



Safety at Stora Enso

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CEO Jouko Karvinen's letter to all employees

August 2011



Dear Stora Enso colleagues,



Have you personally ever had an accident at the workplace that left you injured? Or, have you had that happen to a colleague of yours?

Whether you have or not, you and I both know the amount of pain and suffering it causes to a human being, his family, and also his peers. And still these incidents happen daily in our units. It's time we change this for good.

The only acceptable target for safety is **zero accidents**. We do not plan or budget for injuries to happen to our people, or to contractors working on our premises. To get to this only acceptable target, however, we need a mid-term challenge, and hence we, the Group Executive Team, have set some demanding milestones for the company and individual Business Areas to be reached by the end of 2013. Our objective is to cut majority, not just percents, of our issues away in the next 30 months.

Specifically our lost-time accident rate (**LTA**, number of accidents that cause lost work-time per million working hours) will be under **5 (13.2 in 2010)**. In addition, our total recordable incident rate (**TRI**, number of incidents that require medical attention per million working hours) will be under **15 (41.2 in 2010)**. Each Business Area will set individual milestones and action plans for its units that drive performance towards these milestones.

We will provide guidance, competence, training and coaching to get this done. As a special envoy of the CEO, **Arapoti's mill manager Lucinei Damalio, with an absolutely brilliant safety record at his mill, has promised to devote part of his time to work as a Group safety ambassador**, sharing his knowledge and experience by working hands-on with our mills.

I am not the one, as usual, to teach you this. However here is some food for thought for your work place. **Discussing safety is essential for keeping safety in our mind at all times, why not have short safety discussions every day**, yes day not week or month. And ask every person, including ourselves to report 5 safety observations every year - just 5 per year. To facilitate cross-learning and transparency **all accidents and serious near-misses will be reported individually in the organisation** up to the BA level - and the information will also be made available for all employees globally.

All of the above helps create a safe workplace, but we, you and I, need something more. **Attitude of caring**. An experienced colleague watching a younger colleague starting a welding job without all the necessary precautions in place? Walk away or ... walk up to his colleague, tap him lightly on the shoulder and say "let's rethink this, this doesn't look safe to me and we both want you back home safe". This is the behaviour that ensures that we make it safely to our families after the shift or work day is over, and that those working with us make it too.

Have a - safe - day,

Jouko

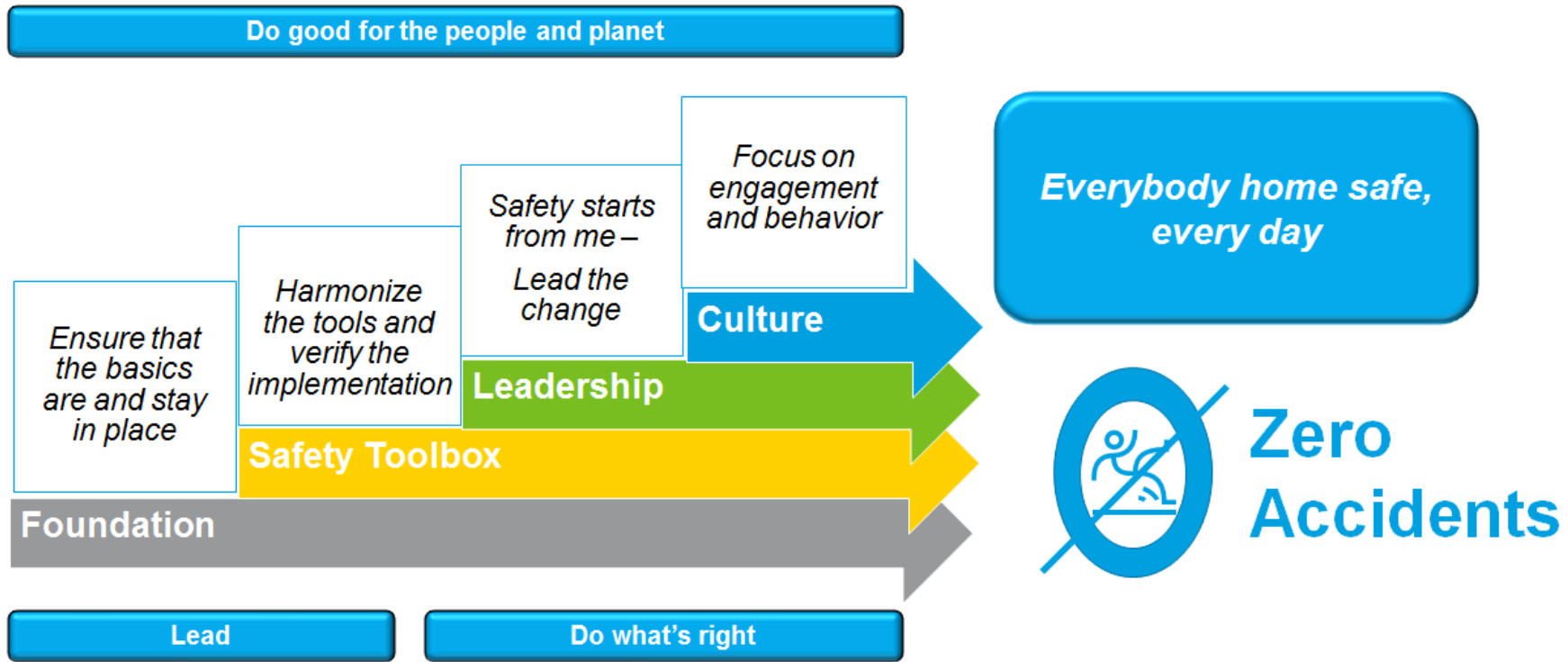
CEO Kalle Sundström – focus on safety leadership and culture



