

Sustainability performance indicators

| Group key figures | unit of measure | GRI-reference | 2017 | 2018 | 2019 | 2020 | % variance |
|--|-----------------|-----------------|-------------|-------------|-------------|-------------|------------|
| Model Group | | | | | | | |
| consolidated sales | MCHF | 102-7 | 915 | 991 | 942 | 859 | -6.1% |
| investments | MCHF | 102-7 | 86 | 54 | 48 | 57 | -33.7% |
| corrugated board production | Mm ² | 102-7 | 1'361 | 1'349 | 1'396 | 1'453 | 6.8% |
| laminated corrugated board packaging | Mm ² | 102-7 | 43 | 49 | 49 | 52 | 22.4% |
| cardboard packaging | tonnes | 102-7 | 22'500 | 21'400 | 21'300 | 18'600 | -17.3% |
| containerboard production | tonnes | 102-7 | 388'600 | 399'600 | 404'200 | 404'200 | 4.0% |
| consumption containerboard | tonnes | Model indicator | 785'858 | 771'951 | 750'625 | 778'403 | -0.9% |
| Classification employees | | | | | | | |
| employees | FTE | 102-8 | 4'285 | 4'320 | 3'928 | 3'908 | -8.8% |
| permanent | FTE | 102-8 | 3'754 | 3'806 | 3'821 | 3'790 | 1.0% |
| temporary | FTE | 102-8 | 205 | 148 | 132 | 141 | -31.4% |
| full-time | FTE | 102-8 | 3'842 | 3'851 | 3'892 | 3'867 | 0.6% |
| part-time | FTE | 102-8 | 86 | 78 | 63 | 67 | -21.9% |
| apprentices | Headcount | 102-8 | 88 | 84 | 76 | 56 | -36.1% |
| model workers who are not employed at the factory** | Headcount | 102-8 | 119 | 113 | 149 | 129 | 8.2% |
| Integrity | | | | | | | |
| Confirmed incidents of corruption and actions taken | number | 205-3 | 0 | 0 | 0 | 0 | 0.0% |
| Legal actions for anti-competitive behavior, anti-trust and monopoly practices | number | 206-1 | 0 | 0 | 0 | 0 | 0.0% |
| Quality | | | | | | | |
| Product safety | | | | | | | |
| Proportion of external certified product safety system | | | 44% | 50% | 63% | 73% | 67.6% |
| factory with a external certified product safety system | number | Model indicator | 7 | 8 | 10 | 11 | 57.1% |
| factory with a product safety system | number | Model indicator | 16 | 16 | 16 | 15 | -6.3% |
| Incidents of non-compliance concerning the health and safety impacts of | | | | | | | |
| incidents of non-compliance with regulations resulting in a fine or penalty | number | 416-2 | 0 | 0 | 0 | 0 | 0.0% |
| incidents of non-compliance with regulations resulting in a warning | number | 416-2 | 0 | 0 | 0 | 0 | 0.0% |
| incidents of non-compliance with voluntary codes | number | 416-2 | 0 | 0 | 0 | 0 | 0.0% |
| Complaints for health requirements | | | | | | | |
| number of customer complaints for health requirements | number | Model indicator | 0 | 0 | 0 | 3 | |
| Environment | | | | | | | |
| Paper cycle | | | | | | | |
| Recycled input materials used | | | 77% | 78% | 83% | 83% | 6.9% |
| total recycled input paper used | tonnes | 301-2 | 616'421 | 617'171 | 649'046 | 666'600 | 8.1% |
| total input paper used | tonnes | 301-2 | 796'864 | 786'531 | 785'432 | 806'308 | 1.2% |
| Proportion of FSC paper | | | 84% | 85% | 90% | 94% | 12.0% |
| total input FSC paper used | tonnes | Model indicator | 963'020 | 1'006'723 | 1'070'331 | 1'141'644 | 18.5% |
| total input paper used | tonnes | Model indicator | 1'150'586 | 1'184'347 | 1'188'709 | 1'218'012 | 5.9% |
| Proportion of model recover | | | 30% | 31% | 33% | 34% | 12.1% |
| total input model recover (direct collection) waste paper used | tonnes | Model indicator | 123'816 | 128'155 | 139'300 | 146'287 | 18.1% |
| total input waste paper fibres used for containerboard production | tonnes | Model indicator | 406'501 | 419'698 | 423'078 | 428'230 | 5.3% |
| Resource efficiency | | | | | | | |
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| total resource use | % | Model indicator | 100% | 101% | 98% | 92% | -7.7% |
