company.

Thus, in order to better address new consumer habits and the changes in the newsprint and packaging markets, we have taken the following strategic decisions:

- **to modify** our newsprint production so that it is made up of 100% recycled fibres,
- **to convert** one of our machines to produce recycled containerboard.

These decisions entail major changes for our company and our staff, and we are committed to **supporting them** in the evolution of our internal organisation and significant management adjustments.

PRIORITY SOCIAL ISSUES

Themes	Priority issues
Strategy and governance	- Longevity of the Golbey site
Products and markets	- Product quality - Customer satisfaction
Industrial and environmental excellence	- Circular economy - Climate and carbon footprint - Emissions and waste (energy, water, air, biodiversity)
Human capital	- Health, safety and well-being - Attractiveness and loyalty - Change management (training and employability)
Local integration	- Dialogue with stakeholders - Access to resources - Involvement in our territory

Incorporation of CSR

The simultaneous incorporation of environmental, social and economic CSR goals into our activities and the mobilisation of our resources are major and critical issues for the longevity of our company.

WE SUPPORT



The Norske Skog Group has signed the United Nations Global Compact

AN ORGANISED CSR APPROACH

The CSR approach that Norske Skog Golbey has taken since 2012 is based on:

- identifying our stakeholders (see p. 36),
- conducting a materiality assessment leading to the definition of the most relevant issues (see p. 9),
- defining goals and indicators (see p. 42/43) to measure the effectiveness of our actions.

Since then, we have updated the issues and reported regularly on our commitments and actions.

This is a voluntary approach which draws upon the main CSR standards that are currently applicable (see p. 44).

AMBITIOUS COMMITMENTS FOR THE FUTURE

In 2020, the Norske Skog Group defined its priority Sustainable Development Goals (SDGs). Each business unit is free to apply them locally. Our own SDGs can be found in the various sections of this CSR report.

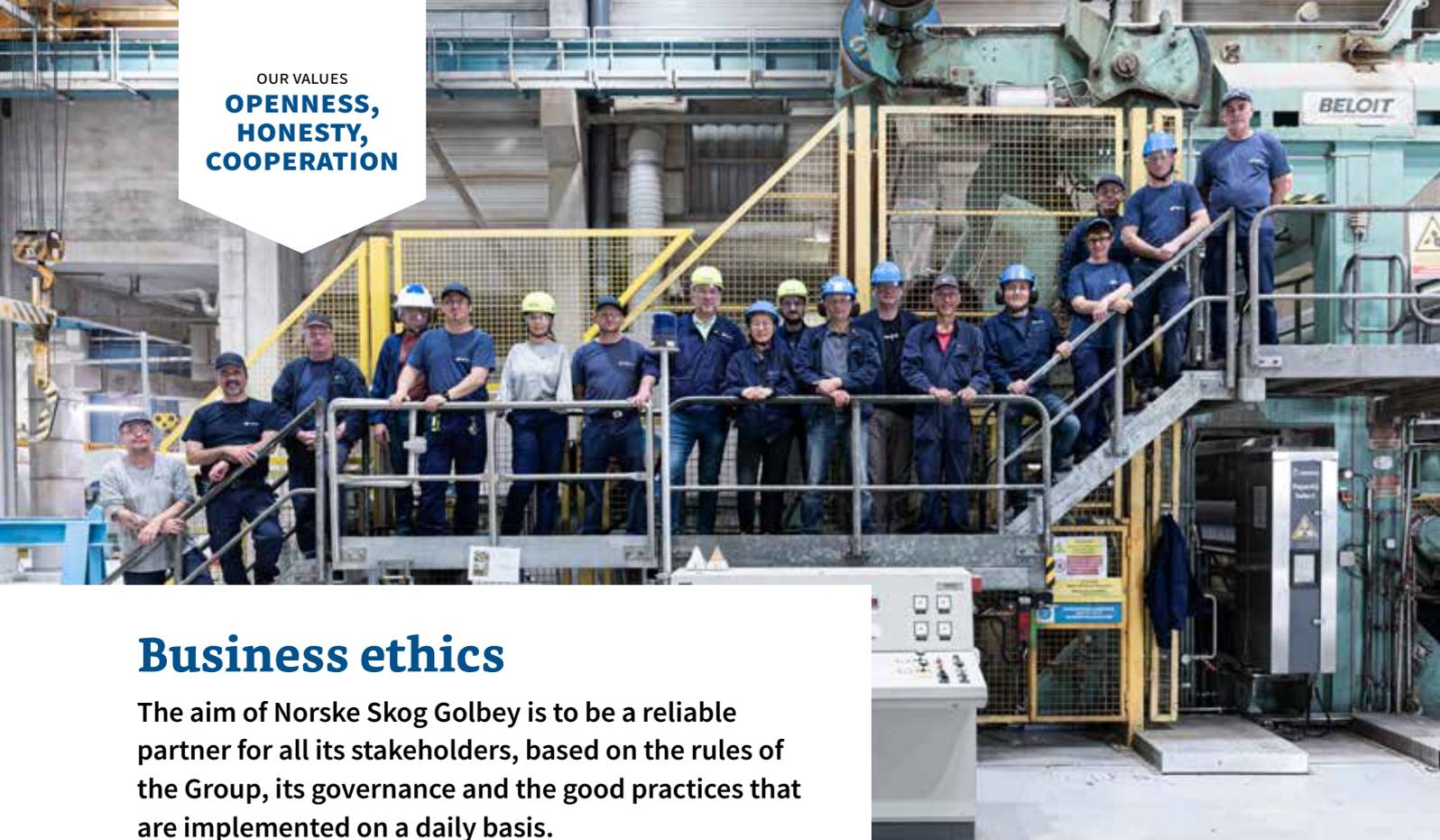
In line with the Group's strategy and its sustainable development policy, Norske Skog Golbey has made commitments in order to secure its future:

- **protecting** direct and indirect jobs and creating new ones;
- **decreasing** its energy consumption;
- **reducing** its carbon footprint;
- **ensuring** the stability of its water abstraction and discharge;
- **seizing** all opportunities for improvement.

PRIORITY SUSTAINABLE DEVELOPMENT GOALS OF NORSKE SKOG AS THEY ARE APPLIED IN GOLBEY

AMBITION	STRATEGY	PRIORITY SDGS						
		3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION
WE CREATE GREEN VALUE	Renewable packaging Becoming a recognised supplier	✓	✓	✓	✓	✓	✓	✓
	Publication papers Remaining a sustainable supplier	✓		✓	✓		✓	✓
	Fibres and energy Diversifying and innovating		✓	✓		✓		✓

OUR VALUES
**OPENNESS,
HONESTY,
COOPERATION**



Business ethics

The aim of Norske Skog Golbey is to be a reliable partner for all its stakeholders, based on the rules of the Group, its governance and the good practices that are implemented on a daily basis.

GOVERNANCE AND ETHICS

The organisation, governance and role of each business unit of the Norske Skog Group are defined by its operational model. In order to guarantee the application of good practices and the implementation of governance that meets the requirements for companies listed in the Oslo Stock Exchange, the Norske Skog Group signed up to the Norwegian Code of Practice for Corporate Governance (www.nues.no).

Moreover, shared standards on working and behaviour across all units are implemented through a guide which is accessible to all, particularly in the areas of health and safety as well as social and environmental standards.

All employees are required to **abide by the laws and ethical principles** in their work. There is zero tolerance of inappropriate behaviours. Where applicable, disciplinary procedures and corrective action plans may be put into application depending on the seriousness and type of misconduct.

COMPLIANCE WITH THE DUTY OF VIGILANCE

In order to ensure compliance with human rights and the prevention of environmental risks, Norske Skog Golbey has decided to work with the **Actradis document management platform**, which has been integrated into our standard terms and conditions of supply. This platform makes it possible to securely collect and share information and supporting documents required to meet the duty of vigilance, and to regularly monitor compliance by the suppliers and subcontractors with whom we work or wish to work.

