



# BLUE BOX PARTNERS

PACKAGING FOR EUROPE



## We are committed to sustainability

SUSTAINABILITY REPORT 2019

## Index

Introduction Ruben Martinez	3
Sustainable business – what we stand for	4
Mission & Vision	5
Profile	6
Locations	8
Supply Chain	11
Sustainability at Blue Box Partners	12
Interview with Armin Höttges	13
<b>We produce in a resource-conserving way</b>	<b>15</b>
Key data on energy consumption	16
Economy powered by ecology	17
Key data on water consumption	18
Protection of precious lifelines through water treatment	19
<b>We protect our environment</b>	<b>21</b>
Key data on emissions	22
Solar energy strengthens independent energy supply	23
Key data on effluents and waste	24
New water treatment plant in Italy	25
<b>We care about our employees</b>	<b>27</b>
Key data on employment turnover and benefits	28
Leasing model for pedelecs and bicycles	29
Key data on health and safety	30
Cross-media campaign on occupational safety	31
Key data on training and education	32
Learning for leadership	33
Key data on diversity and equal opportunity	34
Packaging business is people's business	35
Overview Certificates	36
GRI Index	38
Aspect Matrix	40
Boundary Matrix	41
Colophon	42

## Introduction

### Dear Stakeholders,

The progress achieved at the climate summit in Katowice (COP24) has shown one thing in particular – the international community is capable of forming pacts and alliances that will make an active contribution to protecting the environment and improving the quality of life on earth in the coming decades. The summit also showed companies how to start and actively promote responsible development – in harmony with our environment.

At Blue Box Partners (BBP), our aim is to extend the life cycle of your products by supporting your needs for geographical coverage/international presence, optimal product protection and consumer visibility, whilst simultaneously contributing to a better future for our society and planet.

The ability to react flexibly to market demands, more than 50 years of experience in the packaging sector and the entrepreneurial spirit of our founding families makes Blue Box Partners a reliable partner that thinks globally and acts locally, resourcefully and sustainably. Across our ten expert centres, more than 200 designers and packaging engineers engage in close collaboration to develop innovative and recyclable packaging solutions for our target markets. We also prove our firms commitment to closed loop recycling management and the reduction of our CO<sub>2</sub> footprint through the use of renewable energies, which are already making a significant contribution to our energy supply today. Our production sites are equipped with water treatment systems that enable us to reduce the amount of wastewater to zero. When it comes to our staff, we promote the use of environmentally friendly transport, such as electric bicycles or public transport.

The safety and well-being of our employees is also of utmost importance to us. In order to guarantee both and raise awareness of the corresponding requirements amongst our staff, we hold regular training courses at our sites. And with internal talent development programmes, we ensure the level of quality demanded by our customers – and thus secure our future growth. We also see ourselves as a “corporate citizen” who assumes responsibility and actively addresses current social changes and trends. One expression of this responsibility can be seen in the various measures to promote diversity and equal opportunities within our companies.

In the same way, we are delighted to present you with BBP's latest Corporate Social Responsibility Report, which will provide you with a transparent overview of the contribution and commitment of our alliance to sustainability and social development. It will show you how WE ACT – and we'd love to hear what you think. ([sustainability@blueboxpartners.com](mailto:sustainability@blueboxpartners.com))



**Sustainability at Blue Box Partners:  
our alternative for the 21<sup>st</sup> century”**

Ruben Martinez

Managing Partner and Chairman Blue Box Partners

# Sustainable business – what we stand for

The business model of our alliance is an illustrative example of responsible economic activity in the 21<sup>st</sup> century. The implementation of sustainable business models by our partners and customers forms the basis of our entrepreneurial success.

As an alliance of European companies, we offer our customers innovative and environmentally friendly packaging solutions made of corrugated cardboard, which present real added value for their own business models and serve as an excellent example of the principle of closed loop circular economy.

For us, sustainability is the framework for successful business. Based on our long term value creation as a family-run company, we nurture trustful relationships with our customers, offer our staff a supportive working environment and actively engage as a pioneer for climate and environmental protection.



The management faces behind the alliance from left to right: Jean-Paul Macharis (Managing Partner VPK Packaging Group), Dr. Jan Klingele (Managing Partner Klingele Group), Antonio Sada (Managing Partner Cart-One Sada Division), Ruben Martinez (President of Hinojosa Group and Chairman Blue Box Partners)



## Our vision

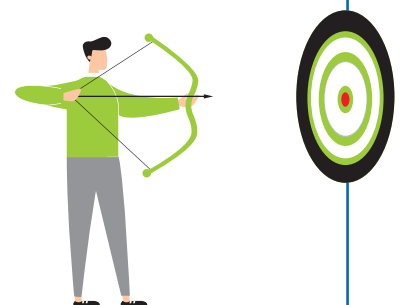
When it comes to sustainable and intelligent packaging solutions based on corrugated cardboard, we want to be a reliable partner for companies throughout Europe. The common strategy pursued by all Blue Box Partners creates the framework conditions to bring us closer to this vision every day.

Our customers benefit from our continuous investments and the consulting and development services of highly qualified, motivated teams. Our packaging solutions help our customers to optimise their own processes whilst engaging in more sustainable business methods.



## Our mission

The Blue Box Partners are committed to strengthening and extending the life cycle of our customers' products. We achieve this through close collaboration with our customers, an international coverage and innovative and sustainable packaging that offers optimal product protection. At the same time, we are actively committed to building a better future for people and the environment.



Founded

2006



Countries

21

we supply  
in Europe

Paper Mills

8

European Sales Manager  
(ESM)

6

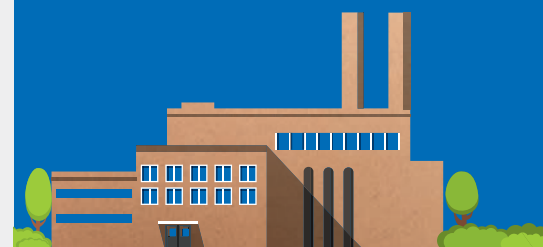


Sales

2,709  
billion Euros

Production Plants

87



## The four companies of the alliance

Blue Box Partners, the pan-European alliance, was founded in 2006 as a European Economic Interest Grouping (EEIG). The EEIG is an entity, based on the law of the European Union. All four members are successful and well-established family-run companies in the packaging sector for corrugated cardboard packaging and corrugated board base paper in their home markets.

**CARTONE**

Cart-One S.r.l.,  
head office in Italy

**HINOJOSA**  
PACKAGING SOLUTIONS

Hinojosa Packaging Solutions,  
head office in Spain

**KLINGELE**  
PAPIERWERKE

Klingele Papierwerke GmbH & Co. KG,  
head office in Germany

**vpk** | packaging  
group

VPK Packaging Group NV,  
head office in Belgium

## Products

Our product spectrum is large and diverse. There are no limits to what we can package. We develop, produce and supply corrugated cardboard packaging for everything that is required. We consistently align our packaging solutions to your needs and requirements.