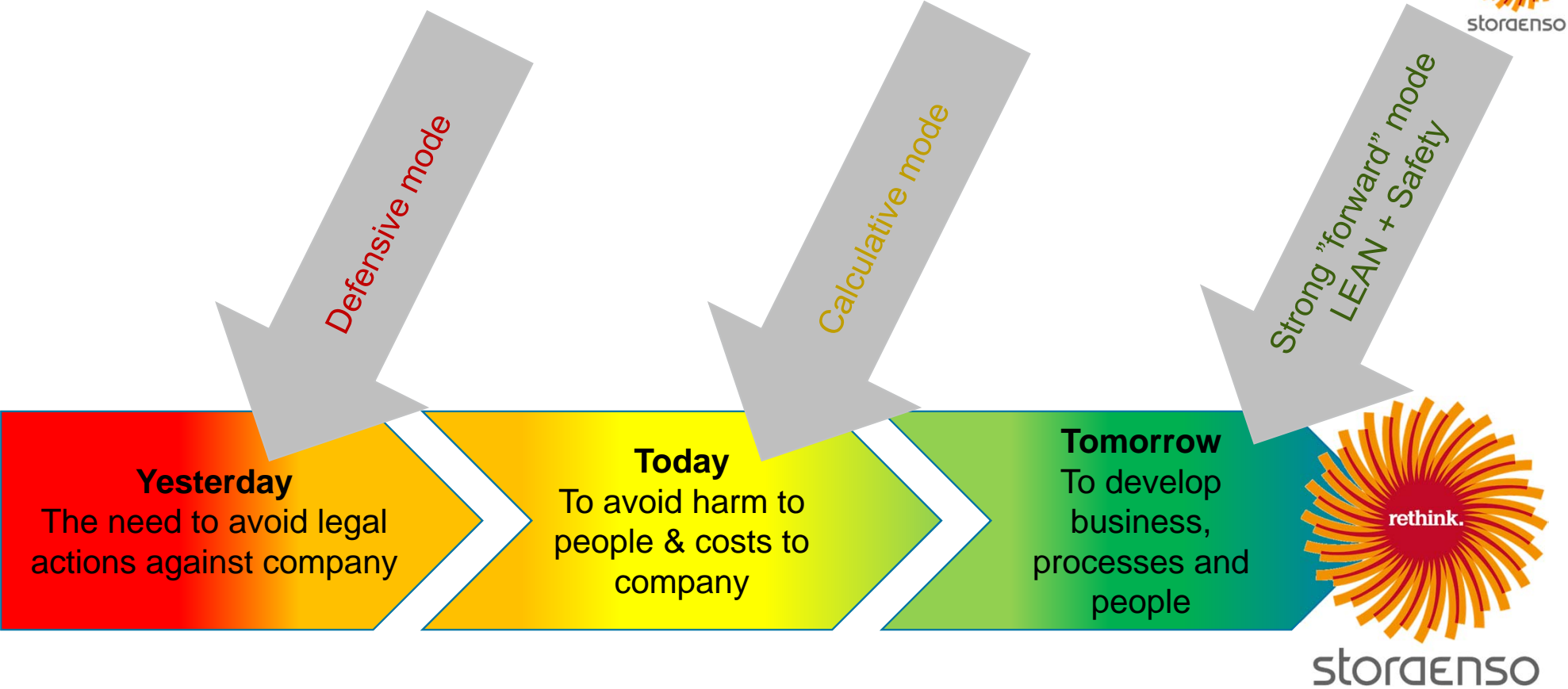
- Kalle Sundström started as the new CEO in 2014.
- Since 2014 the focus of safety management is been in developing the company culture through leadership.
- In 2015 the Group Leadership Team, Divisions' Management Teams and the Mill Directors participated in the Safety Leadership training.
- The importance of personal commitment to safety, visible safety leadership and engaging all the employees were the cornerstones of the training program.



