

Stakeholder dialogue

What did stakeholders think? BillerudKorsnäs reviews the aspects and indicators that are of vital importance to the business and stakeholder decision-making on an annual basis. We use GRI G4 – international guidelines for sustainability reporting – as our starting point.

Stakeholder dialogue

BillerudKorsnäs' key stakeholders are investors, customers, suppliers, employees and society. The materiality analysis previously carried out was not updated during the year as a major update is set to take place in 2017 as part of the transition to GRI standards. Previous materiality analyses have taken on board experience from the ongoing stakeholder dialogue

shown on the following pages. The analysis was based on these two materiality criteria:

- Relevance to BillerudKorsnäs given the operations the company carries out and the sustainability impact the company has.
- Relevance to the company's stakeholders in their decision-making.

Our ongoing stakeholder dialogue

Stakeholder groups	Definition	Dialogue forum	Questions/focus	Response/outcome
Investors	Shareholders Analysts Potential investors	Annual Report including Annual Review and Sustainability Report, interim reports, external reporting systems, questionnaires from analysts, website, investor meetings, meetings with analysts, press conferences, capital market day, questionnaires from investors, materiality analysis, questionnaires from ethical and environmental funds.	Sustainable economic value development, strategies, challenges, risk management, climate change, environmental impact, labour practices, health and safety, ethics, Code of Conduct, human rights in the supply chain.	Sustainability Report, strategic platform, risk management policy, reporting climate work and forestry in CDP, Climate Leader award, sustainability ranking from analysts, Code of Conduct based on UN Global Compact, Science Based Targets.
Customers	Existing customers Potential customers Customers' customers End-consumers	Meetings, daily contact, network collaboration on liquid packaging board, fairs, seminars, customer surveys, external reporting systems, questionnaires from customers, materiality analysis.	Sustainable business, Code of Conduct, economy, environmental issues (e.g. carbon dioxide emissions, biodiversity, life cycle analyses, product labelling (PEF) and discharges), working conditions (e.g. safety in the workplace, human rights in the supply chain, EUTR).	Sustainability Report, strategic platform, sales support and sustainability training, product development, responses to surveys, life cycle analyses for products, Gold CSR ranking EcoVadis, projects with WWF on biodiversity, EUTR report.
Employees	Current employees	Workplace meetings, management meetings, internal training, employee surveys, cooperation council, incident follow-up, performance reviews, materiality analysis.	Code of Conduct, business ethics questions, performance management, work environment and safety, cooperation, fitness measures, diversity, work-life balance.	Sustainability Report, strategic platform, talent management, model for improvement work, health and safety working group, health and safety policy, whistleblower policy, action plan on victimisation, extended trainee programme, responses to questionnaires, web-based training on anti-corruption, partnership with ActionAid.
	Union representatives	Local collaborative meetings, collaborative forum at Group level, European Works Council, analysis, pay survey, diversity group.	Health and safety, young people's work experience, performance management, finance, terms of employment, human rights, diversity.	Open and constructive dialogue, pay surveys, guidelines for work on diversity.

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Business partners	Partners	Close contacts and development projects.	Developing sustainable and resource-efficient packaging, business models, sustainable economic value development, Code of Conduct, reduced environmental impact	Sustainability Report, strategic platform, launching new products, new business models.
	Existing suppliers	Procurement, supplier evaluations, materiality analysis, discussion meetings.	Code of Conduct, requirements regarding internationalisation, finance, reduced environmental impact, safety in the workplace.	Sustainability Report, new supplier assessment model and manual.
	Lenders	Personal meetings, financial communication.	Economic value development sustainable in the long term.	Strategic platform
Society	Local residents, local societies	External viewpoints, information meetings, materiality analysis.	Emissions to air and water, events and plans for the future at plants, planning forestry, nature conservation issues.	Sustainability Report, dialogue for understanding, measures to reduce disruptions, sponsorship of local activities, collaboration projects.
	Schools Universities Future employees	Ongoing contacts and collaboration, careers fairs at colleges and universities, study visits, talks, interviews/questionnaires for dissertations/essays, competitions, network, social media, career website, Forest in School.	Talent requirements, content of training, internships, the company's strategies, talent management activities, industry issues, customer requirements, focus on sustainability, certification, environmental impact, energy, ethics, working conditions, terms of employment, sustainable products, corporate culture.	Dialogue between business and education, a stronger recruitment base, wider range of technical training, designing upper secondary school programmes, Sustainability Report, sponsorship, grants, trainee programme, internships, summer jobs, documented work with schools, passing on knowledge about the industry, company rankings, employer branding strategy, employee reportage, Tekniksprånget,
	Agencies Ministries	Contacts with county administrative boards/municipalities, statutory environmental reports, scrutiny for production permits, consultation, harvesting reports, decision-makers in the EU and the Swedish Government Offices.	Dialogue on relevant political issues important to operations, such as environmental, industry and transport policy. Locally with a focus on emissions to air and water, noise, energy, land issues, waste, use of chemicals, protecting the natural and cultural environment in forestry, delimiting nature conservation initiatives.	Greater understanding of the conditions under which we operate. This may involve points of view on environmental issues, new production permits, go-ahead on key biotopes from Swedish Forest Agency.
	External auditors Certification bodies	Audits, social issues in working groups for standard audits.	Legislation and criteria of the standard in question.	Certification for operations, designing new standards.
	Industry organisations	Working groups, directorships, inquiries, information meetings, development work, producing opinions on relevant policy issues.	Legislation, energy and climate, research questions, standardisation, circular economy, waste directive, bio-based products, industry targets, policies and strategies.	Industry information, shared targets, development activities, representation in EU working groups, response to consultation, designing new standards.