Sustainability planning at Neenah is an ongoing process and a long-term commitment to excellence and continuous improvement.

This report has been prepared using industry standards published by the Sustainability Accounting Standards Board (SASB) Foundation.

SASB is an independent, nonprofit organization that develops and maintains robust reporting standards that enable businesses around the world to identify, manage, and communicate financially-material sustainability information to their investors.
Since 2014, our Green House Gas emissions, energy consumption, and water usage have each declined between 8-13% per unit of production.

We provide a variety of leadership and personal development training and opportunities for our employees.

100% of the fibers we consume are certified by third parties as sustainable.

In the past five years, we’ve increased the diversity of both our workforce and our Board of Directors.

Our employees participate in numerous charitable events every year to support local community needs.

Along with our employees, we historically have contributed $250,000 annually to charitable causes.
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As a manufacturer, sustainability is at the heart of our business and critical for our long-term success.

Neenah’s vision is to manufacture growth—for our employees, customers, end-users and shareholders.

Our commitment to ESG principles is nothing new and our pledge to support sustainability is deeply rooted in our culture. This commitment is brought to life through the choices and investments we make in the safety and well-being of our employees, the environmental efficiency of our products and operations, and in our support for the communities we call home.

Looking back on 2020 and the unprecedented impact of COVID-19, Neenah demonstrated its resiliency. This is a credit to our employees; whose health and safety are always our top priority. We also learned several things. We saw how we can be decisive, act quickly and be creative, we built new relationships with customers, and we leveraged our technology in new ways. We also continued to implement initiatives around sustainability. These included:

- Investing in technology that further reduced our environmental footprint.
- Strengthening our supply chain sustainability by requiring all vendors to follow our Code of Business Conduct and Ethical Purchasing Policy and having vendors in high-risk countries commit to CSR audits.
- Launching new sustainable products including Neenah Imagemax® Signage, Digscape® FootPrint®, and Dispera®, a water dispersible label.
- Working with a major customer to develop and manufacture high-efficiency face mask material.
- Increasing the diversity of our Board and Senior Management Team, and expanding recruitment, refreshment, succession planning and training for gender and ethnicity diversity and inclusion.
- Expanding Board oversight responsibilities in the areas of ethical conduct, corporate culture, and employee health and safety.

At Neenah, we believe embracing and addressing ESG opportunities is the right way to do business and will add value for the future – by creating a stronger company, aligned with the interests of our stakeholders. Our strategies and practices are designed to manage Neenah as a sustainable enterprise and appropriately manage risks. I’m proud of the progress we made in 2020 and would like to thank our employees, customers, suppliers, and partners for their dedication and support in delivering these results.

Our Corporate Sustainability Report is organized to align with SASB standards for our industry and addresses how we’re working to conserve natural resources, reduce our environmental footprint, and select suppliers who practice sustainability. It also covers our progress in building a stronger and more diverse workforce, as we believe diversity of perspectives, skills and backgrounds leads to the greatest results.

I hope this report provides you with added insight into how we are making Neenah a more sustainable company and I look forward to continued communication about our progress.

Sincerely,

Julie A. Schertell, President & CEO
NEENAH, INC.
Neenah is committed to manufacturing growth for its customers, end users, shareholders and employees. With manufacturing facilities in the United States, Europe and the United Kingdom, we are a leading global manufacturer of specialty materials serving customers across six continents, with headquarters in Alpharetta, GA. We are focused on growing in filtration media, specialty coatings, custom-engineered materials and premium packaging. Our materials are found in a variety of products used every day, such as transportation and water filters, premium packaging of spirits, technology and beauty products, industrial labels, tapes and abrasives and digital printing for high-end apparel. To learn more, please visit www.neenah.com
OUR PLANET

Sustainability Strategy
Energy Management
Water Management
Fiber Sourcing
Supply Chain Management
Innovation
At Neenah, it is our objective to continually improve our environmental footprint while meeting or exceeding all applicable regulations.

Environmental action areas include:

**Responsible Fiber Sourcing:** How and where we source our fiber is crucial to our business. Our policy is to only purchase fiber from sources that demonstrate sustainable practices and are certified by one of the internationally recognized forest certification bodies. Wherever possible, we utilize recycled post-consumer fibers in the manufacturing of our papers. Our premium fine paper business was the first in our category to receive FSC® certification in 2003. As recently as 2019, we were honored to receive the FSC Leadership award to recognize our commitment to responsible sourcing and forest management and to promoting sustainable business practices within our industry.