FAIR PRACTICES AND WHISTLEBLOWING

Norske Skog Golbey strives to be a **reliable and fair partner** in relation to all its stakeholders. To that end, we create lasting connections through strong partnerships based on trust, so as to promote long-term relationships.

In order to guarantee fair competition and compliance with **anti-bribery** and **anti-fraud laws**, all employees are required to follow the **Good Conduct Guide** prepared by the Norske Skog Group.

Norske Skog Golbey intends to hire an individual responsible for ethical compliance in order to help each employee comply with applicable laws and regulations.

COMPLIANCE@NORSKESKOG.COM

The Norske Skog Group has created this email address to enable internal and external stakeholders to confidentially report behaviour that is either legally or ethically inappropriate, so that it may be investigated and followed up.



Products and markets

In order to adapt to the new consumption habits in our markets, we intend to adjust our product ranges and become a key player in the production of newsprint and containerboard. Our paper, which is part of the circular economy and made up entirely of recycled fibres, is and will continue to be recognised for its quality and its contribution to our customers' responsible strategies.

Our job: papermaker!

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Quality under control

P. 16

Serving our markets

P. 17

Acting in line with the Sustainable Development Goals (SDGs):



Our job: papermaker!

By its nature, our paper is part of the circular economy.
 From 2023, our newsprint and containerboard will be made up of 100 % recycled and recyclable fibres sourced mainly from France.

60%

Proportion of the magazines and newspapers collected in France that we recycle

Recyclability

This is the characteristic of a product, packaging or associated component that can be taken from the waste stream, and which can be collected, processed and put back into use as raw materials or products. (ISO 14021)

OUR ROLE IN THE CIRCULAR ECONOMY

Our business is very much part of the circular economy, where one person's waste is another person's resource, since for our newsprint we **recycle 60% of the magazines and newspapers collected in France**. The same approach will be applied to our future containerboard production, which will be made from old corrugated containers (OCC). We will recycle the equivalent of about **15% of the resource available in France**.

PRODUCING 100 % RECYCLED PAPER

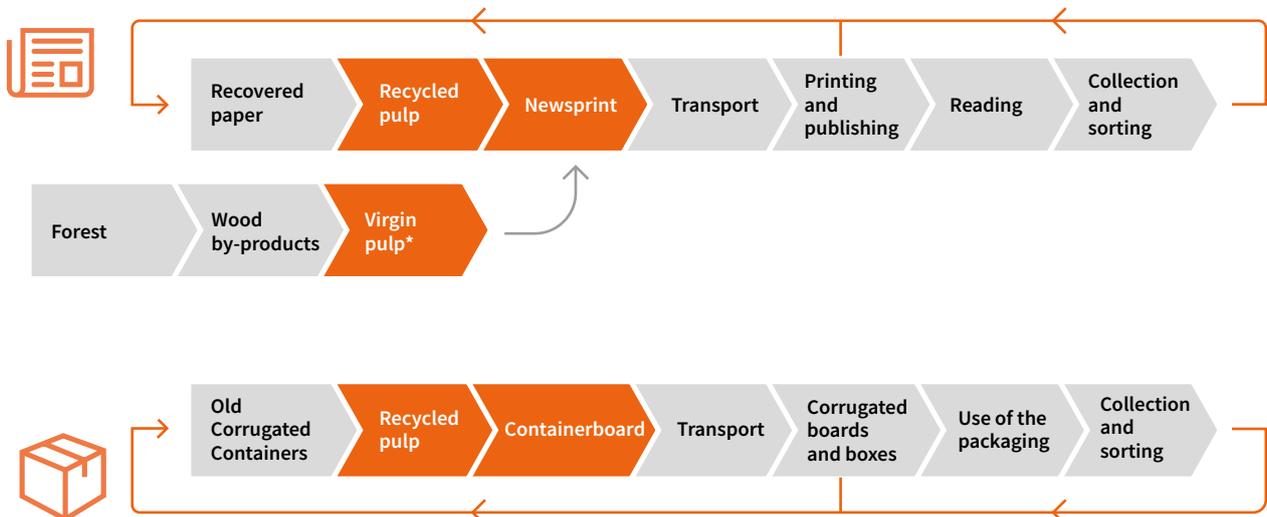
From 2023, our range of newsprint will be made only from recycled fibres. That change is due to new regulations and consumer habits in favour of recycled paper, and also the optimisation of the space available on our site (see p. 20-21).

Most of our customers are already familiar with the use of 100% recycled newsprint, but trials will be conducted in order to guarantee the print quality on their rotary presses.

The addition of new fibres to paper remains important for the quality of our finished products. That will continue to be possible thanks to the globalisation of the paper market.

LIFE CYCLES OF NEWSPRINT AND CONTAINERBOARD

■ Stages completed by Norske Skog Golbey



*STOP IN 2023



NOR|News

Standard newsprint for coldset offset printing

40 g to 45 g

Customers: press publishers

NOR|X

Improved newsprint for heatset offset printing

36 g to 45 g

Customers: retailers, communication agencies

STRATO|Liner *Testliner 3*

STRATO|Fluting

Containerboard for corrugated board

70 g to 135 g

Customers: corrugators



NEWSPRINT: ADAPTING OUR SALES STRATEGY

In order to remain a reliable and high-quality partner for our priority customers, we will adapt our sales strategy by 2023 to our updated newsprint production capacity. We will work on **optimising our range** of products and will essentially concentrate **on markets in Western Europe**.



CONTAINERBOARD: LAUNCH INTO THE STRATO-SPHERE!

From the last quarter of 2023, we will market a range of containerboard under the brand name Strato.

The promises of the Strato range:

- **strong, lightweight** paper that addresses the expectations of the packaging market;
- paper made from **100% recycled fibres** supplied mainly in France;
- **certified** paper with regards to the origin of fibres and indirect food contact;
- an **experienced** paper manufacturer with the organisation and resources required to offer high-quality paper and services.



CERTIFICATIONS

Find the paper profiles and all the certifications of each range on our website.

As soon as the production of containerboard begins, we will take all the necessary steps to obtain certifications relating to the origin of the fibres and indirect food contact.



Why Strato?

Strato means “layer” in Italian and also refers to the stratosphere, the atmospheric layer that protects the Earth, just as a corrugated box, case or display stand protects its content.

Quality under control

At each stage from the raw materials to the delivery of our reels, quality is monitored in order to ensure that our products best meet the needs and requirements of our customers and markets.



The traceability of our paper reels

is guaranteed by a barcode added to the labels. It is used by our customers to manage their stock and to monitor quality, diagnose problems and put in place corrective action if necessary.

STRICT MONITORING OF THE PRODUCT QUALITY

The newsprint production process is monitored by many quality controls. Right from the process of manufacturing pulp, our **in-house laboratory** carries out a variety of tests (fibre length, whiteness etc.). Inspections then take place along the production line using sensors distributed throughout the machines. A sample is also taken from each jumbo reel to be tested and to analyse our end products. A final visual inspection is carried out by winder operators before the reel is shipped.

A similar process will be put in place for the production of containerboard.

INPUT QUALITY: A MAJOR ISSUE

To be suitable for making newsprint, the 450,000 tonnes of recovered paper must be made up of newspapers, magazines or brochures. These inputs increasingly include non-fibrous contaminating materials such as plastic, metals, staples, sand etc.



In coordination with our production teams and our Quality Department and without reducing the end quality of our products, our Purchasing Department has had to adapt by holding regular dialogue with suppliers. In this way, we have **revised our specifications** by driving up our rejection rate from 8% to 10% and by putting in place penalties in the event of an overrun.

In addition, we continue to work along with waste operators, local authorities and public bodies in order to better **raise the awareness of the general public of the importance of selective recycling.**

For the production of containerboard, **we will recycle 610,000 tonnes** of old corrugated containers. We will need to be mindful of the humidity content (this is an economic issue, as dry corrugated boxes are lighter and thus cost less) and the contaminant content (environmental and business issue, as the main contaminant is plastic).