| Energy consumption | | | | | | | |
| total energy consumption | kWh | 302-1 | 985'364'875 | 999'006'199 | 964'349'784 | 925'145'473 | -6.1% |
| electricity consumption | kWh | 302-1 | 204'813'031 | 212'063'219 | 204'541'976 | 202'982'448 | -0.9% |
| of this self-generated electricity | kWh | 302-1 | 9'319'706 | 8'065'512 | 8'030'041 | 6'097'434 | -34.6% |
| steam from district heating consumption | kWh | 302-1 | 370'262'020 | 384'745'210 | 378'695'644 | 377'975'660 | 2.1% |
| substitute fuel consumption | kWh | 302-1 | 126'537'805 | 129'166'717 | 119'409'395 | 89'308'466 | -29.4% |
| natural gas consumption | kWh | 302-1 | 183'423'954 | 175'379'608 | 177'141'596 | 174'520'243 | -4.9% |
| heating oil consumption | kWh | 302-1 | 12'769'133 | 25'422'168 | 22'059'566 | 22'232'534 | 74.1% |
| biogas consumption | kWh | 302-1 | 28'037'736 | 22'431'019 | 14'744'714 | 14'620'271 | -47.9% |
| diesel fuel consumption | kWh | 302-1 | 55'121'195 | 46'428'258 | 44'094'893 | 39'574'584 | -28.2% |
| liquefied petroleum gas | kWh | 302-1 | 4'400'000 | 3'370'000 | 3'662'000 | 3'929'363 | -10.7% |
| Energy consumption by area | | | | | | | |
| production locations area Paper | kWh | Model indicator | 664'652'306 | 692'890'403 | 660'973'657 | 629'505'084 | -5.3% |
| production locations area Packaging | kWh | Model indicator | 320'712'569 | 306'115'796 | 303'376'127 | 295'640'389 | -7.8% |
| of this fuel for delivery of finished products | kWh | Model indicator | 49'304'593 | 40'859'699 | 38'491'821 | 35'385'424 | -28.2% |
| Energy consumption by quality | | | | | | | |
| energy consumption of renewable | kWh | 302-1 | 249'828'197 | 238'521'010 | 218'688'212 | 173'668'927 | -30.5% |
| energy consumption of renewable | % | 302-1 | 34 | 31 | 29 | 23 | -31.9% |
| energy consumption of non-renewable | kWh | 302-1 | 735'536'678 | 760'485'189 | 745'661'572 | 750'974'279 | 2.1% |
| Climate | | | | | | | |
| total greenhouse gases, marketbased (scope 1+2) | tonnes | 305-1/2 | 96'951 | 96'548 | 91'729 | 88'054 | -9.2% |
| greenhouse gases scope 1, marketbased | tonnes | 305-1/2 | 60'322 | 58'727 | 54'081 | 53'522 | |
| greenhouse gases scope 2, marketbased | tonnes | 305-1/2 | 36'629 | 37'822 | 37'646 | 34'532 | -5.7% |
| Waste | | | | | | | |
| total waste | tonnes | 306-2 | 186'996 | 190'251 | 185'504 | 188'196 | 0.6% |
| non-hazardous waste | tonnes | 306-2 | 179'938 | 183'382 | 178'771 | 182'843 | 1.6% |
| of this recycled | tonnes | 306-2 | 146'383 | 146'064 | 141'567 | 147'439 | 0.7% |
| of this recycled paper fibres | tonnes | 306-2 | 143'589 | 145'092 | 140'649 | 132'090 | -8.0% |
| of this thermal recycled | tonnes | 306-2 | 33'331 | 37'079 | 36'976 | 35'245 | 5.7% |
| of this landfill | tonnes | 306-2 | 224 | 241 | 229 | 145 | -35.3% |
| hazardous waste | tonnes | 306-2 | 7'058 | 6'869 | 6'732 | 5'352 | -24.2% |
| of this recycled | tonnes | 306-2 | 69 | 86 | 98 | 88 | 27.8% |
| of this thermal recycled | tonnes | 306-2 | 838 | 731 | 640 | 559 | -33.3% |
| of this landfill | tonnes | 306-2 | 6'151 | 6'052 | 5'994 | 4'701 | -23.6% |
| Water withdrawal | | | | | | | |
| total water withdrawal | m ³ | 303-3 | 2'968'822 | 2'873'427 | 2'884'929 | 2'632'459 | -11.3% |
| of this third-party water | m ³ | 303-3 | 174'999 | 156'541 | 154'103 | 150'928 | -13.8% |
| of this groundwater | m ³ | 303-3 | 2'793'823 | 2'716'886 | 2'730'826 | 2'481'530 | -11.2% |
| Water discharge | | | | | | | |
| total process waste water | m ³ | 303-4 | 1'603'834 | 1'715'547 | 1'587'681 | 1'405'027 | -12.4% |
| of this to waste-water treatment plants | m ³ | 303-4 | 1'603'834 | 1'715'547 | 1'587'681 | 1'404'743 | -12.4% |

