

# THE FOCUS OF UPM'S STAKEHOLDER ENGAGEMENT WORK

UPM's Biofore strategy forms the foundation of UPM's stakeholder dialogue. The key focus areas and activities vary locally and according to stakeholder needs. Find out more about our activities in 2017 in this picture.

- 1 Stakeholders' main concerns and expectations
- 2 UPM's target
- 3 Key engagement activities

- 1 Publish interesting content
- 2 UPM messaging incorporated in content
- 3 Proactive media outreach

- 1 Total shareholder value
- 2 Increasing long-term shareholder value
- 3 Clear and reliable disclosure and communications, investor meetings and events

- 1 Future-oriented, trusted partner with clear requirements and expectations
- 2 Competitive advantage through cost leadership, innovativeness with continuous development and compliance with supplier requirements
- 3 Implementation and communications of UPM Supplier and Third Party Code, safety and compliance trainings, supplier collaboration projects, supplier audits

- 1 Reliable partner, product range, product safety and quality, product profiles and ecolabels, environmental and supply chain performance, resource efficiency
- 2 Mutual business success and Biofore opportunities
- 3 Collaboration, strengthened customer focus, regular customer satisfaction surveys, development of digital solutions

- 1 Responsible and safe neighbour, employment opportunities, dialogue on local topics
- 2 Compliance and good collaboration
- 3 Open door events, stakeholder visits, sponsorship and local community projects

- 1 Safe and motivating working environment
- 2 Employee engagement and enabling performance
- 3 Continuous development of safety culture and leadership capabilities

- 1 Fulfil regulatory requirements, employment and competitiveness
- 2 Ensure competitiveness and a fair operating environment
- 3 Network to promote UPM's view for competitive and consistent regulatory environment

- 1 High level of environmental and social responsibility performance
- 2 Understanding expectations in regards to developing the performance, partnerships
- 3 Dialogue, transparency and co-operation in human rights and forest-related topics in particular