**Conservation Efforts and Partnerships:** Our manufacturing facilities utilize a range of energy sources. Neenah is committed to conservation practices to reduce greenhouse gas emissions and water used.

Neenah regularly looks for ways to increase efficiencies, reduce our consumption of non-renewable sources, minimize our footprint, and new energy-saving resources. Today, our renewable energy consumption includes hydro-generated electricity, purchased renewable power, and the use of regenerative thermal oxidizers.

We maintain strategic partnerships to maximize our energy reduction and decrease our impact on the environment. Through our partnership with Green-e, we can match 100% of our electricity used with certified renewable energy for many of our products.

Our partnership with SmartWay Transport helps us advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency to reduce our environmental footprint.

At Neenah, we are acutely aware of global, regional, and local water issues and trends. Our practice is to minimize consumption and return it to the source after thoroughly treating it to ensure it won’t harm the receiving environment.

To achieve this, all our facilities that have primary and secondary treatment plants must meet rigorous performance standards that go beyond regulatory compliance.
Regardless of what type of energy sources we use, we continually look for ways to increase our efficiency and reduce consumption.

Renewable Energy
Neenah’s mills in Appleton, WI and Bruckmühl, Germany both generate almost a third of their electrical needs from on-site, non-polluting hydropower. Neenah is also the largest purchaser in Wisconsin of Green-e certified renewable energy, purchasing over 30,000 megawatt hours annually.

Air Emissions / Footprint
Our manufacturing processes consume energy and result in Greenhouse Gas (GHG) emissions. We are committed to reducing these emissions and continue to invest in assets that help us reduce these emissions. Our mills in Weidach, Germany and Appleton, Wisconsin have invested in Regenerative Thermal Oxidizers (RTO) that enabled each mill to significantly reduce emissions. The RTO also generates steam and reduces the mill’s natural gas consumption.

Our Total Greenhouse Gas (GHG) emissions per unit of production have decreased 13% since 2014.
WATER MANAGEMENT

As a company, we work to minimize the amount of fresh water we use at our manufacturing facilities, and to recycle water within a facility as much as possible, all while maintaining stringent quality requirements.

Neenah has highly effective systems in place to treat and recycle water used in our operations.

Water Quality and Conservation: Neenah’s facilities are not located in areas where water availability is critical, although we are acutely aware of global, regional, and local water issues and trends. We know that shortages can occur due to increasing demands, contamination, and changing climatic and precipitation patterns. We’re responding to the critical value of global water supplies from two perspectives: water conservation and state-of-the-art process water treatment.

Due to the very high quality achieved through efficient water treatment systems, our mills are able to recycle and reuse fully treated effluent back into our process to minimize fresh water withdrawal. Our policy is to return the water used in manufacturing at a quality level that doesn’t negatively impact the receiving environment. To ensure that this goal is achieved, all Neenah mills have process water treatment plants that meet rigorous performance standards that go beyond regulatory compliance.

Our water withdrawn per unit of production has decreased 13% since 2014.
FIBER SOURCING

At Neenah, we only purchase fiber from sources that demonstrate sustainable practices and have third-party forest management certification programs.

As a manufacturer with many cellulose fiber-based materials, this is the largest raw material we purchase and consume in our manufacturing process. While we do not directly manage forests or harvest trees, we are fully committed to leveraging our influence to conserve and protect our forests.

Consequently, we only purchase fiber from sources that demonstrate sustainable practices and have third-party forest management certification programs, including Sustainable Forestry Initiative (SFI), Forest Stewardship Council® (FSC), and the Programme for the Endorsement of Forest Certification schemes (PEFC).

We also require that all vendors and sub-vendors demonstrate compliance with legal requirements. Similarly, we won’t procure any pulp or forest products from areas where traditional or civil rights are violated; or from uncertified forests having high conservation values threatened by forest management activities; or harvested from genetically modified (GM) trees.

We are proud that 100% of Neenah’s wood fiber purchases meet the FSC Controlled Wood standard.

FIBER SOURCING

Responsible Fiber Sourcing Certificates

- **FSC® CERTIFIED**
  Supports well-managed forests as well as the responsible use of forest resources.