OUR INPUTS

	2022	2023	2024
 Newsprint	450,000 tonnes of recovered paper + 250,000 dry tonnes of logs from thinning and wood chips	450,000 tonnes of recovered paper	
 Containerboard			610,000 tonnes of old corrugated containers (OCC)

Serving our markets

More than 95% of our customers are in Europe. Proximity and regular dialogue ensure their satisfaction and enable us to offer them a tailored service.



CSR audit & EcoVadis assessment

We are improving our practices in the areas of the environment, social issues, human rights, ethics and responsible purchasing. In 2021, an audit by the extra-financial assessment platform EcoVadis awarded us a score of **73/100**. That Platinum performance puts us among the top 1% in the paper and pulp industry.

PROXIMITY AND CUSTOMER SATISFACTION

Our geographical proximity with our customers allows us to maintain **regular dialogue with them**, directly and via our local sales offices, as well as through external agents for more distant markets.

In addition, every two years, we carry out a **satisfaction survey** which has shown good results: over 8.2/10 in 2018 and 2020. In 2022, we decided to carry out **qualitative interviews** with our key accounts to promote dialogue and reinforce our partnerships in order to anticipate future changes in our product ranges (also see p. 15).

At the same time, and to have an even better understanding of the expectations of the packaging market, we made contact with prospective customers, initiated a promotional campaign for the Strato brand and will participate actively in trade fairs. The dialogue with customers and the quality of the service provided are all the more important since we sell a particularly standardised product.

A TAILORED SERVICE

Our sales teams, supervised by the Norske Skog Golbey Marketing and Sales department, is also supported by quality technicians who optimise customers' printing requirements and monitor quality issues.

For newsprint as for containerboard, our **good reputation, close relations with customers** and the **quality of our services** and our **logistical solutions** remain strong bases for **differentiation**.





Industrial and environmental excellence

Alongside newsprint manufacturing, the production of containerboard will entail major changes in our equipment and processes. In order to continue to be excellent in our businesses, environmental issues relating to water, air, energy and waste will remain at the core of our industrial strategy and will be fully integrated into our decisions and actions. The development of our activities will be aligned with our ISO 9001, 14001 and 50001 certifications.

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Acting in line with the Sustainable Development Goals (SDGs):

6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



Development of our facilities

Alongside newsprint manufacturing, the containerboard production will entail modifications to many workshops in our mill: the production of pulp, paper and energy, and the water treatment process.

MANUFACTURING TWO TYPES OF PAPER: NEWSPRINT AND CONTAINERBOARD

→ Conversion of one of the two newsprint machines

Our number one paper machine will be converted to produce containerboard. This will require a shutdown over several months to carry out the work. As a result of the higher average basis weight of the containerboard, the production capacity of the machine will be increased from 250,000 tonnes to **550,000 tonnes per year**.

Our second paper machine will not be modified and will continue to produce 330,000 tonnes of 100% recycled newsprint from 2023.

→ Modification of the paper pulp production workshops

The debarking drum used for logs will be replaced by a pulping drum for the old corrugated containers (OCC).

At the same time, the machinery for wood pulp production will be dismantled and replaced by a box recycling workshop. As the new process requires far less energy than wood pulp manufacturing, we will be able to **reduce our power consumption by about 30%**.

OUR MILL AND THE MODIFICATIONS IN 2023/2024



- 1 — Containerboard warehouse
- 2 — PM1 - converted for containerboard
- 3 — PM2 - 100% recycled newsprint
- 4 — Containerboard pulp production line

- 5 — Boiler 2 (renovated)
- 6 — OCC pulping drum
- 7 — New storage for bales of OCC
- 8 — Boiler 6, cogeneration

- 9 — New methanisation unit and additional filtration unit
- 10 — Pavatex
- 11 — Eurorail



→ **Adaptation of raw material storage areas**

The wood yard where sawmill wood chips and logs from thinning are stored will be turned into an area for storing bales of corrugated containers to be recycled.

→ **Construction of a new warehouse for the containerboard reels**

We will have to build an additional warehouse for our containerboard reels. It will have a surface area of 7,500 m² and will be fully automated.

ADAPTATION OF STEAM (ENERGY) PRODUCTION EQUIPMENT

The site's steam requirements will grow by about 35% for two main reasons:

- the volume of containerboard produced will be greater than the volume of newsprint it replaces,
- the steam recovered from the wood pulp manufacturing process will no longer be available once this process is discontinued.

To address that need, a new boiler (boiler 6) will be set up at the north of the site. When combined with a steam turbine, it will generate **renewable energy** because it will use non-fossil fuels: end-of-life wood and pulping rejects from corrugated containers to be recycled (see p. 25).

This project, which falls within the fifth call for tenders from the French Energy Regulation Committee, is managed by a project company (GVE), made up of Pearl Infrastructure Capital, Veolia Industries Global Solutions and Norske Skog Golbey.

ADAPTATION OF THE EFFLUENT (WATER) TREATMENT PLANT

To maintain the effluent quality, we will install additional equipment in our water treatment station:

- a second methanisation unit,
- a pre-acidification silo, to limit the development of odours (see p. 27),
- additional filtration capacities.





Environmental performance

Our challenge for the coming years is to reconcile the longevity of our business and increased production with a controlled environmental footprint.

1 million

tonnes of paper and corrugated containers recycled per year

30%

Decrease in our electricity consumption

55%

Decrease in our carbon footprint in kg CO₂ eq. per tonne (scopes 1 & 2) between 2015 and 2030

OUR ISO MANAGEMENT SYSTEMS



A SITE THAT HAS BEEN COMMITTED TO THE ENVIRONMENT FOR 30 YEARS

From the very beginning, Norske Skog Golbey has demonstrated its commitment to the environment (no environmental incidents have been reported in 30 years). It has also proven its commitment to reducing its environmental impact in a spirit of continual improvement, with the generation of **renewable energy** (methanisation, cogeneration), the repurposing of almost all its waste (see p. 26), and a sharp **reduction in its carbon footprint** (see p. 24).

CONTROLLING RISKS

The Norske Skog Golbey mill operates in compliance with a quality management system (ISO 9001), an environmental management system (ISO 14001) and an energy management system (ISO 50001), which means that it **monitors** and measures **performance**. It controls its risks and demonstrates its commitment to improving its performance in accordance with its continual improvement policy.

OUR AMBITIONS FOR 2030

As part of the development of our activity, we are taking major environmental issues into account by undertaking the following commitments:

- **to make a responsible use of natural resources:** with 1 million tonnes of paper and corrugated containers recycled every year, we will become a major player in recycling in France,
- **a 30% reduction in our electricity consumption**, with about one third being obtained by self-generation when the new steam turbine combined with boiler 6 is commissioned,
- to stabilise **the quantities of water abstracted and discharged**, despite the 52% increase in production volumes,
- **a 55% reduction in our carbon footprint** in kg CO₂ eq. per tonne (scopes 1 & 2, reference year 2015),
- **limiting our logistical impacts** through the joint creation of innovative intermodal solutions with partners (see p. 37),
- **supporting biodiversity** by contributing to reforestation funds.

Operational excellence

To optimise the overall performance of the company, Norske Skog Golbey promotes the principle of continual improvement involving all its employees.



The 2021 Choose France prize for environmental transition

was awarded to the Norske Skog Group for its investment in the Golbey paper mill.



Decarbonisation

In 2021, the Norske Skog Golbey conversion project was eligible for the ADEME call to tenders relating to the “Decarbonisation of processes and utilities in industry”.



Norske Skog Golbey joined the Coq Vert community,

a system created by the French Ministry for Environmental Transition, ADEME and Bpifrance, which brings together companies which are committed to the energy and environmental transition.

OUR MAJOR WORK AREAS IN 2022-2025

The necessary performance requires us to closely monitor our key indicators on a daily basis and implement associated action plans.

Our major work areas are as follows:

- in terms of energy, monitoring boiler 2 and the associated steam turbine;
- methodical preparation for changes in the mill and the associated organisational changes;
- new monitoring of the innovations within the Industry 4.0 concept.