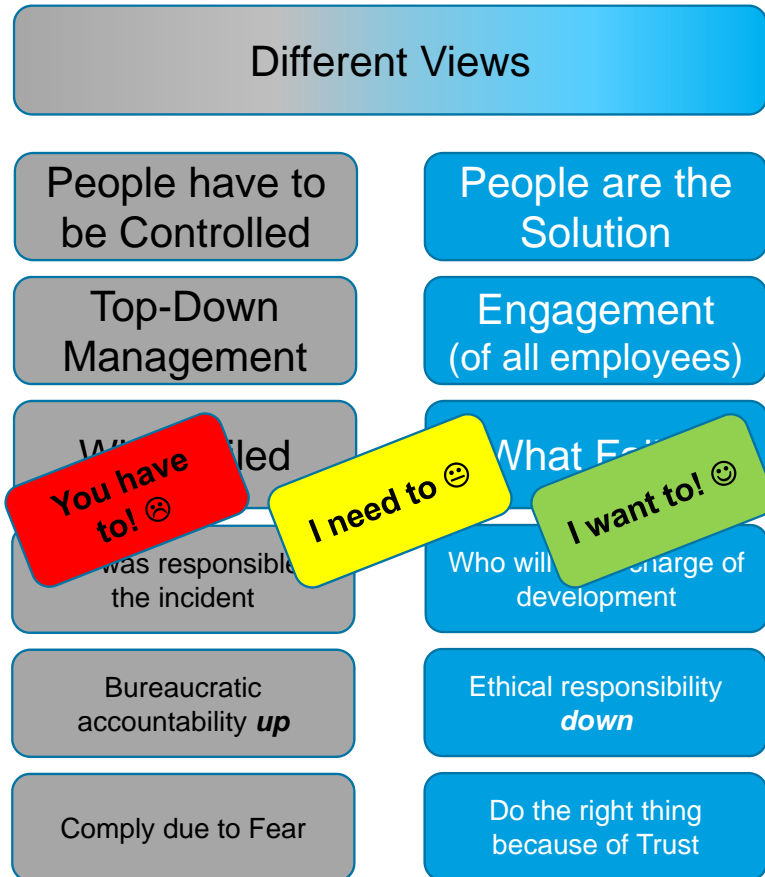
Safety Vision