- Corrugated board base paper (container board)
- Corrugated cardboard
- Corrugated sheets
- Corrugated packaging  
e. g.: corrugated boxes, die-cut packaging, lock-bottom, pre-glued folding cartons, packaging for hazardous goods, shipment packaging, special solutions, e-commerce packaging
- Corrugated board furniture
- Solid board
- Cores e.g.: industrial cores, edge protection, consumer packaging

## Employees

9750

## Corrugated board production

3,931 billion sqm



## Business units

- Corrugated Box Plant
- Paper Mill
- Power Plant
- Wind Engery Plant
- Corrugated Sheet Plant
- Corrugated Sheet Feeder Plant
- Solid Board Plant
- Merchant
- Logistics
- Cores



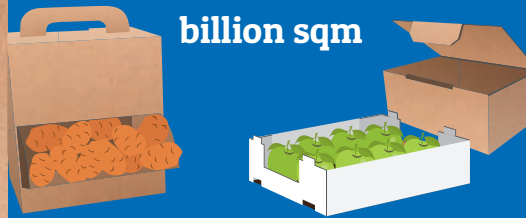
## Paper Production

1,415 million tons



## Production Capacity

4,396 billion sqm



## Future investments in 2019

about 218 million Euros



## Industry expertise

- Food / Fruits + Vegetables
- Logistics / Delivery / Online Distribution / Paper Production
- Electronics / Engineerings / Mechanics Trade / Beverages
- Chemicals / Hazardous Goods / Sports / Toys / Leisure / Fabrics / Hygienic Products / Cosmetics

## Internationally connected: Association membership

In our globalised world, exchange and collaboration with international partners are indispensable. Our membership in associations forms a fundamental basis for this. The Blue Box Partners are members of the European Federation of Corrugated Board Manufacturers (FEFCO) and the Confederation of European Paper Industries (CEPI). Through our active involvement in these networks, we benefit from the latest knowledge on market and technology trends and best practices. In addition to this, a well-established network of experts from science and research, politics and companies offers us the opportunity to participate in pioneering projects and partnerships.

## Industry served

Reporting on the markets/industry served, the figure gives an indication on a scale of 1-4 (1: LOW to 4: HIGH) on Blue Box Partners products being sold in the industries indicated.

	FOOD	
	FEED	
	RETAIL	
	AUTOMOTIVE	
	CHEMICALS	
	CONSTRUCTION	
	COSMETICS	
	METAL	
	PAINT	
	PHARMA	
	TEXTILE	

# Our locations: Representation throughout Europe

The Blue Box Partners offers best of both worlds – a strong presence throughout Europe and close proximity to experienced and competent specialists for corrugated cardboard packaging in your market.

Our partners supply customers all over Europe – and even further afield – with tailored packaging solutions based on corrugated cardboard. Our partners have gathered many years of experience in their markets and have the same corporate structures; our customers can rely on smoothly functioning supply chains and processes. We offer uniform quality standards, cutting-edge technical production capacities and competent service across all markets. Thanks to our comprehensive market experience and technological and process know-how, our customers also benefit from qualified consulting. This gives them the freedom to concentrate on their core competencies.

## We deliver in the following European countries

 Austria	 Hungary	 Romania
 Belgium	 Ireland	 Slovakia
 Czechia	 Italy	 Spain
 Denmark	 Luxembourg	 Sweden
 France	 Norway	 Switzerland
 Germany	 Poland	 The Netherlands
 Greece	 Portugal	 United Kingdom



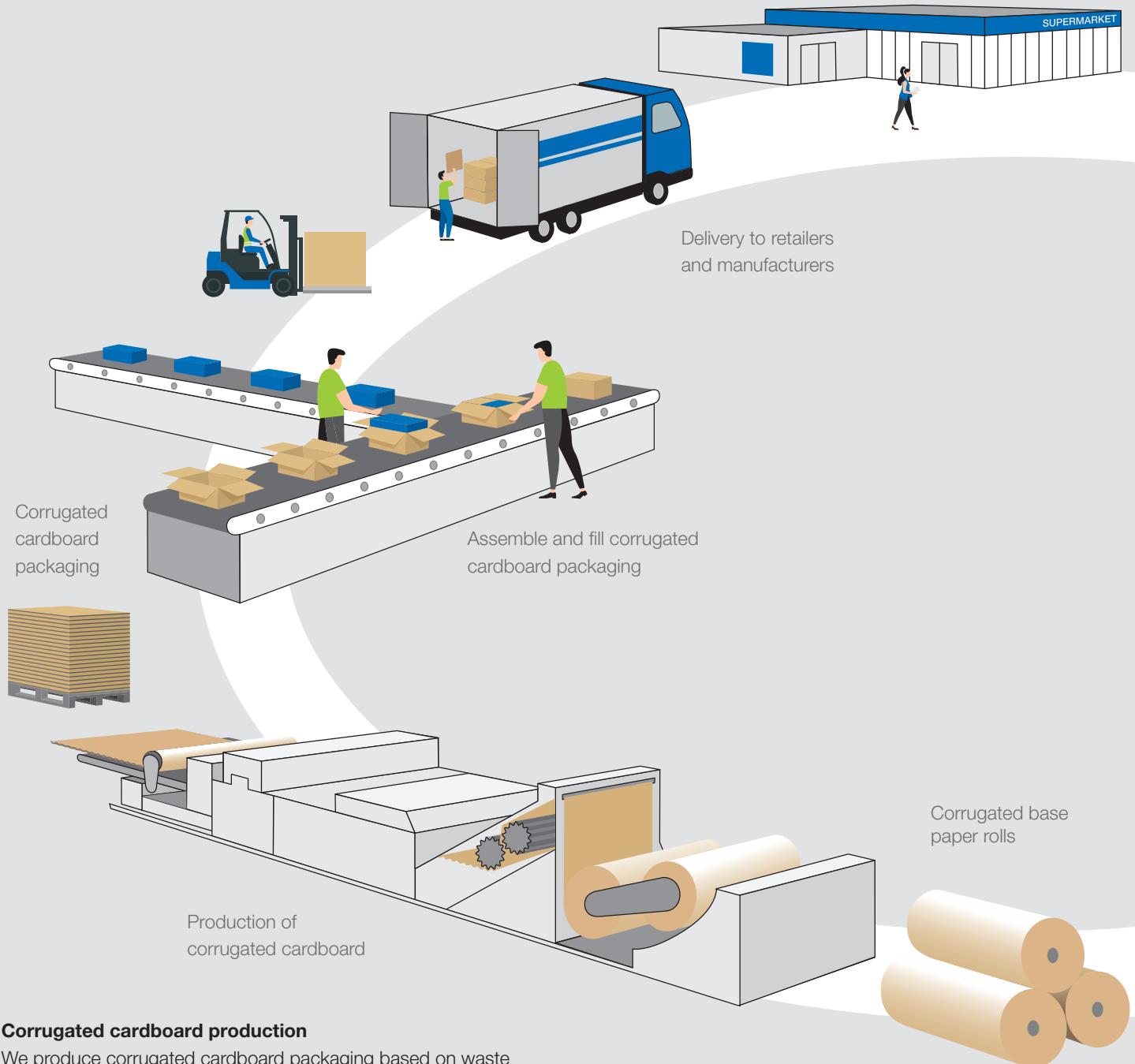
Canary Islands





# The perfect cycle

Closed loop recycling management is a key element in the European Commission's strategy for a climate-neutral Europe by 2050 (2018). The future belongs to reusable packaging materials that are part of circulating material flows. Due to packaging materials like corrugated cardboard with tried and tested measures for resource saving production and energy supply, makes us pioneers in today's world.