| Employees | | unit of measure | GRI-reference | 2017 | 2018 | 2019 | 2020 | % variance |
|--|---------------|-----------------|-----------------|---------|-----------|-----------|-----------|------------|
| Work safety | | | | | | | | |
| employees* and workers** who work and/or workplace is controlled by Model, who are covered by such a system | employees FTE | number | 403-8 | 4'002 | 4'029 | 4'035 | 3'998 | -0.1% |
| | workers FTE | number | 403-8 | 137 | 128 | 167 | 148 | 8.3% |
| | Total FTE | number | 403-8 | 4'138 | 4'157 | 4'203 | 4'147 | 0.2% |
| employees* and workers** who work and/or workplace is controlled by Model, who are covered by such a system that has been internally audited | employees FTE | number | 403-8 | 4'002 | 4'029 | 4'035 | 3'998 | -0.1% |
| | workers FTE | number | 403-8 | 137 | 128 | 167 | 148 | 8.3% |
| | Total FTE | number | 403-8 | 4'138 | 4'157 | 4'203 | 4'147 | 0.2% |
| employees* and workers** who work and/or workplace is controlled by such a system that has been audited or certified by an external party | employees FTE | number | 403-8 | 197 | 312 | 916 | 893 | 353.5% |
| | workers FTE | number | 403-8 | 4 | 25 | 59 | 51 | 1276.0% |
| | Total FTE | number | 403-8 | 201 | 337 | 976 | 894 | 345.4% |
| occupational accidents | | number | Model indicator | 176 | 225 | 184 | 175 | -0.6% |
| Human Resources | | | | | | | | |
| investments for training and education | | CHF | 404-2 | 935'489 | 1'092'509 | 1'176'847 | 1'034'192 | 10.6% |
| supported external training | | number | 404-2 | 216 | 242 | 455 | 322 | 48.9% |
| apprentices | | number | | 88 | 84 | 79 | 65 | -26.1% |

Supply chain

Supply chain (Scope Switzerland only)

| | | | | | | | | |
|---|--------|-----------------|------|-------|-------|-------|-------|--------|
| new suppliers that were screened using environmental criteria | % | 308-1 | 96 | 96 | 96 | 96 | 96 | 0.0% |
| new suppliers that were screened using social criteria | % | 414-1 | 96 | 96 | 96 | 96 | 96 | 0.0% |
| Proportion of supplier assessment | | | 85% | 78% | 56% | 67% | 67% | -21.7% |
| number of direct suppliers | number | Model indicator | 1740 | 2'491 | 1'584 | 1'492 | 1'492 | -14.3% |
| number of self-audit at direct suppliers | number | Model indicator | 27 | 46 | 156 | 111 | 111 | 311.1% |
| number of self-audit with category A at direct suppliers | number | Model indicator | 23 | 36 | 88 | 74 | 74 | 221.7% |

Glossary

| | |
|-----------------|---|
| CHF | Swiss franc |
| *employees | Individual who is in an employment relationship with Model, according to national law |
| FTE | Full Time Equivalent |
| GRI | Global Reporting Initiative |
| kWh | Kilowatt hour |
| m ³ | Cubic meter |
| MCHF | Million swiss francs |
| Mm ² | Million square meters |
| ** workers | Model worker, who is not employed by Model: This often concerns self-employed persons and persons who are employed by third parties, but who, for example, have a badge and workplace with Model. |