

# Sustainability targets

Type	Key performance indicators (KPI)	Outcome 2013 base year	Outcome 2016	Target 2016	Target 2017	Target 2020	Target fulfilment	Link to UN Sustainability targets	Comments on outcome 2016
Responsible value chain	<b>Sustainability in the supply chain</b> Proportion of purchase value covered by supplier assessment of Purchase, Supply Chain and Pulp (%)	10 visits	60.7% (3 years)	60.0% (3 years)	70.0% (3 years)	75.0% (3 years)	✓	8.7, 8.8, 12.4	The target was reached. Follow-up in three-yearly cycles is now established.
	<b>Certified wood raw materials</b> No. of group-certified forest owners in BillerudKorsnäs' group certificates for FSC® and PEFC™ (n)	71	122	120	140	200	✓	12.2, 15.2	The target was reached. Internal development of working methods for timber purchasers contributed towards the result.
	<b>Workplace safety</b> Work-related accidents with sick leave (no./100 employees)	1.5	1.5	1.0	1.0	1	-	8.8	The target was not met, but the number of work-related accidents fell compared with 2015 thanks to internal cooperation, management and prioritisation.
	<b>Gender equality</b> Female employees (%)	18.0	21.0	20.5	21.5	23.0	✓	8.5	The target was reached. The proportion of female employees increased.
	Female managers (%)	20.4	21.9	25.0	26.5	30.0	-	8.5	The target was not met. The proportion of female employees increased but the proportion of female managers fell slightly.
Increased customer value	<b>Sustainability as customer value<sup>1</sup></b> Proportion of customers who think that BillerudKorsnäs contributes towards a sustainable future (%) base year 2016	-	89	-	92	95	✓	12.2	New target for 2017 with base year 2016. There was no target for 2016 but the outcome was reported.
	<b>High level of innovation for products<sup>2</sup></b> Proportion of sales accounted for by new products (%)	10	13	15	15	20	-	12.2	The target was not reached due to postponed product launches.
Sustainable and bio-based society	<b>Energy efficiency</b> Energy consumption (MWh/tonne product, net)	5.48	5.35	5.31	5.28	5.10	-	12.2, 13	The target was not reached due to certain production disruptions at the end of the year.
	<b>Fossil free production</b> Emissions of fossil CO <sub>2</sub> in the manufacturing process (kg/tonne product) <sup>3</sup>	38.0	29.2	27.0	25.0	25.0	-	12.2, 13	The target was not reached due to certain production disruptions at the end of the year.
	Emissions of fossil CO <sub>2</sub> in the manufacturing process (tonnes total)	106 000	86 500	-	75 000	72 500	-	12.2, 13	New target for 2017 with base year 2013. There was no target for 2016 but the outcome was reported.
	<b>Fossil free transport<sup>4</sup></b> Transport of products (g CO <sub>2</sub> e/tonne km) base year 2015	-	21.8	21.7	21.1	19.2	(✓)	13	The target was almost reached, with a deviation of only 0.08 g/tonne km equivalent to 0.4%.
	<b>Work experience through internships and occupational introduction<sup>5</sup></b> Every year BillerudKorsnäs offers work placements and careers-focused introduction programmes with the aim of providing work experience (no. of weeks of work internships)	1 123	1 512	1 350	1 500	1 500	✓	8.6	The target was reached. The model of work experience placements and projects mainly for young people started to become well established.

<sup>1</sup> The timing of the target 92% may be moved to 2018 instead of 2017.

<sup>2</sup> The key ratio for innovation level refers to sales of paper and board, which excludes pulp. Definition: (Innovation factor x novelty value x sales)/total sales. A product is judged to be new for the first five years.

<sup>3</sup> The targets for 2017 and 2020 are the same. This is because it is estimated that emissions will be lower in 2017 as the move of one paper machine from Tervasaari to Skärblacka means that the machine will be out of operation during 2017.

<sup>4</sup> The targets for global transport have been tightened up compared with the report for the previous year.

<sup>5</sup> Weeks of internships may include projects such as Tekniksprånget for technicians, Korta vägen for immigrants and occupational introduction for different categories.