- **Post-Consumer Waste**
  Saves trees, water, energy, and greenhouse gas emissions. At Neenah, the recycling symbol communicates that a paper contains a minimum of 30% post-consumer waste.

- **Green Seal**
  Ensures a minimum of 30% post-consumer waste is used and that the mill processes and packaging are environmentally preferable.

- **Process Chlorine Free**
  Our 100% post consumer recycled papers are produced without chlorine during the whitening process.

- **Alternative Fibers**
  Our alternative fiber offering consists of Cotton and Hemp.
SUPPLY CHAIN MANAGEMENT

We recognize that our sphere of influence reaches beyond our facilities and are committed to be a responsible corporate citizen by conducting business ethically and with integrity to benefit society as well as our employees, customers, and stakeholders.

SUPPLY CHAIN MANAGEMENT

Wherever we operate, we expect certain universal minimum standards of business conduct and work to ensure our purchasing practices and standards place a priority on promoting safety, protecting the environment, and valuing human rights.

We will only purchase goods and services which are produced and delivered under conditions which do not abuse or exploit any person or the environment. These requirements form the backbone of the evaluation and selection criteria for our vendor selection, and we will seek alternative sources where the conduct of suppliers violates any of these standards or policies or is not addressed in a timely manner.

Finally, we expect our suppliers and employees to fully comply with all legal and ethical standards. Our vendor evaluation and selection standards are outlined in detail in our Ethical Purchasing Policy on our website: www.neenah.com
Neenah is no stranger to innovation. For over a century, we’ve exceeded market expectations by implementing feedback in real-time, adding value to everything we touch, and emphasizing customer satisfaction.

We are proud to promote a culture of experimentation. Our innovation team includes technical resources and subject matter experts to carry out initiatives intended to reduce product time to market, increase our capabilities and platforms, and keep an eye on growth opportunities.

Neenah has a rich history of eco-innovation, sustainable products, partnerships, and certifications. Wherever possible, we are committed to producing a diversified portfolio filled with responsibly sourced, paper-based alternatives to styrene and PVC that are typically derived from petroleum-based sources.

Through innovation, we create new products when the market needs them most, focusing on quality, performance, and value-added ingenuity. Neenah continues to push the envelope, think outside the box, steward sustainability, and reshape the future, with the ultimate goal of driving sustainable, long-term value creation.
1. Neenah introduced NEENAH IMAGEMAX® Signage, expanding our wide format portfolio to address significant market demand for environmentally friendly signage. This breakthrough product is a 100% paper-based, blue bin recyclable substrate that outperforms styrene in print quality, cutting, scoring, and finishing.

2. As the United States Center for Disease Control and Prevention continues to streamline safety guidelines for businesses, our customers need the flexibility to update their signage more often and keep it clean without worrying about harming the environment. New, state-of-the-art conVerd Board® Wipe Clean™ is now the only 100% paper-based, fully recyclable product on the market with a wipeable, printable surface.

3. To address safety and sanitation requirements for directional signage like social distancing markers or traffic flow indicators, we released ground-breaking DigiScape® FootPrint™. This breathable adhesive floor graphic seamlessly conforms to the surface, making it easy to install and remove without trapping unsanitary dirt and particles. DigiScape FootPrint is the only floor graphic product that contains thirty percent post-consumer waste, making it an environmentally smarter solution.

4. To meet global market demand for an all-in-one digital transfer paper that combines screen printing plus heat transfer, Neenah launched Screencol® 105. Print single or multi-color designs onto transfer paper with plastisol or water-based ink, then apply with a heat press for complete ink transfer and vibrant color sharpness.

5. We introduced ECOREL® Pure, a PVC-free alternative covering for bookbinding, hang tags, labels, and premium packaging applications. This unique, sustainable, and durable covering material contains 50% post-consumer waste. It is blue bin recyclable to reduce environmental impact while creating maximum appeal.

6. The requirement for everyday mouth and nose protection prompted the development of NeenahGuard®, a filter medium for community and civil masks. It’s durable enough to be built from a single-layer which allows for supreme breathability and super-soft comfort.

7. As a sustainable alternative to disposable face masks, we developed the NeenahGuard® FFP3 filter that fits the popular urbandoo® loop scarf created for respiratory protection. This state-of-the-art filter helps remove and decrease pollutants such as dust particles, pollen, and bacteria.