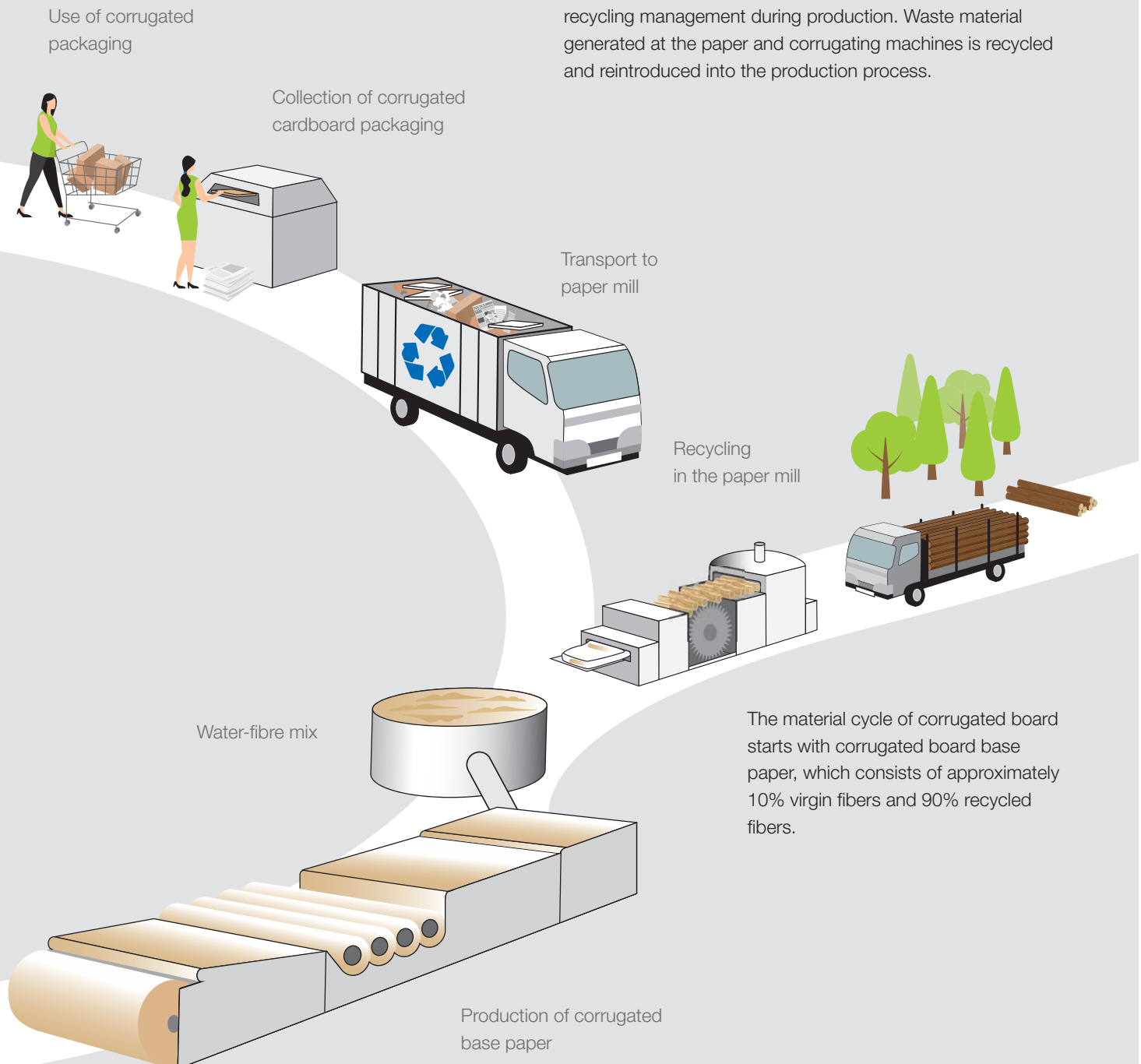


## Corrugated cardboard production

We produce corrugated cardboard packaging based on waste paper that is 100% recyclable. This paper unites sustainability with maximum product protection; after use, it is disposed of as waste paper and reintroduced into the production cycle. Technological innovations guarantee an environmentally friendly production process.

### Production of corrugated base paper

To produce our corrugated cardboard, we mainly use waste paper that we clean in a complex procedure before processing. The certification of our corrugated factories, as well as our paper mills, ensures all paper is sourced from a responsible source. Our own paper mills carry the FSC® recycled label. Furthermore, we also implement the principle of closed loop recycling management during production. Waste material generated at the paper and corrugating machines is recycled and reintroduced into the production process.



# Sustainability at Blue Box Partners

As a manufacturer of environmentally friendly packaging solutions, we aim to minimise our carbon footprint through the implementation of closed loop recycling management. Intelligent processes and innovative technologies promote the efficient use of resources during the manufacturing of our products and reduce our energy consumption. Simultaneously, we minimise carbon emissions throughout our entire value chain. Nevertheless, the key to our success is rooted in our qualified and experienced employees. We offer them a supportive, encouraging and above all safe working environment in which they can optimally utilise their individual strengths.

Examples and successes of our sustainability strategy are presented in this second sustainability report based on the GRI standards.



## We produce in a resource-conserving way

Our corrugated cardboard packaging and corrugated base paper are completely biodegradable and 100% recyclable. During their production, we minimize the use of fresh fibres, opting exclusively for waste paper as a resource. The efficient use of resources and an intelligent waste management system save energy, water and material.



## We protect our environment

We are committed to minimising our ecological footprint throughout the entire value chain. Implementing the concept of closed loop recycling management and upholding efficient logistics to protect the environment and enhance quality of life in our surroundings. Renewable energy sources provide our plants with clean electricity.



## We care about our employees

We offer our staff an attractive and safe working environment and promote equal opportunities and diversity. Flexible working models, training and ample scope for personal development join a culture of trust to build the sturdy foundations of long-term staff loyalty.



# Blue Box Partners and sustainability:

Interview with  
Armin Höttges,  
Managing Director  
Blue Box Partners

■ ■ **Sustainability is more important in sales than fast business.”**



## What does sustainability mean to Blue Box Partners and its customers?

The images of plastic waste in the ocean – not to mention the Friday for Future demonstrations by school pupils – have changed the public's awareness. Companies are increasingly exposed to critical questions about their business models; therefore – and of course also to ensure complete traceability – they are paying more attention to an ecologically sound supply chain and model their purchasing in a more sustainable manner.

As an alliance, however, we take the concept of sustainability far beyond mere environmental protection. For us, it describes business that is aligned with long-term value creation. As family-run companies, we want to sustainably expand our target client base; however, this requires time, the ability to identify needs and trends, good advice and collective development and innovation. Our customers appreciate this too, and we have already been able to develop many collaborative partnerships in additional target markets or new product areas.

## But how does sustainability fit in with the high performance and figure pressures in terms of sales?

As family-run companies, we aren't

exposed to pressure from large investors, and can act in a more long-term manner than corporate groups. At the same time, we are often quicker, more flexible and thus also more customer-focussed; we are able to use the appropriate combination of innovation, expert consulting, market and technological know-how, international presence and local proximity to stand out. This offers our customers clear added value, which in turn ultimately translates into figures.

## Which added values are you referring to?

We take trends and new developments on the market and actively integrate them into our service offers and consulting. At the same time, however, we also motivate our customers to re-think and consider things from a completely different point of view. Which products will bring you future success? What M&A activities are you implementing, and what does this mean for your machinery and supply chain? How will retail trade look in five to ten years, and what will this mean for your supply chain? Discussing such questions is often the beginning of fruitful collaboration for both parties.

## What future trends do you see in your sector today?

The options for replacing plastic with corrugated cardboard are nowhere near fully exploited. In the area of carrier concepts, for instance, Klingele has shown how this can work with its Wellbag and the shopping box as an attractive alternative to plastic bags. Even packaging that has to guarantee maximum product safety has long been made of corrugated cardboard. But our everyday consumer world offers even more approaches: think about all the plastic inner rolls used to wrap things round. Together with our customers, we create ideas for paper-based substitutes. However, one future trend will doubtless also be the customisation of packaging, which makes offset- and digital-printed packaging attractive alternatives. Our partners Hinojosa and Cart-One are already active in this area – with successful results.

