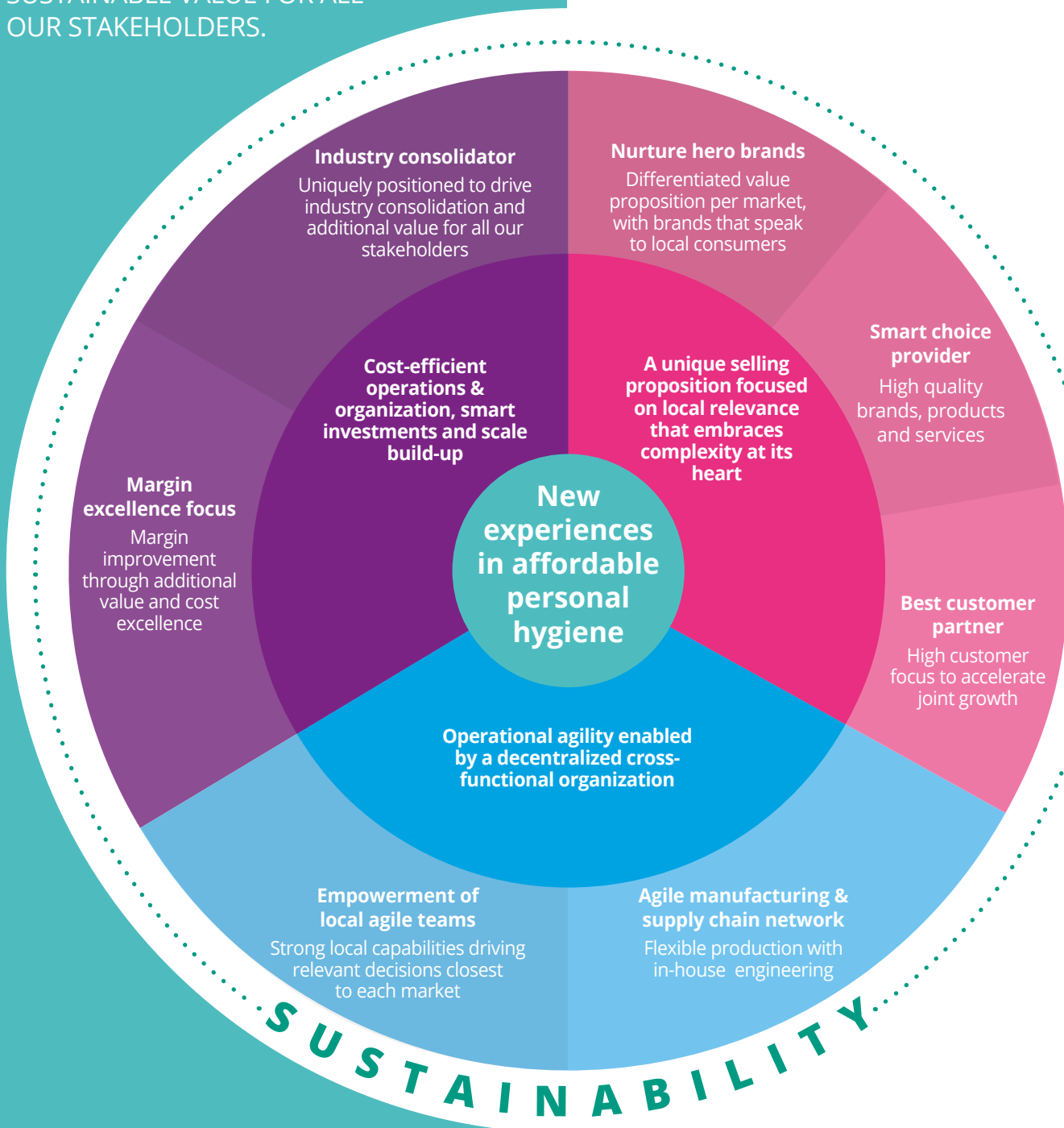


OUR OPERATING MODEL

A CLEARLY FOCUSED MODEL TO CREATE UNIQUE COMPETITIVE ADVANTAGE AND SUSTAINABLE VALUE FOR ALL OUR STAKEHOLDERS.