8. To support the global need for clean water, Neenah increased production capacity for Cranemat®, a wet-laid non-woven membrane substrate designed for liquid filtration and separation sectors. Use these high-tech filters to desalinate salt, brackish, industrial process water, and industries such as electronics, dairy, juice, e-coat, mining, medical and pharmaceutical.
CORE VALUES

At Neenah, we have a long history – rooted in a proud heritage of manufacturing expertise. For over 100 years, we’ve grown and evolved our technology and methodologies along with the materials we use and what we make. Enabled by our culture and capabilities, we’re laser-focused on increasing our organic growth trajectory and leading the markets we serve. Our growth platforms include Filtration Media, Specialty Coatings, Custom Engineered Solutions, and Imaging and Packaging.

Our culture is underpinned by our core values, which are integrated into everything we do:

- **SAFETY ABOVE ALL**
  We place the health and well-being of each other above everything else.

- **MAKE IT HAPPEN**
  We roll up our sleeves and get it done.

- **SPEED WITH PURPOSE**
  We err on the side of action.

- **CONFIDENT HUMILITY**
  We always remain humble, teachable and hungry to learn.

- **CHALLENGE AND ALIGN**
  We believe in respectful debate and unified support.

- **HIGH ACHIEVEMENT**
  We assume positive intent and encourage, empower and enable each other.

- **ACTIVELY EXPERIMENT**
  We are unafraid to fail and we recognize and reward thoughtful risk-taking.

Collectively, these values define the way in which we successfully fulfill our mission and vision to manufacture growth and possibilities for our employees, customers, end-users, and shareholders.
Respecting human rights is a fundamental belief at Neenah and we believe that our human rights policies and procedures create shared value for our stakeholders.

We strive to respect and promote human rights in accordance with the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, and ensure that people are treated with dignity and respect.

Our global Human Rights Policy not only applies to all of our operations, but also outlines expectations for our business partners including suppliers and distributors.
We place the safety, health, and well-being of our employees above everything we do.

Every day, through our policies, practices, and systems, we strive to achieve an injury-free workplace and to ensure that our employees safely return home to their families.

In 2020, beginning with our two largest facilities, we launched our Neenah Operating System (NOS), a comprehensive system of operational excellence that will help us deliver meaningful value through quality, delivery, and most importantly, robust safety systems for our employees and customers.

All facilities have safety management systems to continuously review and improve:

- Management leadership and commitment
- Employee involvement in risk assessment and reduction
- Hazard identification, prevention and control
- Industrial hygiene
- Safety and occupational health training
- Workplace ergonomic evaluations
- Emergency response planning
- Accident/incident analysis and corrective actions to prevent recurrence
- Recordkeeping
- Regulatory compliance

Our employees are actively engaged in our Environmental, Health and Safety (EHS) programs, and our global data management system enables us to report and manage EHS related activities in a consistent manner across locations.

While our results are in line with averages for our industry, we always look beyond just our industry. Collectively, our safety approach and programs, along with our relentless focus and leadership commitment, will help us achieve safety excellence and realize our vision of an injury-free workplace.

We’re thrilled that our employees are so active in our safety management processes and provide their unique insights into how to reduce risk in our work and workplaces.

This includes routine workplace safety audits, employee participation in safety meetings and training, and active safety committees. Additionally, employees are encouraged to identify and report workplace conditions that could lead to an injury, and in 2020, employee participation in this process increased over five-fold from 2019.
We respect the decisions of our employees to exercise their rights to associate and bargain collectively.

Approximately two-thirds of our employees are covered by collective bargaining agreements, including relationships with unions, work councils, and employee associations around the world.

We respect the decisions of our employees to exercise their rights to associate and bargain collectively and work closely with representatives from our labor union partners to provide safe and productive workplaces that enable our employees to deliver high quality products and provide excellent customer service.
We are committed to cultivating a workplace that reflects our world – one that represents a diversity of backgrounds, religious beliefs, and ethnicities and provides opportunities for growth and development for all.

Led by our values, we strive to create a culture where current and potential employees feel included and supported in bringing their whole selves to work every day, and understand that their unique differences in experience and perspective will be welcomed, embraced, and encouraged.

From our recruiting and talent development efforts to community partnerships and supplier relationships, we are working to increase access to opportunities for everyone – collectively this helps us all win.
At Neenah, giving back is part of the core of who we are, but more importantly, it’s demonstrated in what we do.