## That sounds exciting. How successful has Blue Box Partners been with its concept so far?

We've been very successful in our pan-market consulting and advising for European companies, not to mention sharing innovations across all markets. Our clients confirm this with excellent results in our customer satisfaction surveys. The fact that we are able to impress many companies in the long term is also reflected in the disappearance of many Blue Box Partners competitors from the market. Sustainability is obviously a pretty good model for success!





# WE PRODUCE IN A RESOURCE-CONSERVING WAY

In the production of our corrugated cardboard, we depend on the long-term availability of paper, water and energy. Our production processes are therefore aligned to protect these strategic resources whilst minimising our ecological footprint. We reduce our consumption through efficient water and energy management in our plants. And through FSC® certification, we document responsible purchasing. To make our products, we use waste paper or paper from sustainable forestry.

## Benefits

- Reduction of water and energy consumption
- Increasing share of renewable energy
- Responsible sourcing

# Innovative and renewable: Our energy systems

The production of paper and corrugated cardboard consumes a lot of energy. Against this backdrop, we make continuous investments in innovations and new systems to minimise our energy consumption. At the same time, we use renewable energies such as wind energy, photovoltaic systems and biogas. This not only enables us to strengthen our own energy supply and gain more immunity to developments on international energy markets, but also protects the environment and minimises our ecological footprint even when production volumes are on the rise.



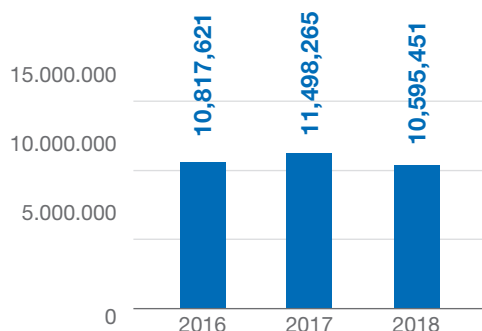
**The most climate-friendly and least expensive kilowatt hour is the one you don't use.**



## Energy Consumption

(GRI 302-1)

Total energy consumption (GJe + GJth)



Since production has steadily increased over the years, we are working more and more efficient.

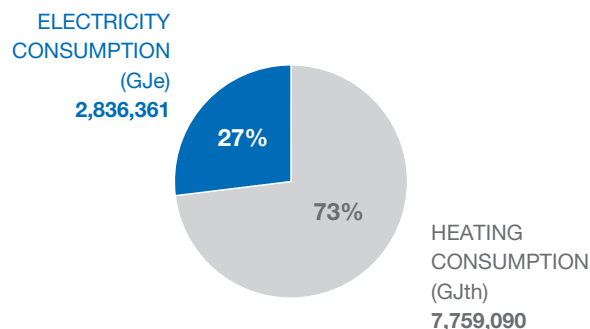
**Our target for 2020 will be to reduce our specific energy consumption by 3%.**



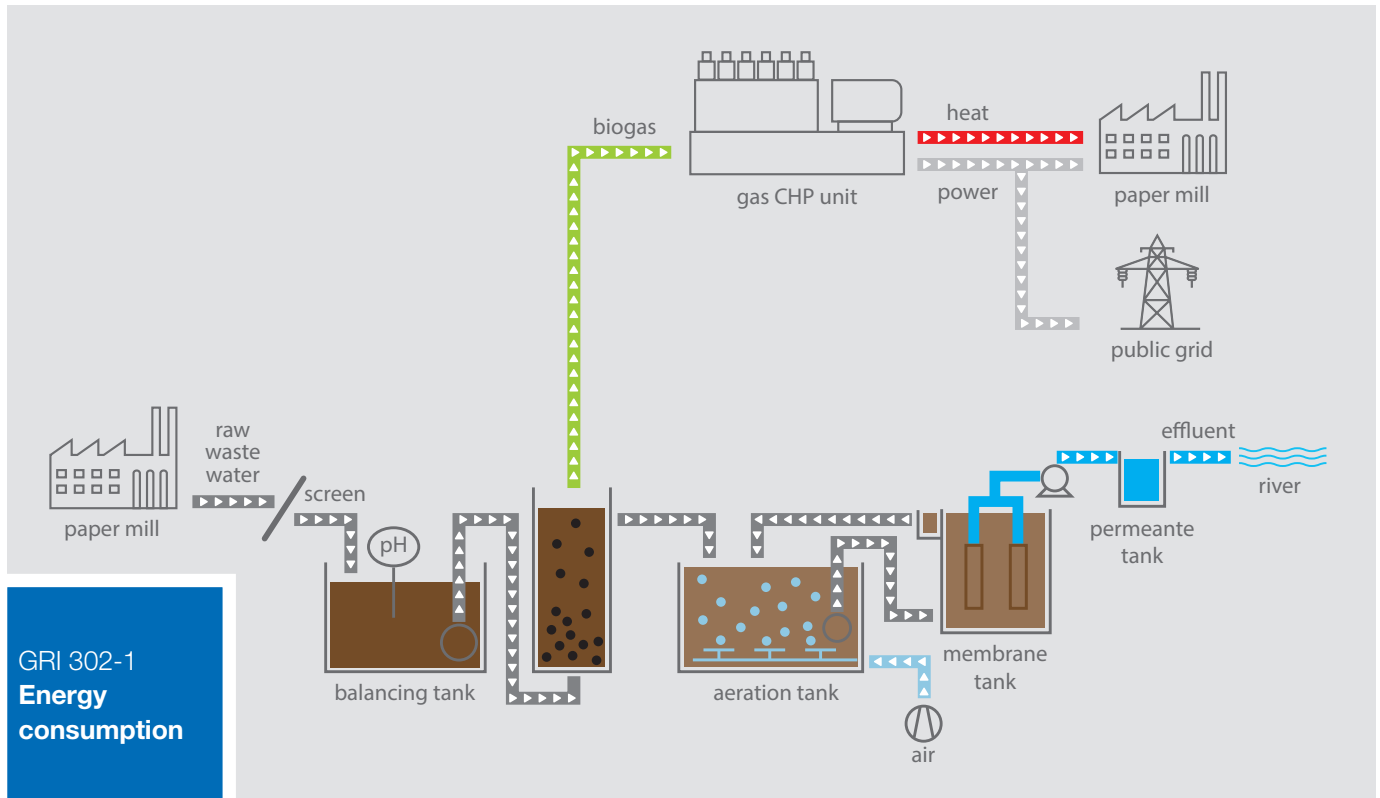
## Energy Consumption Split

(GRI 302-1)

Energy consumption split up







## Paper mill Oudegem: Economy powered by ecology

Case VPK Packaging Group, Belgium

At Oudegem, the largest paper mill in the group, energy needs have always been the focus of interest. Today, the plant is nearly self-sufficient in its energy supply; continuous innovation ensures ever higher energy efficiency. The plant has three co-generation installations, which combine heat and electricity generation in an optimal way. One of these is fuelled by biogas.

The biogas is generated onsite as a by-product of water treatment. In this context, starch and paper fibres play a dominant role. Starch is an additive in the process of paper production, used to increase the strength of the paper and water resistance. In addition to this, it is applied in the corrugation process to glue together the different layers of paper or the finished boxes. When old paper is recycled, the starch dissolves in the process water, together with the paper fibres. The paper fibres are separated

and recycled to produce new paper, whilst the residue containing the starch is sent to the water treatment plant. Apart from the starch, process water generally also contains (small) paper fibres which are unsuitable for paper recycling and other organic compounds. This biological waste is digested anaerobically in dedicated reactors for water treatment, thus generating biogas.

