

# CSR ROADMAP 2020

# INTRO

Since 2012, the Sequana group has implemented a Corporate Social Responsibility policy that is common to all its production (Arjowiggins) and distribution (Antalis) activities.

This common strategy, based on the ISO 26000 standard, guarantees that the main impacts of its activities are taken into account, in full compliance with a normalised and internationally standardised framework.

**« It is crucial for the future of Sequana to have a transparent, ambitious CSR policy which is fully integrated into the Group's economic model. »**



*Pascal Lebard,  
Chairman and CEO of Sequana*

## RESPONSES TO OUR IMPACTS: MATERIALITY ANALYSIS

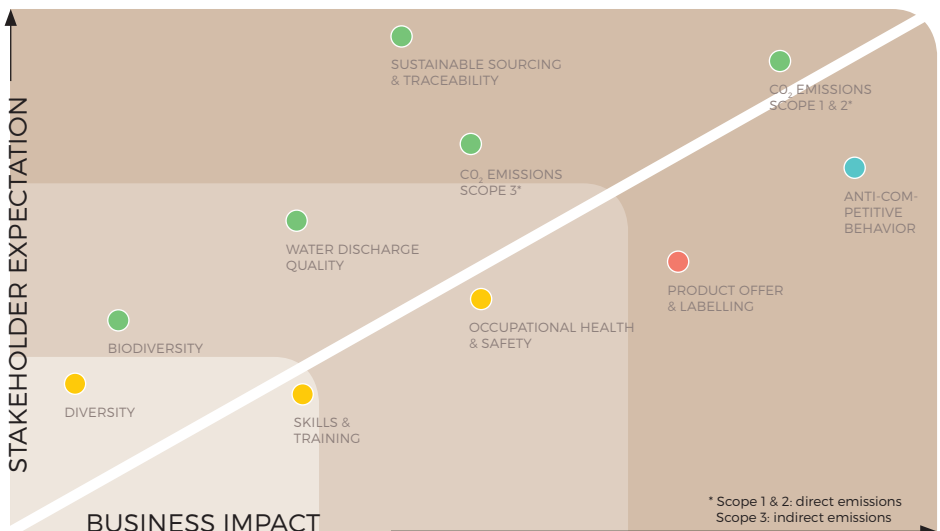
Based on the recommendations of sector-specific standards, 10 challenges were retained. Each of the 10 challenges was rated according to the expectations of each stakeholder (staff, communities, civil societies, customers, investors, suppliers, sector standards).

This rating was carried out internally, based on our professional knowledge acquired through feedback gathered

from the stakeholders for over 5 years.

The 10 challenges were then rated according to their economic impact (financial, image, sales, regulatory, operational, geographical coverage and level of internal ownership).

The following graph formalises the results of this analysis.



# 4 PILLARS 7 INITIATIVES

The Group drew up a roadmap for the period 2016-2020. This roadmap revolves around four pillars containing 7 initiatives reflecting the major challenges for the Group. Each of these initiatives is the subject of an action plan, which can differ according to the divisions and is associated with performance or monitoring indicators.

## GOVERNANCE

1

### CSR STRATEGY

- ▶ Reinforce the integration of CSR at the heart of professions: numerical targets, network, indicators, reporting.

2

### BUSINESS ETHICS

- ▶ Guarantee the Group's activity is in line with the Code of Conduct everywhere in the world.

## NATURAL RESOURCES

3

### TRACEABILITY

- ▶ Guarantee the control of the supply chain to identify and manage risks.

4

### ENERGY & WATER

- ▶ Energy efficiency: reduce environmental impacts and associated costs.
- ▶ Water: guarantee and improve the quality of water restitution in the natural environment.

## HUMAN RESOURCES

5

### EMPLOYEE SAFETY

- ▶ Guarantee a healthy and safe working environment to improve well-being and performance.
- ▶ Aim for zero accidents and work-related illnesses.

6

### TRAINING & APPRENTICESHIP

- ▶ Generate permanent training to meet market demands and changing professions.
- ▶ Social responsibility of the group to create employment through apprenticeship.

## PRODUCT OFFER

7

### ECO-RESPONSIBLE PRODUCTS

- ▶ Develop the market and the offer of eco-responsible products (paper, visual communication, packaging).

# GOVERNANCE

1

## CSR POLICY, REPORTING & CORRESPONDENTS' NETWORK



### VISION:

- Develop a CSR policy which integrates numerical targets and clearly identified actions, associated with standardised reporting procedures and checked by independent third parties.
- Form and lead a network of correspondents in all branches of activity and on all the defined initiatives.

### MAIN ACTIONS:

- Mediation of the CSR community for all the production branches (Arjowiggins) and all the distribution regions (Antalis).
- Contribution to the reporting tools by each of the legal entities of the Group (Energy, Human Resources, Traceability, etc.).
- Internal and external communication on the Group's CSR policy, associating central and local actions.