OUR OPERATIONAL ISSUES AND TOOLS

Two dedicated members of staff, supported by an apprentice, are in charge of steering the **operational excellence programme**. They use conventional continual improvement tools

- workshops (5S, TPM, standards) and field audits with teams from the different areas,
- indicators (audit completion rate, number of projects),
- the involvement of employees.

A NEW DYNAMIC

Due to an internal reorganisation, the impact of the pandemic and the projects under way, the continual improvement process has not significantly changed in recent years. The dynamic began again in 2021 with the creation of a new team which is currently rolling out its action plan, tools and indicators.

Climate and carbon footprint

Norske Skog Golbey is committed to contributing to the overall goal set by the Norske Skog Group: reducing our carbon footprint by 55% between 2015 and 2030.

REDUCING OUR CARBON FOOTPRINT

A fulfilled commitment

In 2014, we committed ourselves to reducing our carbon footprint by 30% between 2006 and 2020 (according to the ADEME method, scopes 1-2-3).

We achieved that goal in 2019, in terms of tonnes of CO₂ emitted per year, largely as a result of a 44% reduction in our energy consumption.

In terms of the quantity of CO₂ emitted per tonne of paper, the reduction reached almost 22% in 2019, but the results were slightly poorer in 2020 due to the pandemic and the decrease in production volume.

A dynamic that must continue

As the result of the conversion of one of our machines and in line with the goals of the Norske Skog Group, we are committed to continuing to reduce our emissions: **55% between 2015 and 2030** (in kg CO₂ eq. /tonne of paper, according to the CEPI method, scopes 1 & 2).

That will be made possible by reducing our power consumption following the shutdown of the pulp production line that consumes most energy (wood pulp), but also through the optimisation of our consumption aligned with our ISO 50001 energy management system.

The carbon footprint of Norske Skog Golbey (CO ₂ equivalent tonnes)		2006	2013	2019	2020	2006/2020
	Raw materials (wood chips and logs, recovered paper)	27,747	27,190	26,827	21,451	-22.7%
+						
	Upstream transport (raw materials, fuel)	28,615	28,676	29,252	24,665	-13.8%
+						
	Energy (natural gas, electricity, pulping rejects, non-road diesel, wood fuel)	105,987	75,834	59,045	55,384	-47.7%
	Direct waste (sludge, non-hazardous industrial waste, ash)	7,461	7,689	2,971	3,454	-53.7%
=						
	Total (tonne CO ₂ eq.)	169,811	139,390	118,095	104,954	-38.2%
	Total (kg CO ₂ eq./tonne of paper)	284	242	222	236	-16.9%



OPTIMISING OUR ENERGY CONSUMPTION

Reducing our dependence on fossil fuels

Between 2006 and 2020, we **reduced our natural gas consumption by 66%**, by replacing most of that fuel with end-of-life wood. Thus, our steam is now produced with over 80% of non-fossil fuels.

Implementing our Energy Efficiency Plan

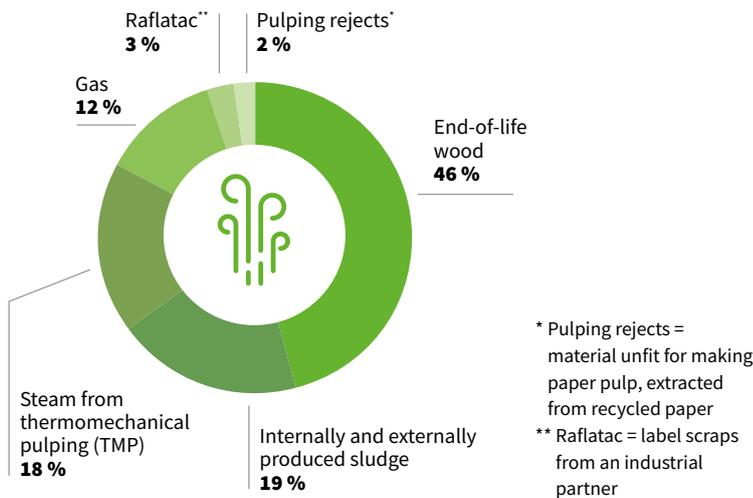
This plan covers all actions to optimise our energy efficiency. It might involve, for instance, the installation of variable drives or the replacement of some pumps.

Seizing all opportunities for improvement

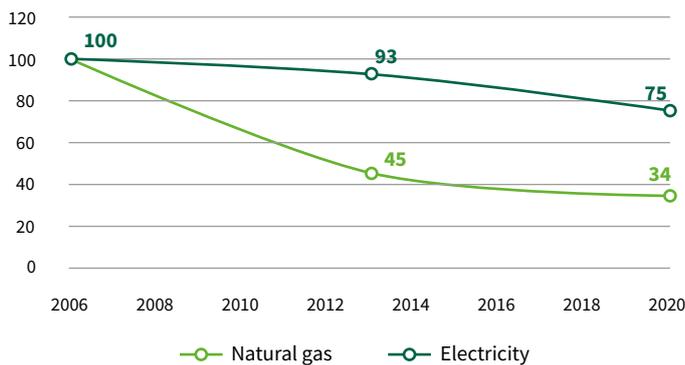
As part of the development of our activities, we want to seize all opportunities for improvement:

- Reducing our energy consumption even further: approximately 30% less electricity and 50% less fossil natural gas
- Increasing the production of renewable energy:
 - ♦ A new steam turbine associated with the new boiler 6, with a capacity that is twice that of the existing boiler, will allow us to attain total electricity generation of about **200,000 MWh** per year on our site,
 - ♦ The new methanisation unit will double our **biogas production** capacity.

SOURCES OF THERMAL ENERGY (STEAM)



ENERGY CONSUMPTION (BASE 100)





Emissions and waste

Issues relating to water, air quality and the sustainable use of resources guide our current and future decisions.

CONTROLLING OUR IMPACTS ON WATER

Very stringent standards

A prefectural order imposes very stringent limits on the abstraction and discharge of water, in respect of a number of parameters such as temperature, suspended solids, nitrogen, phosphorous, organic pollutant load and metals.

We limit the abstraction of water through the **water recycling loops** implemented in our processes. When water becomes too concentrated, it is **treated in our effluent treatment plant**, and then recycled once again (25%) or discharged into the Moselle river (75%).

Twice a year, a specialised body measures the environmental quality of the water of the Moselle upstream and downstream of our discharge, based on fresh water fauna. The standardised overall biological index shows that our discharge does not have an impact.

Proactive measures to protect water

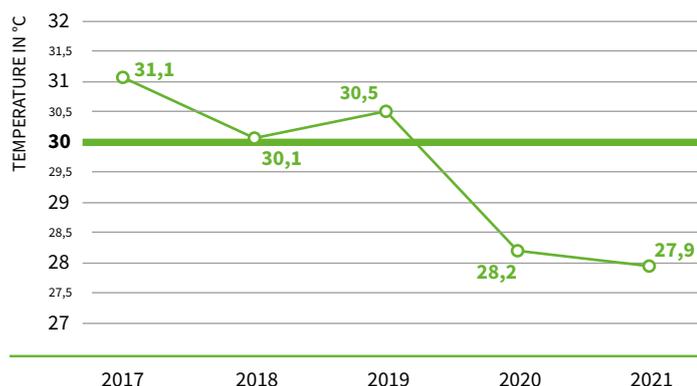
Despite an increase of over 50% in our production volume following the conversion of our paper machine, we are committed to **maintaining the volumes of water abstracted**, as well as the quality of the water discharged into the Moselle. To that end, we will make **investments** and take optimisation action:

- **increased internal recycling** of water (from 4,500 to 11,200 m³/day);
- **an investment of €10M** in our effluent treatment station (including a new methanisation line);
- **an alternative source of water**: in case of heightened drought alert, we will be allowed to abstract some of the volumes from underground water to preserve surface water. That permission has been given after a study showing the absence of impact.

A study done by the CTP (French technical centre for the paper) has further demonstrated that our mill cannot operate with a closed water circuit, that is to say with no abstraction or discharge.

Reducing the temperature of our discharge into the Moselle river

Recent action has brought the temperature below 30 °C.