Since 2005, biogas has been used to fuel the co-generation installations. However, production volumes have increased over the years, leading to higher biogas generation. Since the paper mill engine was already running at 100% capacity, the surplus biogas was used to power the conventional high-pressure boiler instead. With more efficient engines available on the market, VPK now has the option of replacing the first engine and powering the new one with biogas. In this case, increasing

production volumes would actually lead to the generation of more biogas as a renewable source of energy – a great example of a successful combination of economy and ecology. “Capturing and using biogas is indeed a sound choice, increasing energy efficiency and decreasing expense,” says Johan Dhaese, group coordinator for energy and environment at VPK. “And since biogas is a renewable source of energy, we also reduce CO<sub>2</sub> emissions.”



# For quality and nature conservation: Our water management

The guideline for our water management is the EU Water Framework Directive of 2000. Its aim is to prevent and reduce pollution and promote sustainable water use. We also rely on the use of high-quality water for the production of our paper and corrugated cardboard products. This is why we see it as our responsibility to protect this valuable resource and minimise our water consumption. Among other things, cutting-edge wastewater treatment systems play a key role here. They clean the water used in production, enabling it either to be safely released back into watercourses or reused in production.



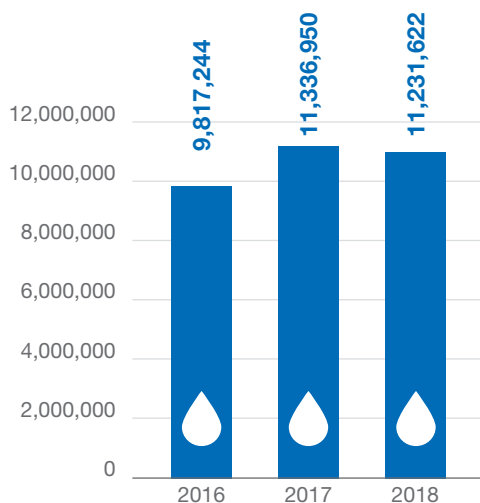
**Good water management can reduce risks and help to ensure that water remains available as a common global resource.**



## Water Consumption

(GRI 303-1)

Water consumption (m<sup>3</sup>)



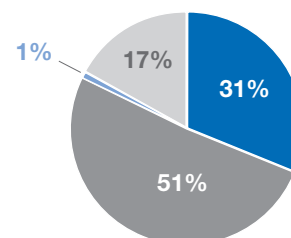
**Our target for 2020 will be to reduce our specific water consumption by 4%.**



## Water Consumption by Source

(GRI 303-1)

Water consumption by source m<sup>3</sup>



SURFACE	3,480,618
GROUND	5,742,087
RAIN	86,749
MUNICIPAL	1,922,167





GRI 303:  
Water  
consumption

## Protecting precious lifelines: Water purification at Oudegem

Case VPK Packaging Group, Belgium

Being located next to the river Dender, the paper mill at Oudegem was always able to rely on an abundant supply of fresh water. However, this supply met with high demand: As the Dender runs through a heavily industrialised area of Belgium with a lot of agglomerations in the vicinity, this has put a certain degree of stress on the river. Due to tremendous and continuous efforts of the local communities and industry, water quality has improved significantly over the past couple of years and aquatic life in the river has started to flourish again. To support this trend, VPK is now striving to recycle as much water as possible, and to purify water before discharging it in a completely safe quality.

But VPK is not stopping there. For some applications at Oudegem, water from underground or municipal sources was needed, offering a higher quality.

To avoid any negative impact on these two precious sources of water and to generate high-quality water for its plant, VPK decided to build a state-of-the-art water treatment system to purify water from the river.

This is done in a first phase by removing suspended solids from the water with the help of a coagulant in a flocculation tank. Afterwards, the water is purified using a sand filter, which reduces the suspended solids by up to 95%. The second phase consists of a pressure-driven ultrafiltration membrane which works as a very fine filter, blocking material as small as 0.1 µm in size. As a result, the water doesn't undergo chemical treatment and bacteria and viruses can also be removed.

The new water treatment system allows VPK to stop consuming groundwater

altogether and to reduce consumption of municipal water to a minimum. Furthermore, VPK contributes to the reduction of desiccation of the area, and water resources for flora and fauna are preserved in the best possible way.

### Water treatment system Oudegem – benefits:

- Blocks extremely fine particles (0,1 µm in size)
- No chemical treatment
- Provides high-quality water – use of groundwater no longer required
- Consumption of municipal water reduced to a minimum
- System constitutes effective measure against lowering the water level in the area





# WE PROTECT OUR ENVIRONMENT

As a manufacturer of ecological products, systematic energy and environmental management is part of our company's DNA – and a firm component of all of our processes. We make continuous investments in innovative technologies and systems in order to reduce emissions, wastewater and waste as much as possible. Our partners are certified in accordance with ISO 50001 (energy management), 140001 (environmental management) and BRC (hygiene management). You can find more information and specific application examples on the following pages.

## **Benefits**

- Sustainable water & energy management
- Environmental protection
- Less emissions to water and air
- Reduction of waste

# Less is more: Reducing carbon emissions

By 2030, the EU aims to reduce its greenhouse gas emissions by at least 40% (compared to 1990); as an international alliance, we are already making a significant contribution to this today. During the past few years, we have made major investments in the use of renewable energies, which are increasingly replacing fossil energy sources. Solar panels provide our production plants with clean energy and play a key role in our energy supply. Unavoidable carbon emissions are reduced through the use of innovative technology and intelligent logistics to prevent empty runs. You can find specific details of our standards and a practical example on this page.

**Higher investment costs for renewable energies pay off in the long run, as the investment costs are offset by avoided fossil fuels and CO<sub>2</sub> costs.**



## Emissions

(GRI 305)

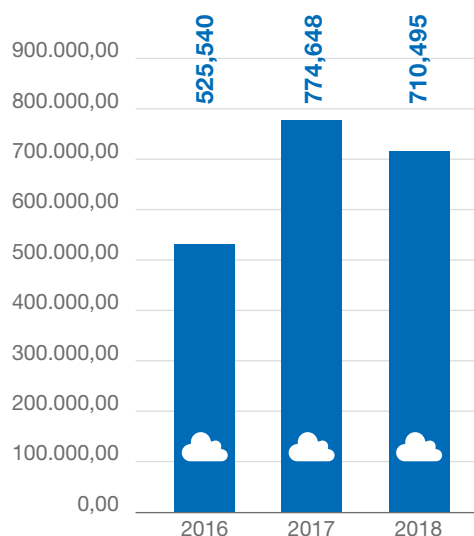


CO <sub>2</sub> (TONNE)	
SCOPE 1	600,905
SCOPE 2	109,589
SCOPE 3	129,987
NO <sub>x</sub> (TONNE)	
	342
SO <sub>x</sub> (TONNE)	
	86

**Our target for 2020 will be to reduce our specific CO<sub>2</sub> emissions by 4%.**



CO<sub>2</sub> emissions (tonne, scope 1 and 2)



In 2017 the figures have increased due to a lot of acquisitions. Since then, we have worked on projects to reduce emissions again.



