Reduce our recordable safety incident rate to 0.50 by 2020 while increasing our focus and efforts on preventing more serious injuries. Reduced our recordable incident rate to 0.78, our best year on record and a 55% reduction since 2008. Sadly, these numbers do not tell the whole story when it comes to a fatality, as unfortunately occurred at our Kamloops, British Columbia, mill in 2017. This incident has increased our focus on prevention of serious injuries and eliminating non-core, high-hazard tasks where possible.

Establish EarthChoice Ambassador (ECA) Teams in all our facilities by 2020, engaging our employees in our commitment to sustainability. Expanded our ECA program to now include 26 locations in four countries, representing 76% of our facilities.

Increase the level of Forest Stewardship Council® (FSC®) certified fiber procured for our pulp and paper mills to 20% of total fiber used by 2020. Increased the level of FSC-certified fiber to 22% of total fiber use, achieving our goal ahead of schedule. We remain committed to lowering the technical and financial hurdles to increasing forest certification in our wood procurement regions.

Reduce total direct and indirect greenhouse gas (GHG) emissions from purchased energy at pulp and paper mills 15% by 2020 from 2010 levels. Reduced GHG emissions 18% since 2010, achieving our goal ahead of schedule. Fuel switching from coal to natural gas provided the majority of reductions.

Reduce total waste to landfill from pulp and paper mills 40% by 2020 from 2013 levels. Reduced amount of waste sent to landfills 36% since 2013 through source reduction and beneficial use programs.

Develop a model for our pulp and paper mills to measure and more strategically manage the full cost of using water. Completed development of our water-cost model, which was informed by conducting pilot studies at five mills over the past two years to incorporate unique, site-specific water conditions. We plan to begin operationalizing the full cost of water in our business decisions and conducting additional water-cost assessments at other mills in 2018.
### Engagement

- **55% Reduction** in recordable safety incidents since 2008
- **294,000** Leading safety activities logged by our employees
- **8,000+** Hours contributed by our employees at Domtar-sponsored events in our communities
- **$2.8 Million** Community investments company-wide
- **9,899** Employees, 88% in North America, 12% in Europe
- **33%** of Domtar’s board of directors are women
- **794,000** Leading safety activities logged by our employees
- **3.6% Voluntary turnover rate** compared to an 11.1% voluntary turnover rate for the U.S. manufacturing & distribution industry*


### Efficiency

- **75%** Renewable energy used in our pulp and paper mills**, industry average = 67%***
- **18%** Reduction in greenhouse gas emissions at pulp and paper mills since 2010
- **4%** Reduction in water use at pulp and paper mills since 2013
- **36%** Reduction in waste to landfill at pulp and paper mills since 2013
- **$20 Million** Invested to eliminate coal burning in six power boilers since 2014
- **74%** of pulp and paper mill manufacturing byproducts were beneficially used**, industry average = 47%****

**Net of 4 percent sold into various renewable energy marketplaces.


### Responsibility

- **Provided over $3.5 Million** to World Wildlife Fund (WWF) to support conservation programs around the world since 2008
- **7% Reduction** in pulping chemical use per unit of pulp production compared to the previous three-year average
- **$3.4 Billion** Spent on materials and services
- **72%** of our products shipped in North America were carried by U.S. EPA SmartWay® transport partners in 2016
- **79%** of the pulp used by our personal care division was made by Domtar
- **41% Certified wood** used in pulp and paper manufacturing, industry average = 29%***


All numbers are 2017 unless otherwise indicated.
UNLOCKING THE SECRETS OF WATERGATE

A catch phrase often associated with the political intrigue of Watergate is “follow the money.” However at Domtar, “following the money” is our way of unlocking the gate to improved water management.

Read the full story on page 38. Find the full report online at domtar.com.

AWARDS & OTHER RECOGNITIONS

• 2018 CR Reporting Awards winner for two categories: Creativity in Communication and Openness & Honesty (May 2018)

• #42 on the Newsweek Green Ranking 2017 U.S. 500 list (December 2017)

• Environmental Strategy of the Year Award, Windsor Mill, from Pulp and Paper Technical Association of Canada (March 2017)


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