PROTECTING AIR QUALITY

Well thought-out choices

In-depth simulations were carried out to **verify the acceptability of our air emissions**, particularly in terms of impact on health. These studies, which are carried out as part of the application for environmental permission, led to us taking the following decisions:

- abandoning the construction of an additional boiler fuelled by OCC (Old Corrugated Containers) pulping rejects,
- extending the life of our boiler 2, which repurposes de-inking sludge and end-of-life wood.

Controlling olfactory problems

During consultations with our stakeholders in 2021, we realised that the local community was inconvenienced by odours which were perceptible around our mill, despite the fact that very few complaints have been recorded by our Environment department in recent years.

Investment is planned for the water treatment plant and the treatment of discharge from the roof of the containerboard machine to minimise that nuisance. We are committed to conducting a **measurement campaign** after the new equipment is started up, in order to verify the effectiveness of the action taken.

98%

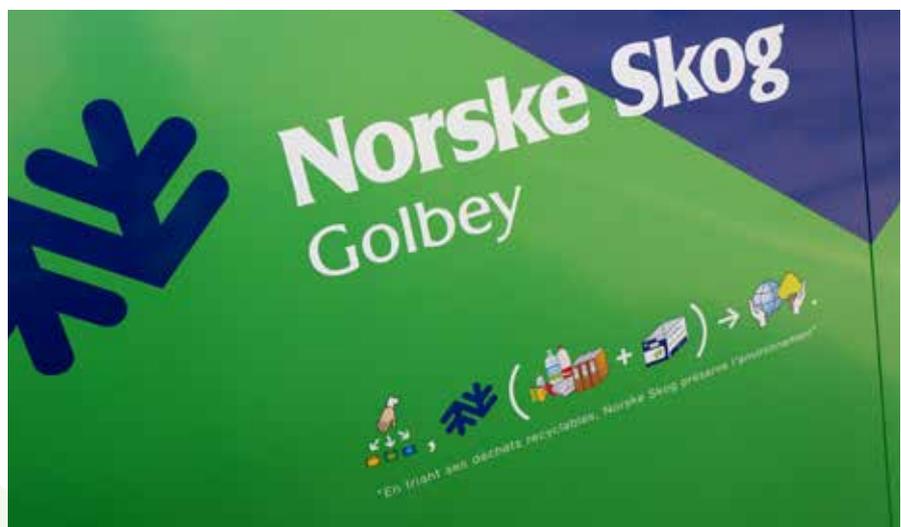
Waste repurposed internally or externally

End of landfill for plastic

Since 2022, the plastic derived from recovered paper that is not repurposed internally has been repurposed by outside contractors as Solid Recovered Fuels.

REPURPOSING OUR WASTE

For several years, we have been repurposing over 98% of our waste, internally in our boiler 2 or using approved external channels. This is the waste generated by our processes, for instance de-inking sludge or combustion residue, and also unwanted materials (metal, plastic etc.) contained in the recovered paper and corrugated containers that make up our raw material (also see p. 16). Hence **the importance of effective selective sorting** higher up the chain!





Human capital

The women and men who make up the human capital of Norske Skog Golbey are committed to their company. They are its greatest strength and most valuable assets. They are the main drivers of its performance, longevity and adaptability. That is why we owe them a safe workplace, career development opportunities and to find their place in the company.

Health, safety and well-being	p. 30
Unifying values	p. 31
Career development	p. 32

Acting in line with the Sustainable Development Goals (SDGs):

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Health, safety and well-being

Alongside maintaining our expertise, we owe our teams a workplace that is healthy, safe and pleasant to work in. That is why their health and safety is our priority.

9.9%

Accident frequency rate

0.35

Accident severity rate (2021)

EFFECTIVELY PROTECTING THE HEALTH AND SAFETY OF OUR EMPLOYEES

In 2021, we redesigned our safety plans and procedures, particularly the locking out procedures, to keep our site safe. Indeed, in spite of its long experience in terms of safety, our business unit experienced serious accidents in 2020 and 2021, which we absolutely want to prevent in the future. All the parties concerned, within and outside the company, are now more than ever trained and encouraged to **identify potential risks and take the necessary actions**.



By 2023, there will be major changes on our site (see p. 20) while our daily activities continue. We must, therefore, be even more vigilant and **reinforce our safety team** so that it is sufficiently strong to effectively manage coactivity risks, particularly with outside contractors.

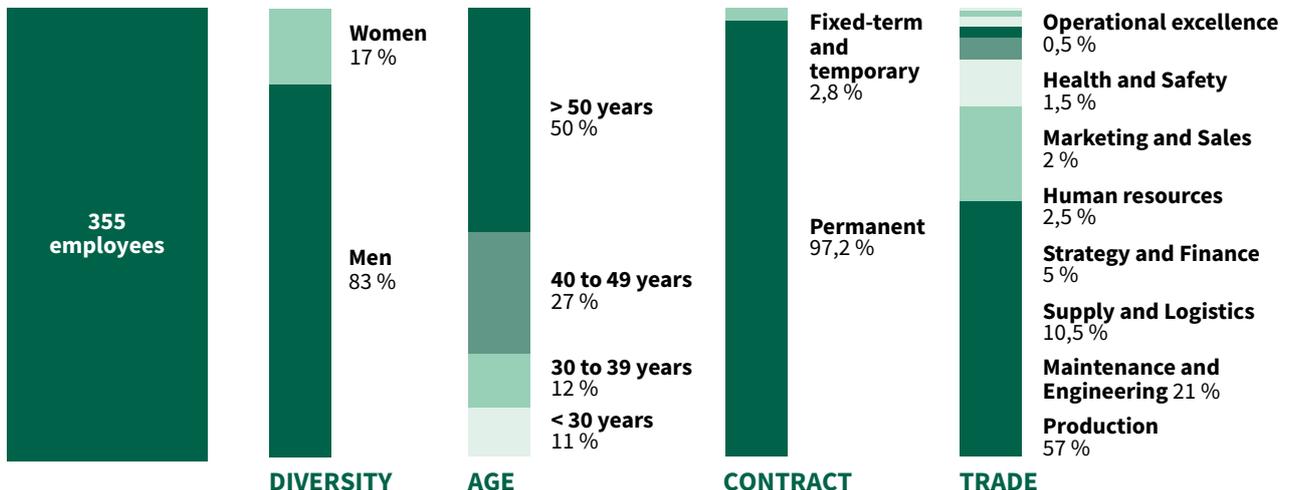
CONTINUING WORKPLACE WELL-BEING ACTION

Working hours - The mill operates continuously, and 44% of the employees work in shifts. In early 2022, after a survey of the individuals concerned, we **changed their working hours** so as to take account of their stated expectations.

Working from home - Since the 2020 pandemic, our business unit has been organised to allow those who can and wish to work from home to do so. A remote working agreement will be negotiated with the employees' representative bodies in 2023.

Sport - Norske Skog Golbey encourages internal cohesion and offers financial support to company sports organisations (golf, motorcycling and hiking clubs) set up on the initiative of the employees. Sports sessions under the supervision of a **coach** are also proposed. Some forty employees take part in training sessions depending on their working hours and availability. In spite of the pandemic, these activities continue to play an **important role in promoting conviviality** and physical and mental health.

OUR EMPLOYEES





Unifying values

Promoting equal opportunities and diversity and combating discrimination are core values of our company culture. Our Human Resources department upholds them on a daily basis.

The value of the human assets of Norske Skog

Golbey lies in the knowledge, skills and experience of our employees, and also in their way of working together, in a spirit of cooperation and collaboration.

7.6%

Employee turnover

82/100

Workplace gender equality index (2021)

STABILITY AND PLANNING FOR CHANGE

Our teams take **pride in** and **show dedication to** their work and their company. This is confirmed by an **average length of service of almost 18 years**. However, against the backdrop of sweeping environmental, social and economic changes, we have improved our process for **the forward planning of jobs and skills** to adapt our jobs and ensure the continuity of our activity.