GRI 305:  
Emissions

#### Sustainable production at Klingele – powered by the sun

- 4 PV systems with a total output of 3,801 kWp
- Consumption of external electricity reduced from 77% (2000) to 47% (2017)
- More independence from volatile energy markets
- Plants Delmenhorst and Werne: 20% self-sufficiency with energy
- CO<sub>2</sub>-emissions reduced by 1,100 tons (group-wide)

## Powered by the sun: Solar energy strengthens independent energy supply

### Case Klingele Papierwerke, Germany

Photovoltaics (PV) have attracted the attention of citizens, businesses and governments all over the world. According to the industry association Solarpower Europe, the solar industry managed to penetrate a magical frontier with a global expansion of 102.4 gigawatts in 2018. With 11.3 gigawatts, the PV market in Europe recorded growth of 21%; for 2019, Solarpower Europe even predicts an increase of 80% to 20.4 gigawatts.

Germany is the largest PV market in Europe – and will remain so in the next few years. Klingele implemented its first system at its headquarters in Grunbach back in 2009, meaning that the company can still benefit from the high feed-in tariffs granted during the introduction of the EEG subsidy in Germany. All of the electricity generated by this system is therefore fed into the grid. Since the feed-in tariffs were successively reduced

and are now well below current electricity prices, the motive of self-sufficiency now prevails. For this purpose, the new paper warehouse in Grunbach will now be equipped with a cutting-edge system with a capacity of 238 kWp (kilowatt peak: indicates the maximum output in kilowatts (kW) a photovoltaic system can provide). Parallel to this, the construction of a new logistics centre at the Werne site will give Klingele the opportunity to structure its energy supply in a more sustainable and cost-efficient manner. Here, first the old and then the new hall will receive a new PV roof. Together, both systems will deliver a total output of 1.5 MW. In Delmenhorst, Klingele “crowned” its new bulk storage warehouse with a PV system in 2016.

These are investments that certainly pay off – even if Germany isn’t exactly fringed by the Mediterranean. Klingele has reduced its external electricity consumption

from 77% in the year 2000 to 47% in 2017, thus becoming less dependent on fluctuating prices on the energy market. In Delmenhorst and Werne, for instance, the new systems will enable Klingele to provide up to 20% of its electricity supply itself, saving approx. EUR 165,000 per year in each plant. Through its own generation of clean energy, Klingele also reduces its environmental burden by saving 1,100 tonnes of CO<sub>2</sub> emissions across all plants.

Reason enough to continue to exploit the sun as an energy source. And if we turn to the topic of electromobility, Klingele already has a charging infrastructure for electric vehicles at its headquarters in Grunbach. After all, it is widely known that e-mobility is only truly sustainable when based on clean energy. Klingele is creating framework conditions to make this happen – today.

# Preventing waste:

## Our wastewater and waste management

As an alliance of companies with a sustainable business model, we align our operations to minimise the amount of waste products at every stage of the process. In our paper mills, for instance, we treat waste generated during production and re-introduce it back into the production process. Our corrugated cardboard processing machines are also designed to avoid as much waste as possible. In addition, state-of-the-art water treatment devices and systems enable us either to return water back to nature in a completely safe quality or reuse it in production. There are many similar examples – you can read about a specific project in this brochure.

**Waste management plays an important role in the global future of resource and climate protection. It is therefore essential that the raw material potentials stored in our infrastructure are returned to value creation.**



### Effluents and Waste

(GRI 306)



#### WASTE (tonnages)

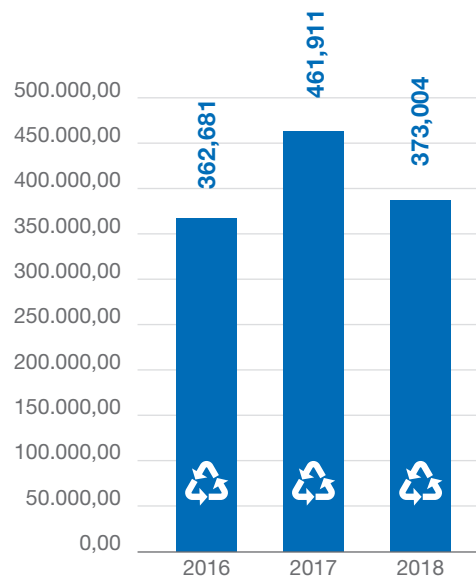
REUSED	53,489
RECYCLED	260,774
WASTE INCINERATED WITH ENERGY RECOVERY	81,698
TO LANDFILL	20,402



**Our target for 2020 will be to reduce our specific waste generation by 2%.**



Total waste in tonnages







GRI 306:  
Waste by type  
and disposal  
method

## Cart-One installs new water treatment plant

Case Cart-One, Italy

Cart-One's Mezzani plant is equipped with a chemical-physical purification plant for the treatment of industrial wastewater: This consists of flexo waste-water generated by the printing units in the flexographic printing machines and starch water coming from the gluing units in corrugating machines. The treatment process generates sewage sludge that has to be disposed of as special waste – and on the other hand, purified water which is reused in the production of starch glue for bonding the cardboard in the corrugation phase.

A process that had to be revised: in 2017, Cart-One experienced an increase in the quantity of wastewater that had to be treated, while there was considerably less water available that could be reused for the preparation of starch. The latter was mainly due to the need to improve the starch quality, requiring a higher

quantity of pure water for its preparation. As in many cases, the customer was the driver behind this development – as food safety issues are raising ever more concerns in the market, the reuse of wastewater in production processes is closely scrutinized by experts and relevant authorities. Apart from that, better bonding performance and constant starch quality improves product quality and production processes. As a consequence, the cost of disposal of excess water soared.

To overcome this increasing challenge, Cart-One decided to install a new industrial water treatment plant. Starting with the original flocculation and centrifugation chemical-physical treatment plant, an anaerobic digester was added. Furthermore, the centrifugal separator was replaced by a more modern and larger version. Finally, the

chemical additives were changed to enhance quality and reduce costs. Well-considered measures that led to very satisfying results: the treatment process generated extremely high-quality water, allowing it to be re-used for production or discharged in the local canal without impact to the environment. Cart-One achieved the perfect compromise between cost, water quality and recyclability – a benefit well worth the investment.

### State-of-the-art water treatment - formula of success

- Integration of an anaerobic digester
- Integration of a modern (and bigger) centrifugal separator
- Change of chemical additives – higher quality, reduction of cost



# WE CARE ABOUT OUR EMPLOYEES

Our employees stand at the very heart of our success – they devote their ideas, creativity, knowledge and entrepreneurial spirit to ensuring that we can do our very best for our customers. We support and nurture them through: targeted, customised professional development, a good work-life balance and a corporate culture focussed on involvement and mutual respect. We – and therefore ultimately you – reap the benefits, which are clear to see across Europe.

## **Benefits**

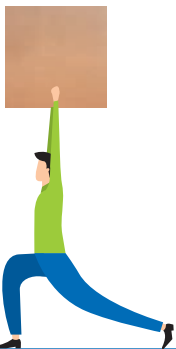
- Good work-life balance
- Professional development
- Promotion of a healthy lifestyle
- Safe working environment

# Employment turnover and benefits

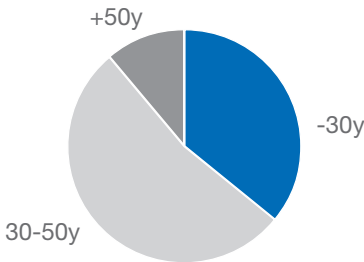
In order to keep up with the times as a manufacturer of sustainable packaging, technology, market and process know-how is just as crucial as consulting and logistics expertise. However, maintaining our high quality standards whilst simultaneously implementing new innovations and creative packaging solutions would be impossible without our qualified, experienced employees. This is why we offer them far more than “just” a salary. Our employees benefit from a range of other advantages, such as overtime compensation, health-care and retirement provisions. We place utmost importance on investing in the well-being of our staff. After all, this way we reduce health risks – and are rewarded by the high commitment of our workforces.



