At International Paper (IP), doing the right things, in the right ways, for the right reasons, all the time is our guiding principle. We call this The IP Way.

While others may see us as a manufacturing company, we know that we are a people company with an extensive manufacturing footprint. Creating a diverse and inclusive culture is essential:

- It enables our colleagues to contribute their best.
- It harnesses different thoughts, skills, talents and experiences to produce innovative solutions.
- It helps make IP a better company for our employees, customers, communities and investors.
- We view our diversity and inclusion (D&I) approach as a key part of our sustainability strategy — we believe that we will be better able to sustain value creation with a diverse workforce and inclusive culture.

The IP Leadership Model
An inclusive workplace is the product of great leadership, not just great leaders. IP’s leadership model is elegantly simple and applies to all 52,000 employees across more than 24 countries.

The model is based on three characteristics: character — the ability to build trust; capability — the ability to be an active learner; and catalyst — the ability to motivate, inspire and lead change.

The IP leadership model is a great resource for personal and professional development. Practicing “the 3Cs” in every role helps create an open, trusting and inclusive culture.

Fostering a D&I Culture
A D&I culture embraces individuality and collaboration to drive exceptional results. We strive to cultivate that culture through initiatives that drive alignment and shape the way we collaborate. These initiatives foster pride, support fulfilling careers and advance business results:

- Diverse Board of Directors
  We believe that building an inclusive workforce starts at the top. Our Board of Directors, led by Presiding Director Ilene Gordon, along with the Governance
Committee, have assembled a diverse Board comprising independent thinkers who bring a wide range of expertise and skills to the boardroom that go beyond racial and gender diversity.

- **Prioritizing Engagement**
  Inclusive leadership is essential for engagement. We know that engagement has a positive impact on safety, operations, commercial excellence and financial performance while building a strong sense of community.

- **Global D&I Council**
  Led by our chief diversity officer, this group of senior leaders is responsible for championing D&I, supporting the strategy, and identifying improvements that can be broadly implemented to improve the diversity of our workforce and strengthen our culture of inclusion.

- **Inclusion Forums**
  Launched in 2013, these immersion events build awareness, expose biases and provide a feedback forum for ideas on developing an inclusive culture.

- **Mentoring Boards**
  Our three mentoring boards (African American Mentoring Board, Hispanic and Latino Mentoring Board, and Women in IP Mentoring Board) host quarterly meetings to capitalize on the energy, passion and experiences of employees. Mentoring leaders share knowledge and encouragement for personal and professional development.

**Employee Input and Feedback**
Asking for input and listening to feedback help create an engaging and inclusive culture. *MyView*, our customized engagement survey launched in October 2017, gave employees an opportunity to share their thoughts, ideas and concerns. More than 89 percent of our global workforce voluntarily participated. Teams throughout the company learned what they need to do to build engagement within their work group. We will also use the actionable results to guide our global D&I initiatives. Our vision is to be among the most successful, sustainable and responsible companies in the world. We want to attract, retain and develop the best talent. We want our employees to be safe and to feel appreciated. We take a lot of pride in supporting our local communities and being responsible stewards of natural resources. Creating a diverse and inclusive culture will help us pursue all these things.

I am incredibly proud to be part of the IP team. Our journey began 120 years ago, and through our ongoing improvements, we will continue to be around for many future generations.