GENDER EQUALITY

Since the initial evaluation which took place in 2017, we have worked to even out differences, and for several years now, our **workplace gender equality index** has been **stable**. Between 2018 and 2021, two women joined the management committee.

ENCOURAGING DIVERSITY

We comply with our obligations to employ disabled workers, adapting their workstations and supporting their integration into our teams. Once the operation and organisation in the mill has been stabilised, we are committed to **going further with our inclusion policy**.

In 2021, we hired 10 staff who had been out of work and trained them in the activity of paper making. Their new **professional certificates** will enable them to replace employees who are training to operate the new facilities.

CONTINUING DIALOGUE WITH EMPLOYEES

In early 2022, a **collective performance agreement** was signed with all the represented unions. That agreement defines the way in which the organisational changes relating to the diversification of our activities will be applied up to 2024.

Career development

Diversification into the packaging market will imply gradual changes in our organisation, and career development for 39% of our employees. We will support each individual affected by the changes.

RESULTS OF THE WISHES EXPRESSED DURING CAREER REVIEWS



- **81.34% of priority employees with positive internal mobility or same position**
- **11.86% of employees with same position, but a modified job description**
- **6.8% of employees with negative internal mobility, including some particular cases (retirement imminent after September 2023)**



4.25%

Share of payroll devoted to training

LISTENING AND DIALOGUE BEFORE ACTION

In order to take stock and enable employees to give their views about their current position, their needs and **wishes for training and development**, we completed **220 career reviews** in 2020 and 2021 and made individual career appraisals annual.

SKILLS DEVELOPMENT

We prepared a **training plan** to enable employees to better adapt to their new jobs or **develop skills** that can be transferred to other areas of activity.

In 2022, 81% of the employees who took part in career reviews received an offer that met one of their stated wishes (internal mobility or staying in the same position), in line with their annual appraisal.

To **support employees** moving to a new position, we turn to specialised and reputable **training organisations** with proven and suitable methods (e-learning or practical cases).

TRANSFERRING EXPERTISE

In order to avoid the loss of expertise, we have identified critical positions, key competencies and high-potential individuals in the company. We have incorporated them into a **succession plan** that is aligned with our **skills development** plan to promote **internal mobility**.

In order to facilitate the transfer of expertise and particularly to anticipate the **57 retirements** to be expected from 2022 to 2026, every year, we **hire and tutor**:

- experts, who are trained in our own methods. 11 people are currently **working side-by-side with our future retirees** to learn their jobs;
- **work-study trainees**, who are learning the values of the company and benefit from the skills transfer from their tutors, all of whom are volunteers and trained for the task.

HUMAN RESOURCES ISSUES



TRANSFERRING EXPERTISE

SKILLS DEVELOPMENT

RECRUITING AND INDUCTING NEW WORKERS

ENCOURAGING STAFF LOYALTY



In the introductory report

that ends the recruitment process, our new hires often say that they appreciate the **induction pathway**, **the atmosphere** in the workplace, **the warmth** and the **team spirit** of their colleagues.

18 years

average length of service, which shows strong commitment to the company

ENCOURAGING STAFF LOYALTY

We strive **to offer salaries that are competitive** in relation to the French industry standards. We are currently paying particular attention to the development of trades under pressure. Our employees' remuneration includes an **end-of-year bonus**, **performance-related bonuses and profit sharing**, as well as coverage by the **corporate health insurance scheme** and a **company canteen**.

RECRUITING AND INDUCTING NEW WORKERS

THE RECRUITMENT PROCESS



Recruitment - Our recruitment division is trained to **treat applications fairly** and **equally**. Our recruitment decisions are only driven by objective reasons relating to professional abilities and skills.

Induction pathway - Every new recruit receives a Welcome Pack and training on the company, its values and strategy, ways of working, CSR policy and certifications. Depending on their position, they meet the key managers of their area and are mentored by another employee who introduces them to the company and its customs and practices.

Positions under pressure - We advertise vacancies externally when we have not been able to move an existing employee into the requested position or when new skills are required. The positions currently under most pressure are mainly technical trades: maintenance technicians and process or production engineers.



Local integration

The social responsibility of Norske Skog Golbey is also reflected in the positive contribution it makes to society, the environment, the local community and all its stakeholders. In order to contribute to the vibrancy and appeal of its territory, Norske Skog Golbey prioritises local suppliers, helps set up new activities by pooling resources, creates jobs and supports local initiatives.

Consulting our stakeholders

p. 36

Supplier relations

p. 37

Involved in our territory

p. 38

Acting in line with the Sustainable Development Goals (SDGs):

3 GOOD HEALTH
AND WELL-BEING



4 QUALITY
EDUCATION



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Consulting our stakeholders

For several years, Norske Skog Golbey has been developing a culture of openness and dialogue with its stakeholders. Preliminary consultation about our projects and the development of our mill was part of that spirit.

STAKEHOLDERS

Individuals or groups of individuals that may have an impact upon or may be impacted by the activities of an organisation.

REGULAR DIALOGUE

Taking account of stakeholders is part of the requirements of the ISO management systems that we have been implementing for several years.

Since we adopted our CSR approach in 2012, we have identified our main stakeholders. We have organised several committees to better understand their expectations and use dialogue tools such as internal discussions with employees, customer surveys, supplier audits and the publication of our environmental performance reports.

OUR MAIN STAKEHOLDERS



BOX project - Consulting of the stakeholders

385

Contributions (opinions, questions, consultation responses)

140

Participants in the 6 workshops

4,700

Views on social media

500

Viewers per programme on Vosges TV

PRELIMINARY CONSULTATION FOR THE BOX PROJECT

As part of its planned diversification (the "BOX project") into containerboard manufacturing, Norske Skog Golbey has implemented a long information and dialogue process, from November 2020 up to the public enquiry which took place in the summer of 2021. That process, overseen by CNDP (French national commission for public debate), covered the different economic, environmental and social issues of the project. To that end, a number of resources were deployed in order to enable all parties to find information and give their views: a website with a question and answer forum, a brochure, themed workshops and television programmes on the local television station, Vosges TV.

Norske Skog Golbey has publicly made commitments to demonstrate its understanding of the issues relating to water, air, climate change and the protection of the natural resources (see p. 24 to 27).

Social and employment issues were also addressed, in order to explain that the BOX project will help make the site sustainable for the coming years and create some twenty direct jobs in the mill and several hundreds of indirect jobs in the wider region (see p. 39).

Supplier relations

Operating in an unstable health and geopolitical context, our Purchasing department is central to our changes, involving different levers for action such as the inclusion of responsibility criteria, control over procurement risks and the development of new logistics solutions.

CATEGORIES OF PURCHASES

Purchase of raw materials
(recovered paper and old corrugated containers)

Industrial purchases
(equipment, products, services)

Energy purchases

Transport purchases

65%

of our orders (industrial purchases) are placed with suppliers located within a 200 km radius

RESPONSIBLE PURCHASING

The main goals of our purchasing activities are to address our obligations towards suppliers (duty of vigilance, see p. 11) and to **secure our supplies**, while controlling the impact on the budget, which is indispensable for the viability of our business model.

In accordance with the Supplier Relations and Responsible Purchasing Charter that we have signed, we choose and assess our suppliers based on performance **criteria** in the areas of **safety, environmental protection** and, more broadly, on their **CSR** approach.

Furthermore, as far as possible, we prioritise **local suppliers**. 88% of our industrial purchases are from **suppliers located in France**. Since 2022, we have increased our efforts towards SMEs and companies in the **protected and adapted sector**.

ACCESS TO RESOURCES

Despite our role in the circular economy, **access to resources** remains a **major issue**, for raw materials and energy alike. We are, therefore, working to **secure our supplies** in order to guarantee our production and control our costs, particularly through the use of long-term agreements, the development of strong partnerships with suppliers and the inclusion of responsibility criteria.