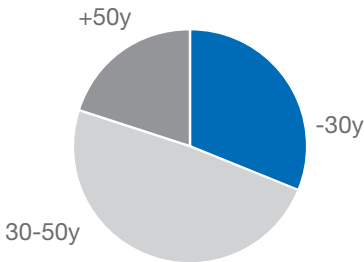
**Successful staff loyalty not only enhances our performance, but also helps us to actively secure the future of our company.**



## Employment, Turnover and Benefits (GRI 401)



NEW EMPLOYEES HIRED	
< 30 YEARS OLD	444
30-50 YEARS OLD	652
> 50 YEARS OLD	136
TOTAL	1,232



EMPLOYEE TURNOVER	
< 30 YEARS OLD	287
30-50 YEARS OLD	425
> 50 YEARS OLD	189
TOTAL	901





GRI 401:  
**Employment,  
turnover and  
benefits**

## Working@Klingele: A moving experience

Case Klingele Papierwerke, Germany

Nowadays, no one can deny that a sustainability strategy not only needs to include processes within an organisation, but also across the entire supply chain. However, the issue of how employees actually get to work generally still lies in the “blind spot”. Klingele, in contrast, has already been offering its staff in Remshalden and Weener (paper mill) an attractive leasing model for pedelecs or classic bicycles for four years – heralding a pioneering service at the time of its introduction.

Klingele facilitates two pedelecs per employee, meaning that partners can get active on two wheels, too. Klingele takes care of the entire administrative process and has also opted for an internal insurance policy at extremely fair and attractive conditions. As an additional “sweetener”, Klingele provides free bicycle locks – and basic annual maintenance at the company's expense.

Klingele has now extended the offer to all sites in Germany.

This initiative aims to motivate Klingele employees to leave the car at home as often as possible. It has been met with an exceptionally positive reception, and some colleagues now cycle up to 15 kilometres to work every morning, including even early shift workers. As expected, the most popular contenders, at around 70%, are the pedelecs. These models make even demanding routes easier. Many employees have also taken advantage of the opportunity to rent a second bike – after all, training is always more fun together. Other companies in the region have been infected by the “sporty spirit” at Klingele and now offer their workforce a similar model. Staff loyalty combined with active environmental protection and health care – when has the question as to the benefits of a

measure ever been more convincingly answered?

### **Pedelec / bike leasing model @ Klingele – benefits:**

- Klingele takes over the complete administrative handling
- Extremely competitive cost
- Internal insurance model with attractive rates
- Bicycle lock and annual maintenance free of charge
- Plants equipped with bicycle racks
- Every employee can lease two pedelecs / bikes
- Leasing program is offered at each Klingele plant

# Health and safety in the workplace

Especially in the manufacturing sector, a safe and healthy working environment forms an indispensable basis for responsible economic activity. Against this background, we not only observe all applicable legal provisions, but also go much further in order to offer our staff a modern approach to work. Above all, we are committed to supporting older employees or colleagues with particular needs. Advice on health issues and sport initiatives enhance our range of activities.

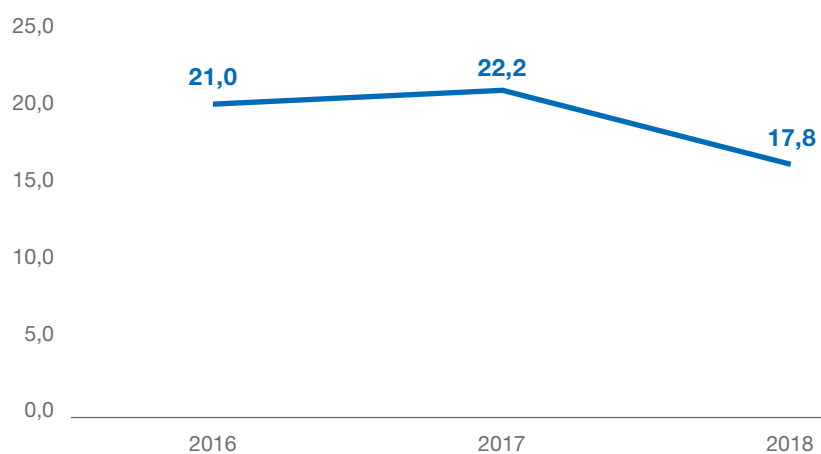


**Maintaining and promoting the health of our employees is our top priority.**

## Health and Safety

(GRI 403)

LOST TIME FREQUENCY NUMBER (LTIR)



In 2016, we have set ourselves the target of achieving an LTIR of less than 20. In 2018 we clearly exceeded our target with an LTIR of 17.8.

**In order to continue our progress, we have set the new target for 2020 at 16.**







GRI 403:  
Health and  
safety

## Cross-media campaign on occupational safety

Case Hinojosa Group, Spain

Safety is and remains a huge concern in the production sector, and it is taken extremely seriously in all of our companies. With its cross-plant campaign on occupational safety, our Spanish partner Hinojosa has gone one step even further – and now also reaches all of its staff via a new app.

The campaign “Don’t be reckless with your safety” is part of a larger programme on the topic of occupational safety, which consists of training courses, communication and research. It aims to raise awareness of the subject amongst Hinojosa’s employees, whilst also offering important information and practical tips. The slogan “Don’t be reckless with your safety” (Spanish: Con tu seguridad no te cortes) plays on the double meaning of the word corte in Spanish and means both “don’t hurt yourself” and “don’t be reckless”. To strengthen staff identification with the topic, some of the plant employees even

modelled for the posters. Another key role in prevention is also played by the safety training courses that Hinojosa regularly organises for its staff. In 2017, for instance, 27% of all training courses held by the Group dealt with safety topics.

During everyday work, a cross-channel, internal communication system ensures that important safety information reaches all staff. In order to further enhance the alignment of information communication requirements with current user habits, Hinojosa has developed the app “Somos H” for its employees. This channel is used to inform them of the latest news at work, including new staff appointments, training courses, customer visits, awards, events, innovations and, of course, safety information. Every employee can use the app and comment on the information. But more importantly, the app has dramatically reduced the barrier to the open reporting safety-related incidents

at work. It also offers a channel to share information quickly and generate active follow-up. Everyone can use the platform to share ideas and suggestions for best practices and improvements. The app is user-friendly and enables the rapid upload of images – all in a straightforward manner with little administrative effort, thus making everyday work both “social” and “safe” for everyone.

### Safety @work – campaign elements at Hinojosa:

- Sensitization and education
- Internal communication
- Employee app, supporting information and engagement
- Active participation of employees support identification with campaign topic
- Regular safety trainings

# Training and further development at Blue Box Partners

The term “life-long learning” is an inherent part of our motto. We offer our specialist staff and executives a comprehensive, customised programme of further training modules to develop and enhance strengths and skills. Our apprentices and trainees receive a sound education and get to know our entire company through a special programme. Our academy also offers transnational training courses on special subjects, in addition to workshops on current topics for international teams.



**We demand and promote the continuous development of the skills and competencies of our employees at various performance levels.**

## Training and Education (GRI 404)

HOURS OF TRAINING PER YEAR PER EMPLOYEE





GRI 404:  
Training and  
education

  
CAMPUSMETATOP

## Learning for leadership

Case Hinojosa Group, Spain

Hinojosa cultivates a working environment where managers, specialists and young potentials can grow and are supported in their personal and professional development. In this respect, Hinojosa is focusing particularly on its management as the main driver of corporate development: To strengthen interdisciplinary teamwork and customer-centric innovation, Hinojosa has created a special workshop format bringing together managers from different business areas for cooperation on a complex subject. HI-talent has been developed as a specialized program to increase the combined strength and capability of Hinojosa's management team. Over a period of 18 months, 28 participants from various functions have participated, working on 15 different project tasks.