**12** CSR Heads  
in the legal or geographical entities

2

## BUSINESS ETHICS



### VISION:

Guarantee that the Group's activity, wherever it operates in the world, is carried out in full compliance with the internal Code of Conduct and with international and national regulations; more particularly regarding questions of competition law and the fight against corruption.

### INDICATORS:

- Percentage of employees receiving training every two years in competition law and the fight against corruption.

### MAIN ACTIONS:

- Online training plan in competition law.
- Face to face training for all of the regional/branch management boards.

2020  
TARGET

**100%**

of at-risk populations

**trained in business ethics** every 2 years

# NATURAL RESOURCES

3

## TRACEABILITY & SUSTAINABLE PROCUREMENT



### VISION:

- Reinforce the traceability of products in order to eliminate at-risk procurement sources, to improve the contribution of sustainable procurement and reinforce circular economy solutions.

### INDICATORS:

- Percentage of wood fibre-based procurements covered by a traceability procedure.
- Percentage of 100% traceable products (tree species and country of origin).

### MAIN ACTIONS:

- Setting up of a traceability and sustainable diligence platform for all pulp procurements (Arjowiggins).
- Expansion of the Antalis (**Antrak**) traceability platform.

2020  
TARGETS

ARJOWIGGINS

100%

ANTALIS

85%

of fibres traced and sustainable

4

## ENERGY & WATER



### VISION:

- Reduce the environmental impacts linked to energy consumption and the quality of water restitution to the natural environment, most notably by increasing the energy efficiency of manufacturing processes and by reducing the transport carbon footprint.

### INDICATORS:

- Arjowiggins: consumption in kWh per tonne of manufactured products.
- Arjowiggins: number of manufacturing sites certified ISO 50001.
- Antalis: indirect CO<sub>2</sub> emissions linked to transport.

### MAIN ACTIONS:

- Setting up of energy management systems in all the manufacturing sites.
- Antalis: Setting up of a platform for the control of CSR impacts of transport providers.
- Creation of a dashboard for the quality of water restitution.

2020  
TARGETS

ARJOWIGGINS

-6%

Energy consumption

equal to a reduction of 100GWh

100%

of manufacturing sites certified ISO 50001

# HUMAN RESOURCES



## 5 WORK SAFETY

### VISION:

- Guarantee a safe and healthy work environment while improving well-being in the workplace and performance conditions for employees.
- Move towards zero accidents and occupational illnesses in all fields.

2020  
TARGET

ANTALIS

LTA\*=**7**

(-30% against 2015)

ARJOWIGGINS

LTA\*=**9**

(-52% against 2015)

\* Incidence rate

### INDICATORS:

- Lost Time Accident Frequency rate.
- Severity rate of accidents.
- Monitoring of occupational illnesses.
- Measurement of the level of commitment of the organisation.

### MAIN ACTIONS:

- Develop training and communication to raise awareness of risks and influence safe conduct.
- Promote a positive culture of workplace health and safety by rewarding people's accomplishments and involvement.
- Development and implementation of standards and good practices (AW: management of chemical products; Antalis: management of road risk).
- Implementation of a system of cross audits of the manufacturing sites (AW).
- Deployment of OHSAS 18001 certification in the 20 main warehouses (Antalis).



## 6 TRAINING & APPRENTICESHIP

### VISION:

- Reinforce ongoing training in order to face changes in the market and in employment.
- Responsibility of the Group to create employment, particularly through different forms of apprenticeship.

2020  
TARGET

**80%**

of employees  
trained annually\*

ANTALIS

**14h**

of training per  
person per year

\* Except  
Arjowiggins Graphic

### INDICATORS:

- Number of employees having received training.
- Number of hours of training per employee.
- Number of employees on apprenticeship employment contracts.
- Percentage of women in management positions.

### MAIN ACTIONS:

- Training program with detailed targets in all divisions.
- Development of an internal recruitment platform (Antalis).
- Increase of qualifying trainings (Arjowiggins).

# PRODUCT OFFERING

7

## ECO-RESPONSIBILITY



### VISION:

- Develop demand for eco-responsible products and offer innovative product ranges.
- Promote and favour the offer of recycled products encouraging a circular economy.

### INDICATORS:

- Percentage of eco-responsible products.
- Percentages of recycled products.

### MAIN ACTIONS:

- Creation of eco-responsible Packaging and Visual Communication product ranges (Antalis).
- Ensure that all pulp procurement is FSC or PEFC certified (Arjowiggins).

### 2020 TARGETS

100%

ARJOWIGGINS  
FSC or PEFC certified  
procurements

55%

ARJOWIGGINS  
of sales volume  
in recycled goods





antalis<sup>EM</sup>  
Just ask Antalis

SEQUANA

 arjowiggins

**SEQUANA**

(Euronext Paris: SEQ), is a major player in the paper industry, boasting leading positions in each of its two businesses:

**ANTALIS**

European leader in the distribution of paper and packaging products, with around 5,700 employees based in 43 countries.

**ARJOWIGGINS**

World leader in creative and technical papers, with approximately 3,500 employees.

---

Sequana reported sales of €3.3 billion in 2015 and employed some 9,300 people worldwide.