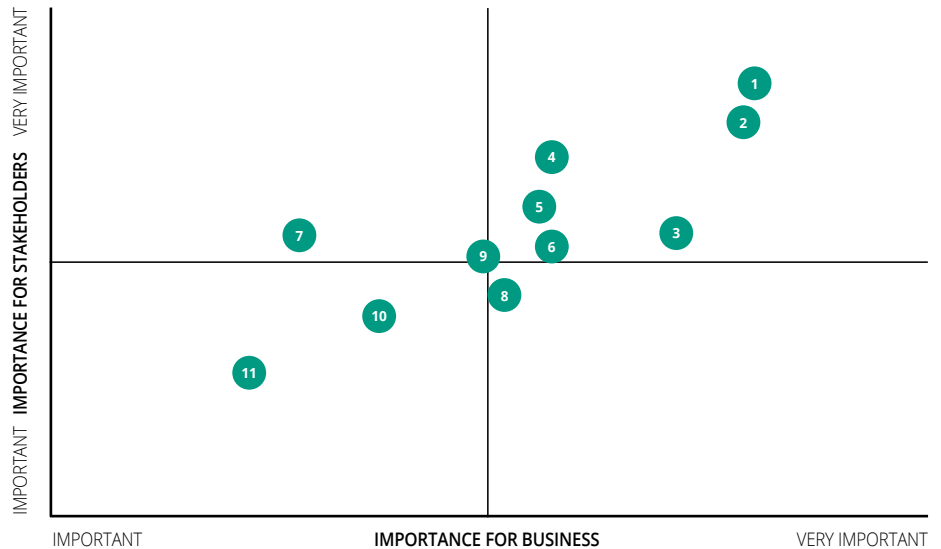


OUR SUSTAINABILITY APPROACH

In 2018, we conducted a new materiality assessment following on from the one we did in 2016. The process, which involved a selection of all our internal and external stakeholders, is described in detail in the addendum to this report (see page 148). The materiality matrix shows their assessment of the main sustainability themes and why they matter. It also provides links to the relevant SDGs and where you will find more information on the topic in this report.

We are due to review our sustainability strategy in 2019 based upon the outcome of this new assessment. It will help ensure continued relevance and that we remain focused on delivering long-term business success.

MATERIALITY MATRIX



AREAS OF FOCUS AND WHY THEY MATTER

MATERIAL ASPECTS	DEFINITION AND CONTENT	SDGS ADDRESSED	READ MORE
1 Respecting human rights in our value chain	Responsibility for impacts across a range of internationally recognized human rights. Main topics: supply chain management, social audits at our sites.		Page 21
2 Ensuring a safe workplace for our employees	Provide safe and healthy working conditions. Main topics: zero tolerance on injuries.		Page 21
3 Ensuring good waste management in our production	Good quality waste sorting and reduction of waste-to-landfill. Main topics: reducing production waste, zero waste to landfill.		Page 37
4 Embedding business ethics in how we conduct our business	Do business fairly, legally and ethically. Main topics: GDPR, competition, anti-bribery & corruption, code of ethics.		Page 22
5 Investing in sustainable raw materials	Source suitable raw materials. Main topics: less raw materials, responsible forestry, sustainable alternatives.		Page 36
6 Offering sustainable products	Develop products that create sustainable value for our customers or society. Main topics: eco design, end-of-life waste, safe products, product labeling.		Page 35
7 Striving for an open dialogue with our stakeholders	Open communication and sharing of views, thoughts and concerns. Main topics: stakeholder engagement.		Page 15
8 Promoting talent development at all levels of the organization	Help people grow on a personal level and reach agreed professional and personal goals. Main topics: training, leadership, personal development.		Page 19
9 Valuing diversity and equal opportunities	To provide opportunities irrespective of nationality, gender and age. Main topics: gender balance, no discrimination.		Page 19
10 Addressing climate change	Endeavors to address global warming. Main topics: energy management, renewable energy & reducing emissions.		Page 32
11 Supporting local communities	Support of local communities that are impacted by the company's business: donations, volunteering, partnerships.		Page 23