Whether through volunteerism as part of our **Day of Giving**, where employees have the opportunity to take a day off to give their time and talents to organizations that align with their interests and passions, or through our **Matching Gift Program**, where we match our employee’s charitable contributions, we strive to build partnerships for the advancement and sustainability of the citizens and communities where we live and work.

Along with our employees, we historically have contributed **$250,000** annually to charitable causes.
Neenah is dedicated to responsible stewardship of our natural, human, and financial resources, and to managing these assets in a sustainable and responsible manner.

We believe that good corporate governance serves the long-term interests of stakeholders, and is essential to managing sustainability and social issues.

To realize these goals, we are committed to having a robust corporate governance structure and oversight framework, with a Board and executive leadership team that are engaged and committed to supporting these values.

**Our Board of Directors**

Neenah’s Board represents a collection of skills, experiences, and backgrounds. The Board is led by an independent Chairperson and seven of the eight members meet the criteria required for independence by the New York Stock Exchange. Our Chief Executive Officer also serves as a member of the Board, providing a continuity of leadership between the senior management team and the Board and which we believe further enhances the Board’s corporate governance function.

We regularly refresh the composition of our board to infuse new ideas and fresh perspectives into the boardroom. Three of our eight directors have joined in the past three years.

Neenah believes diversity is fundamental to innovation, performance, and sustainability. In recruiting directors, we focus on how the experience and skill set of each candidate will complement those of their fellow directors to create a balanced Board with diverse viewpoints and backgrounds, deep expertise, and strong leadership experience. When selecting nominees, the Board is committed to enhancing diversity, such as gender, race, and national origin, in recruitment and nomination of directors.

**Governance Function**

The Board is responsible for overseeing that appropriate procedures and controls are in place to ensure management’s activities meet the Company’s stated ethical standards. Responsibilities are communicated through senior management and ensure that our sustainability goals and policies are integrated within our business strategy.

The Board’s Nominating and Corporate Governance Committee oversees matters of corporate governance and is charged with identifying and investigating emerging governance issues and trends which may affect the Company. The Nominating and Corporate Governance Committee is also responsible for reviewing and recommending to the Board any appropriate changes to the Company’s governance policies which are consistent with best practices and in the best interests of the Company.

Furthermore, we have a cross-functional sustainability leadership team that identifies material issues, provides input on strategic decisions, gathers information, and evaluates performance against our chosen metrics. The team also evaluates the applicability of international frameworks and standards, with a focus on continuous improvement and communications, helping the Company to see, understand, and respond to not only what is current, but also what is on the horizon.
Our Policies

We have a number of corporate governance policies that help us implement and reinforce these principles, and we conduct regular training for our Board and our employees on many of these topics.

Corporate Governance Policies. The Board has adopted various Corporate Governance Policies which provide a framework for the effective governance of the Company. The policies address matters such as director responsibilities, Board committees and their charters, director independence, director qualifications, director evaluations, director orientation and education, director access to management, Board access to independent advisors, and management development and succession planning. The Board’s Nominating and Governance Committee is responsible for overseeing and reviewing the policies, at least annually, and recommending proposed changes to the Board for approval.

Code of Business Conduct and Ethics. The Code of Business Conduct and Ethics applies to all directors, officers, and employees of the Company and meets the requirements of a “code of ethics” as defined by SEC rules and regulations and NYSE listing standards. The Code of Business Conduct and Ethics is designed to ensure that the Company’s business is conducted legally and ethically in accordance with applicable federal, state and local laws, as well as applicable laws and regulations of foreign jurisdictions, and in a manner that will reflect the Company’s high standard of ethics.

RISK OVERSIGHT

The Board regularly evaluates the Company’s enterprise risk profile through an Enterprise Risk Evaluation conducted by our Chief Financial Officer and General Counsel in conjunction with the Company’s executive leadership team. This process is intended to examine and hold management accountable for the preservation of high ethical standards through effective policies and practices that enhance our culture and promote sustainability.

At each regularly scheduled meeting, the Board has the opportunity to review developing risks in the areas of safety, business and finance. The Company’s executive management team assists the Board in identifying and analyzing significant emerging issues that may impact the Company’s overall strategy, global business continuity and financial results.