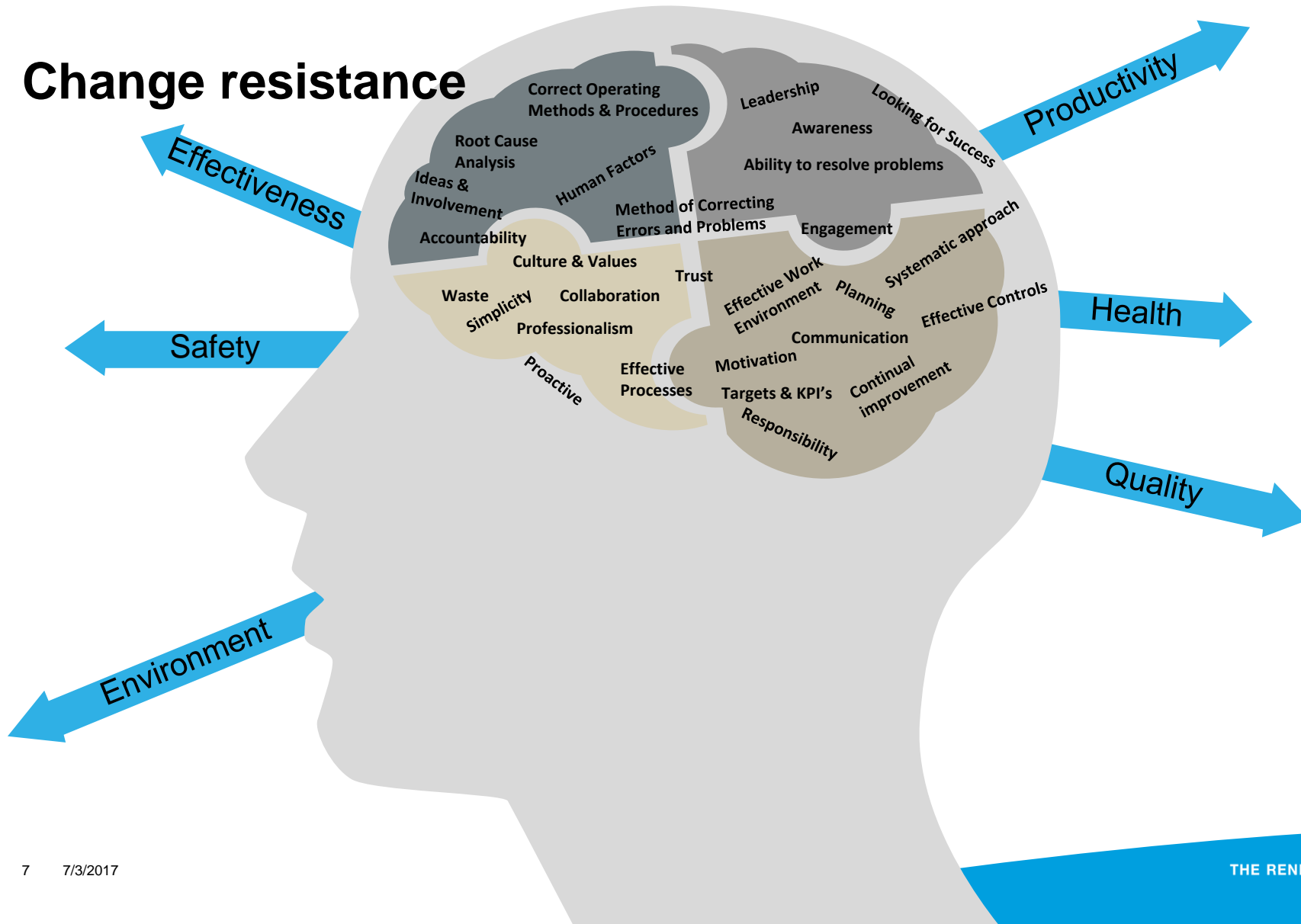
Development Steps of Safety (in general)