LOGISTICS: ROAD, RAIL AND BIMODAL TRANSPORT

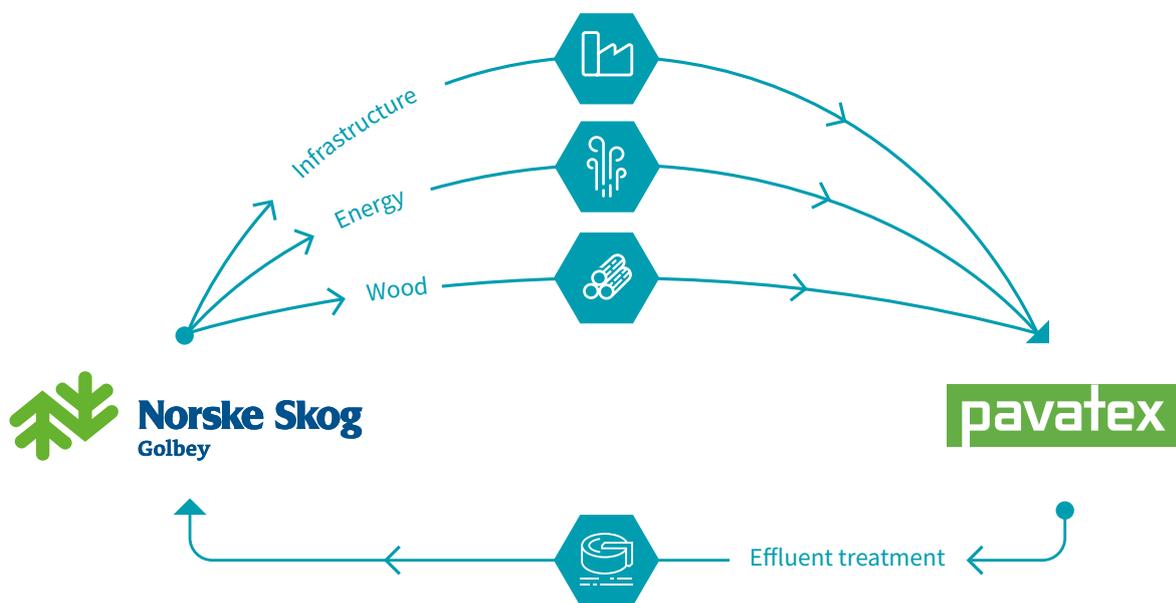
With impending increases in traffic to and from our site, road transport will increase by 32%. In the future, we will take every step to **maintain** the current **proportion of rail transport**, at about **30% of our outflows**. At the same time, we are working to develop a new and innovative **bimodal rail/road transport system**, in collaboration with our carriers and other local industry players.



Involved in our territory

In order to contribute to the vibrancy and appeal of our region, Norske Skog Golbey is continuing to develop its local industrial ecosystem strategy, and supporting local action.

POOLING RESOURCES WITHIN THE GREEN VALLEY



DEVELOPING THE LOCAL INDUSTRIAL ECOSYSTEM

Along with the CAE (Epinal conurbation authority), in 2009, we initiated a **Local Industrial Ecosystem** approach known as the Green Valley. Its most visible form was the **nearby establishment** of **Pavatex**, a manufacturer of wood-fibre insulating panels, in 2013. That made it possible to create some fifty direct local jobs, and also to generate environmental and cost savings by voluntarily pooling our equipment and expertise.

With a view to continuing that approach, the CAE is in discussions to install new activities in a 50-hectare Ecopark which is being developed close to the Norske Skog Golbey mill. As far as possible, we will facilitate this development by studying on a case-by-case basis, the possibilities of working together and pooling of resources, such as the supply of steam, electricity, gas, water treatment etc.

SUPPORTING THE WOOD INDUSTRY

In 2020, we announced that we were discontinuing our use of wood for paper pulp by 2023. This was a key issue for the local wood industry, with whom we have traditionally worked.

In order to identify alternative uses for the volumes of wood that will become available, we commissioned a study of the wood industry done by the CRITT (regional centre for innovation and technology transfer). The results were presented and discussed at a workshop involving some fifty participants from the affected stakeholders.

Norske Skog Golbey will remain committed to the supply of wood as a raw material for the new activities that will be set up in the Green Valley, such as the extension of our neighbour Pavatex, and, also in the local area, as a new sawmill in Champ-le-Duc in 2023.

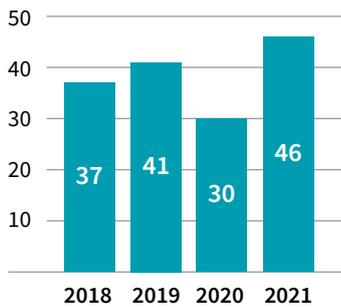


OPENING OUR DOORS TO TRANSFER OUR EXPERTISE

We are very active in the local area when it comes to raising awareness of trades in the industry. On average, we welcome **600 visitors every year**, including many young people. These visits give us an opportunity to answer their questions, demonstrate our expertise and showcase our teams' work. Our employees act as tour guides to enable younger visitors to see our values and appeal of our trades. Tours also are an opportunity to remind the visitors of the importance of selective recycling, and to inform them about paper and its recyclability.

For several years, we have been working with training institutions specialised in the paper industry - the Gérardmer paper industry apprenticeship centre and the INP-Pagora engineering school in Grenoble. Alongside the teaching teams, we **demonstrate the operational aspects** of the paper industry. Every year, we receive several apprentices and interns from these institutions.

APPRENTICES AND INTERNS



RAISING THE PROFILE OF THE VOSGES

We are a member of the Ambassadeurs des Vosges® network and take part in initiatives aimed at developing the attractiveness of our territory. In late 2021, in order to promote **local economic development**, we took part in the first Vosj'Innov fair dedicated to innovative companies from the Vosges.

Generating indirect jobs

We believe that our activity generates approximately 2,000 indirect jobs in transport, maintenance, hotels and restaurants. Moreover, while our mill is being converted, close to **500 people** will work on the site at its busiest.

Working to promote inclusion

We are continuing our partnership with the recognised charity Face Vosges, which aims to **prevent and combat all forms of exclusion, discrimination and poverty**.

In 2022, we worked with it to collect donations for refugees from Ukraine.

SUPPORTING LOCAL ACTION

We are heavily invested in the local area through patronage and sponsorship.

Sport and diversity

We sponsor the SAS Épinal football club, which endeavours to promote **social inclusion** through sport, and furthers education and a feeling of citizenship.

Cultural events

We continue to support events that teach young people the **pleasure of reading**, such as Les Imaginales (festival of fantasy fiction) and the Fête des Images, organised by the city of Épinal.





Performance

In order to measure progress and make improvements, our steering indicators address our main issues and goals for the 2022 to 2025 period. Aligned with the Norske Skog Group, they are supported by the main CSR standards and are consistent with the Sustainable Development Goals.

Goals and indicators	p. 42
Correspondence with CSR standards	p. 44
Focus on SDGs	p. 45