Like many companies, our Company faces potential climate change risks, including future environmental legislation, weather-related impacts to our raw material inputs and energy sources, changes in customer demand, and loss of physical assets. Our Board and management team takes an active role to manage these risks appropriately and believe we are reasonably positioned with access to a secure water supply, raw material inputs, and protection from natural disasters.

We believe these policies provide a framework for the effective governance of the Company and are available on our website at www.neenah.com
## NEENAH CORPORATE RESPONSIBILITY REPORT DATA

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<tr>
<td><strong>Greenhouse Gas Emissions (tons)</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Scope 1 (direct)</td>
<td>245,884</td>
<td>259,820</td>
<td>266,397</td>
<td>269,504</td>
<td>211,048</td>
<td>189,011</td>
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<tr>
<td>Scope 2 (indirect from purchased energy)</td>
<td>118,168</td>
<td>128,807</td>
<td>131,463</td>
<td>134,529</td>
<td>146,925</td>
<td>107,310</td>
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<tr>
<td>Total</td>
<td>364,706</td>
<td>388,678</td>
<td>397,893</td>
<td>404,043</td>
<td>358,122</td>
<td>296,323</td>
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<tr>
<td>per unit of Production</td>
<td>1,325</td>
<td>1,202</td>
<td>1,202</td>
<td>1,136</td>
<td>1,109</td>
<td>1,143</td>
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<tr>
<td><strong>Energy Consumption</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Consumption (gigajules)</td>
<td>4,846,529</td>
<td>5,178,374</td>
<td>5,366,007</td>
<td>5,442,391</td>
<td>4,681,385</td>
<td>4,194,137</td>
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<tr>
<td>MMBTU per unit of Production</td>
<td>16.7</td>
<td>15.2</td>
<td>15.4</td>
<td>14.5</td>
<td>13.7</td>
<td>15.3</td>
</tr>
<tr>
<td><strong>Average % Grid Electricity</strong></td>
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<tr>
<td></td>
<td>16.8%</td>
<td>16.3%</td>
<td>16.2%</td>
<td>17.3%</td>
<td>18.7%</td>
<td>20.2%</td>
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<tr>
<td><strong>Average % Renewable Energy</strong></td>
<td></td>
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<tr>
<td></td>
<td>1.0%</td>
<td>0.9%</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>0.8%</td>
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<tr>
<td><strong>Water Withdrawn</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Withdrawn (M gallons)</td>
<td>3,871</td>
<td>3,984</td>
<td>3,950</td>
<td>4,143</td>
<td>3,785</td>
<td>3,189</td>
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<tr>
<td>per unit of Production</td>
<td>14.1</td>
<td>12.3</td>
<td>11.9</td>
<td>11.7</td>
<td>11.7</td>
<td>12.3</td>
</tr>
<tr>
<td><strong>Water Consumed</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Consumed (M gallons)</td>
<td>191</td>
<td>250</td>
<td>216</td>
<td>304</td>
<td>280</td>
<td>234</td>
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<tr>
<td>per unit of Production</td>
<td>0.7</td>
<td>0.8</td>
<td>0.7</td>
<td>0.9</td>
<td>0.9</td>
<td>0.9</td>
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<tr>
<td><strong>Purchased Fiber</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>FSC Mix Credit</td>
<td>48%</td>
<td>50%</td>
<td>52%</td>
<td>57%</td>
<td>58%</td>
<td>56%</td>
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<tr>
<td>FSC Recycled</td>
<td>12%</td>
<td>11%</td>
<td>12%</td>
<td>11%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Controlled Sources</td>
<td>36%</td>
<td>38%</td>
<td>37%</td>
<td>32%</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>Sub-Total FSC Approved</td>
<td>96%</td>
<td>99%</td>
<td>100%</td>
<td>100%</td>
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<td>100%</td>
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<tr>
<td><strong>U.S. Workforce Diversity</strong></td>
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<tr>
<td>% Woman</td>
<td>20%</td>
<td>20%</td>
<td>22%</td>
<td>21%</td>
<td>22%</td>
<td>22%</td>
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<tr>
<td>% Minority</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>9%</td>
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<td>9%</td>
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</table>

**Notes:**
- Data includes acquired companies, starting the first full year after acquisition.
- Data excludes results of divested companies in all periods.
- Data as reported from operations, not independently audited.
- All metrics reported using the Sustainability Accounting Standards Board (SASB) Pulp & Paper Industry definitions.

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