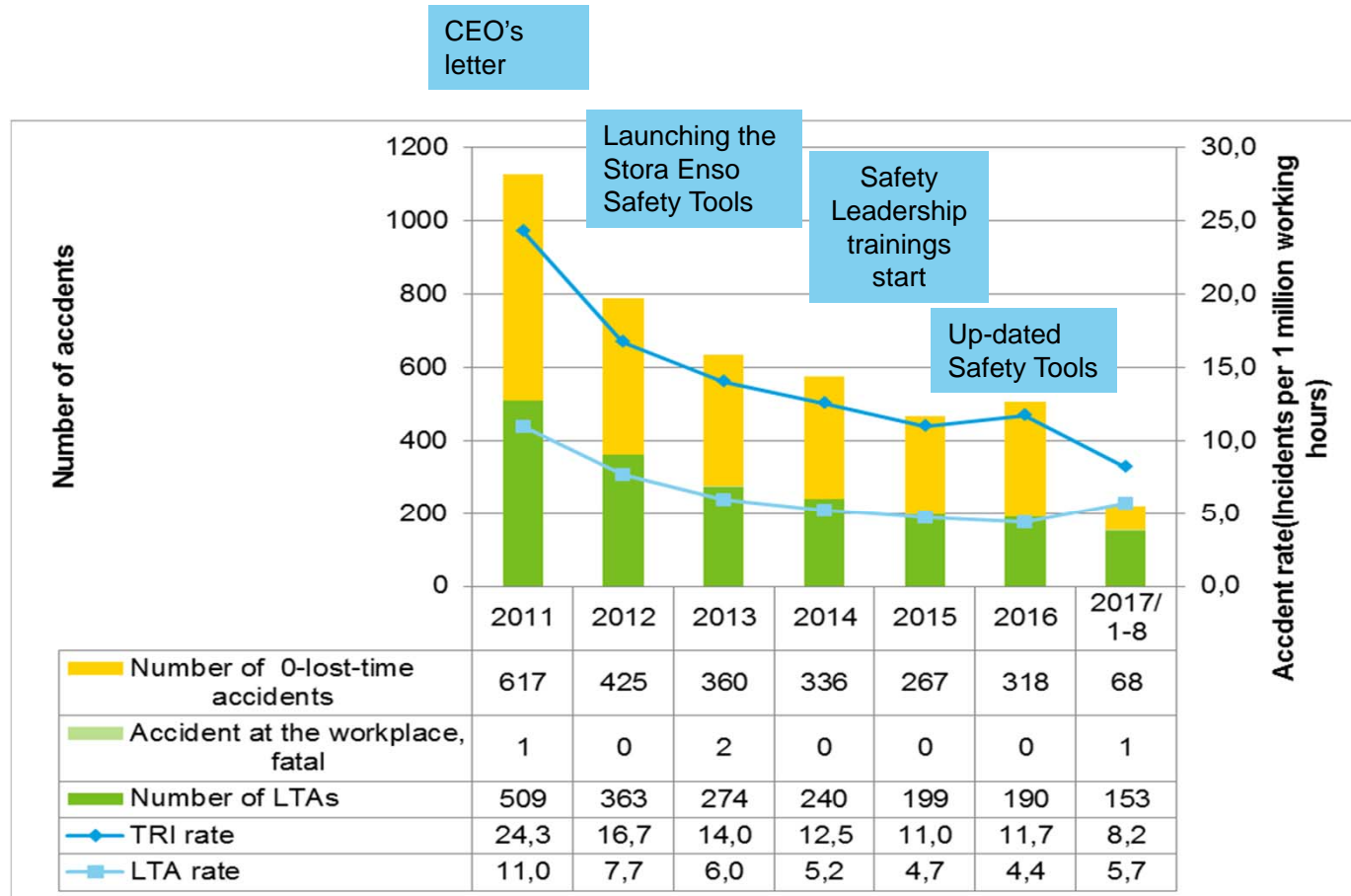
Just Culture & Engagement



Change resistance



The Stora Enso Safety Journey



Incident Rates	2010	YTD 2017	Change
TRI	41,2	8,2	-80,1
LTA	13,2	5,7	-56,8

N:o of incidents	2011	YTD 2017	Change
0-LTA	617	68	-89,0%
LTA	509	153	-69,9%



Everybody home safe, everyday

Sari Sarin Feb 14th 2017

THE RENEWABLE MATERIALS COMPANY