CSR goals and indicators

ISSUES	GOALS FOR 2022-2025	INDICATORS	2021	2020	2019	2018
STRATEGY AND GOVERNANCE						
Mill longevity	To invest in adaptation (to changing consumer habits and regulations)	Value of investment (millions of €)	€250M <i>(for 2022 & 2023)</i>			
PRODUCTS AND MARKETS						
Product quality	To monitor and anticipate changes in the recycling market so that the quality of recovered paper remains satisfactory	Recovered paper lorries rejected (number)	135	318*	196	120
	To keep the cost of customer claims below 0.2% of our turnover (the good practice accepted in the industry is 0.5%)	Customer claims (%)	0.17	0.23	0.23	0.15
Customer satisfaction	To keep the customer satisfaction rate above 75% (biannual study)	Customer satisfaction (biannual)(%)		82.3 <i>(2020)</i>	83 <i>(2018)</i>	80.1 <i>(2016)</i>
INDUSTRIAL EXCELLENCE AND ENVIRONMENT						
Climate and carbon footprint	To reduce our carbon footprint	CO ₂ eq. emissions according to the ADEME method, scopes 1-2-3 (kg CO ₂ eq./tonne of paper)		236 <i>(2020)</i>	242 <i>(2018)</i>	284 <i>(2016)</i>
	To seek and prioritise alternatives to road transport or intermodal haulage	Rail transport (%)	32	33	35	33
Energy	To reduce our energy consumption	Electricity consumption (MWh/tonne of paper)	1.78	1.76	1.71	1.70
		Natural gas consumption (HHV MWh/tonne of paper)	0.22	0.20	0.15	0.22
	To reduce our dependence on fossil fuels	Thermal energy (steam) from renewable sources (%)	83	78	80	75
Water	To maintain water abstraction volumes	Abstracted water volume (m ³ /tonne paper)	13.6	14.4	12.3	11.7
	To maintain the quantity of suspended solids in water below the permitted limit of 200 kg/day	Suspended solids emissions (kg/day)	163	170	170	295
	To maintain the temperature of water below the permitted limit of 30 °C	Water temperature (°C)	27.9	28.2	30.5	30.1
Air	To maintain the emissions of carbon monoxide below the permitted limit of 100 mg/Nm ³	Carbon monoxide (CO) emissions (mg/Nm ³)	35.7	53.5	52.0	63.5
	To maintain nitrogen oxide emissions below the permitted limit of 400 mg/Nm	Nitrogen oxide (NO _x) emissions (mg/Nm ³)	312	305	288	288
Waste	To repurpose our waste	Waste repurposed internally or externally (%)	98	98	99	99
Biodiversity	To continue to work for the sustainability of French coniferous resources	Contribution to the reforestation funds FA3R and PPLA (€k)	20	22	26	28

ISSUES	GOALS FOR 2022-2025	INDICATORS	2021	2020	2019	2018
HUMAN CAPITAL						
Health, safety and well-being	To identify and prevent health, safety and psychosocial risks	Occupational injuries - with and without time off work (number)	7	5	13	10
		Accident frequency rate	9.9	5.92	20.37	17.02
		Accident severity rate	0.35	0.35	0.36	0.4
Organisation and working	To stabilise the number of employees	Average annual workforce (number)	355	342	335	328
	To prioritise permanent contracts	Permanent contracts (%)	97.2	99.4	99.4	99
	To take measures to promote gender equality	Number of women in the management committee	2	1	0	0
		Workplace gender equality index (/100)	82	83	84	85
	To anticipate needs for resources and skills	Staff over the age of 50 (%)	50.9	51.7	51	47.9
Attractiveness and loyalty	To training work-study trainees	Work-study trainees (average number)	23	19	20	18
	To keep the absence rate ≤ 3.5 %	Absence rate (%)	4.29*	4.48*	3.39	5.54
	To control employee turnover to maintain skills	Turnover, resignation indicator (%)	7.6	4.7	8.1	3.6
	To encourage staff loyalty	Average length of service (years)	17.9	18.5	19	19.2
Support for change (training & employability)	To set aside at least 2.5% of the payroll to training	Proportion devoted to training (%)	4.25	2.27**	1.98**	2.59**
	To increase the total number of hours of training	Hours of training, not including internal on-the-job training (number)	6,506	6,481	6,238	6,375
LOCAL INTEGRATION						
Responsible purchasing	To prioritise purchasing from local suppliers with equal performance	Orders to local suppliers - 200 km radius (%)	65	na	na	na
		Orders from French suppliers (%)	88	na	na	na
Implications for the local area	To support local organisations	Organisations supported (number)	11*	8*	15	17
	To make our activity part of a local development dynamic	Partnerships (patronage and sponsorships) and local events (€k)	70*	74*	91	86
	To work with occupational training bodies	Apprentices and interns hosted (number)	46	30*	41	37
	To promote youth training	Number of young visitors, pupils and students (number)	36*	0*	532	na

na: not available at the time of publication

*Performance affected by the COVID-19 pandemic

**Costs of teaching only

Correspondence with CSR standards

Norske Skog Golbey continues to draw inspiration from the main CSR standards when it comes to its social responsibility.

	SUSTAINABLE DEVELOPMENT GOALS (SDGs)	UN GLOBAL COMPACT (UNGC)	NON-FINANCIAL PERFORMANCE DECLARATION (NFPD)	ISO 26000	GLOBAL REPORTING INITIATIVE (GRI)
Strategy and governance	SDG 16 - SDG 17	Pr. 10	1R	6.2 - 7.2 - 7.3 - 7.4 - 7.5 - 7.6 - 7.7 - 7.8	201 to 206
Products and markets	SDG 12		3C	6.7	416 to 419
Industrial excellence and environment	SDG 6 - SDG 7 - SDG 9 - SDG 13 - SDG 14 - SDG 15	Pr. 7 - Pr. 8 - Pr. 9	2A - 2B - 2C - 2D - 2E	6.5	301 to 307
Human capital	SDG 3 - SDG 4 - SDG 5 - SDG 8 - SDG 10	Pr. 3 - Pr. 6	1A - 1B - 1C - 1D - 1E - 1F	6.4	401 to 407
Local integration	SDG 3 - SDG 4 - SDG 8 - SDG 10 - SDG 11 - SDG 12	Pr. 1 - Pr. 2 - Pr. 4 - Pr. 5 - Pr. 10	2AR - 2BR - 3A - 3B	5.3 - 6.3 - 6.6 - 6.8	308 - 408 to 415

Links



agenda-2030.fr



pactemondial.org



ecologie.gouv.fr/rapportage-extra-financier-des-entreprises



iso.org/fr/iso-26000-social-responsibility.html



globalreporting.org

Focus on SDGs



At the core of Agenda 2030, the 17 Sustainable Development Goals (SDGs) set by the Member States of the UN are based on a vision of global transformation and cover all development issues in all countries.

All the SDGs are important, and we take direct or indirect action in order to comply with and fulfil each one of them. Everyone in the society, including businesses, are encouraged to work and collaborate towards these goals.



PRIORITY SDGs FOR NORSKE SKOG GOLBEY

In 2020, the Norske Skog Group defined its priority Sustainable Development Goals (SDGs), that is to say those on which we have the most impact and which are furthered by our strategies and objectives. Each business unit is free to apply them locally to its own goals and action plans.

The seven sustainable development goals that are most relevant to the strategy and activities of Norske Skog Golbey are:

3 GOOD HEALTH AND WELL-BEING

See p. 30

4 QUALITY EDUCATION

See p. 32

5 GENDER EQUALITY

See p. 31

6 CLEAN WATER AND SANITATION

See p. 26

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

See p. 18 to 27

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

see p. 12 to 17 and 34 to 39

13 CLIMATE ACTION

See p. 24

METHODOLOGY AND ACKNOWLEDGEMENTS

Stages of incorporating CSR into our activities

2002 – 2006

ISO 9001 and ISO 14001

2007 – 2010

Certification of origin and traceability of wood.

2011 – 2014

- First circular economy and industrial and local ecosystem projects
 - Organisation of our CSR approach
 - Product certification: European Ecolabel and Blue Angel
 - First Norske Skog Golbey CSR report
-

2015 - 2018

- Recognition for our Environment action and our first CSR report
 - ISO 50001
 - Second Norske Skog Golbey CSR report
 - First Norske Skog Group CSR report
-

2019 - 2022

- Third Norske Skog Golbey CSR report

This 2022 CSR report aims to engage all our stakeholders in a further dialogue about our value creation strategy, which incorporates our social responsibility.

SCOPE AND PERIOD

This report covers the activities of Norske Skog Golbey between 2018 and 2021 and follows the Norske Skog Golbey report published in 2018 and the consolidated reports of the Norske Skog Group.

CSR GOVERNANCE

The management committee and the steering committee, made up of Martine Bortolotti (CSR Manager), Célia François (Marketing Manager) and Cyrielle Nussbaum (Communication Manager) have participated actively in the preparation of this report. They were supported by outside experts from Stepping Stones and Lézards Création, who were mindful of compliance with CSR code, reporting requirements and the principles of responsible communication.

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WHAT'S NEXT?

This report is available on our website <http://norskeskog-golbey.com>. You could help improve it by sending your comments to this address: sustainability.golbey@norskeskog.com

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