The program has shown tremendous success, resulting in a closer cooperation between managers of different business areas - within the workshop and far beyond. Most important, participants

actually came to value teamwork as a key differentiator of Hinojosa. Moreover, their skillsets have improved, being provided with the opportunity to learn from one another on complex topics they might otherwise never have worked on, and have benefited a lot from sharing knowledge with others. For its employer branding, Hinojosa is planning to play HI-talent as a key differentiator when it comes to attracting and retaining talent.

### Training for the next generation

Next to the development of the current management, Hinojosa also seeks to grow young potentials into a position of leadership: With the Metatop program, Hinojosa periodically selects a group of individuals to participate in a cycle of eight training modules where they are working on all aspects of the business. After each cycle, HR drafts an individual report on each participant, which sup-

ports the design of clear career paths for each individual person taking part in the workshops.

**“With Metatop, Hinojosa opens up attractive perspectives for ambitious high-potentials. At the same time, we create a culture of lifelong and interdisciplinary learning in the company and secure our company’s future success.”**

Ruben Martinez (President of Hinojosa Group)

Metatop is a career program benefiting both participants and their employer: Hinojosa creates a constant pool of high-potentials, who are already familiar to the company's working culture - and who are capable and motivated to take up a position with greater responsibility. A clear itinerary with tailor-made training and development programs supports their career, secures the future success of Hinojosa, and helps to create a culture of lifelong and interdisciplinary learning in the company.

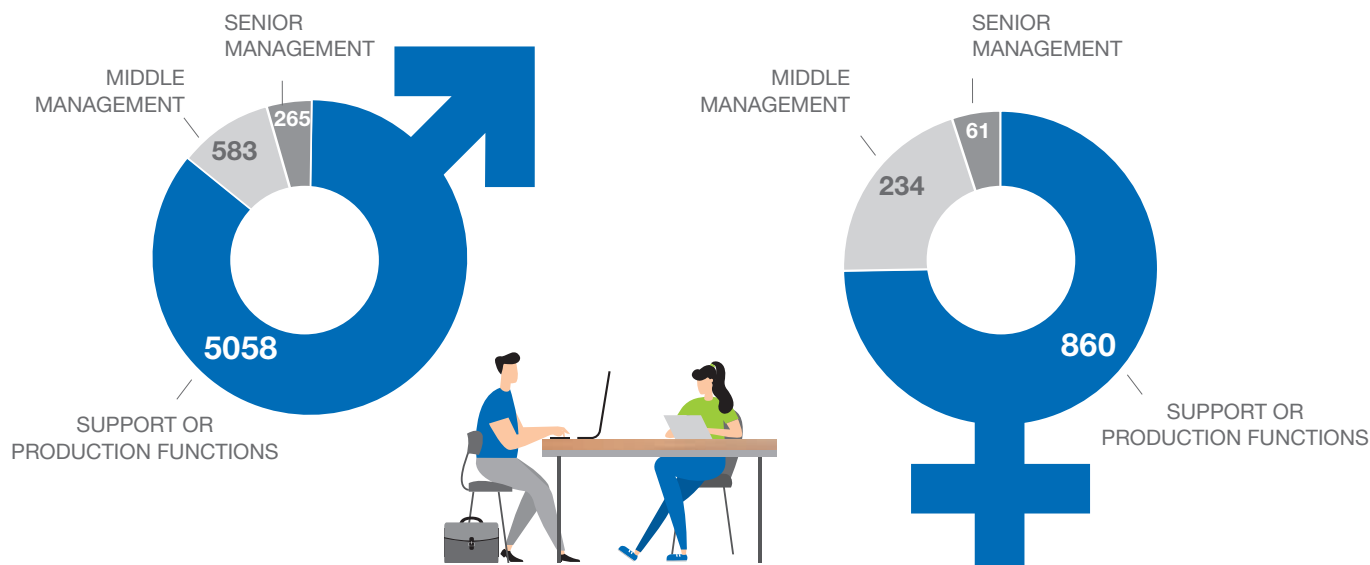
# Promoting diversity and equal opportunities

As a provider of comprehensive packaging solutions, our organisations are built on creativity, innovation and initiative. This is why we see diversity in our workplace as an enriching asset, and support our staff from a wide range of personal and educational backgrounds to be the very best they can be. We promote women to be leaders; flexible working hours also offer parents the opportunity to develop further. Through selected projects, people with physical and mental disabilities can also make their mark here – in turn experiencing self-affirmation and motivation.

 **Working effectively with diversity and promoting equal opportunities is an integral part of our work.**

## Diversity and Equal Opportunity

(GRI 405)







GRI 405:  
Diversity  
and equal  
opportunity

## Packaging business is people's business

### Case Cart-One, Italy

Creativity, a change of perspective, interdisciplinary collaboration – customer-centric innovation has long become much more than a purely technical topic. Against this background, Sada promotes diversity amongst its staff and is particularly committed to integrating women into its team. And it's certainly reaping success. The workforce at our partner's Salerno-based holding, which controls the company's six production facilities, is now made up of more than 50 % women. They occupy positions in a wide range of areas, including executive management. This development was not only made possible through the provision of part-time work models, but also the excellent reputation of the company throughout the region.

In addition to this, Sada already has its eyes on the next generation of specialists and managers. Just recently, the University of Salerno established the country's first Master of Packaging. Every year, Cart-One offers one student a scholarship for a six-month in-house training programme, which is currently

being undertaken by a young woman studying chemical engineering. Alongside some colleagues, one of the teachers includes Valentina Sada, daughter of the company's founder and Head of Research and Development and Marketing.

However, Sada doesn't just open up perspectives for academics. As part of the "Educational Tour" summer programme for the children of production staff, five children every year are given the opportunity to accompany their parents to work for one month. For Roberta De Vivo, now 28 years old, the experience was a huge opportunity. Her superiors were so impressed by her talent that she went on to complete an apprenticeship at Sada. Today, she is the youngest employee in the technical department and is responsible, among other things, for the paint systems used in production. It's a success story that Valentina Sada is particularly pleased about. After all, the business graduate is well-experienced in breaking new ground in a traditional environment herself. Amongst other feats, she completely redesigned the

company's marketing, since this area had long been neglected in the B2B sector. As the president of the marketing commission for the Italian Group of Corrugated Cardboard Manufacturers (GIFCO), she is also involved in close collaboration with the Legambiente environmental association. Through this, Sada aims to encourage other women – whilst simultaneously promoting her industry. 'For anyone who wants to develop further, the sky is the limit here.'

#### Diversity & Employer Branding at Sada:

- More than 50% of employees in the holding company are women
- Offer of part-time models to align personal and professional life
- Active support of first "Master of Packaging" Scholarships for a in-house training program
- Summer program "educational tour" for children of production workers
- Active engagement at Italian corrugated board association GIFCO



## Overview of certificates

	ISO 9001	ISO 14001	OHSAS 18001	ISO 50001	FSC	C2C	BRC	ISO 22000	AIB	GMIP
AQUILA GERMANY LEINEFELDE					■					
AQUILA POLAND BRZEG					■					
AQUILA POLAND RADOMSKO					■					
AQUILA POLAND WRZESNIA					■					
BLUE PAPER	■	■	■	■	■					■
CART-ONE BEMPASSO	■				■					
CART-ONE CASALE DI MEZZANI	■	■		■	■			■		
CART-ONE NOCERA SUPERIORE	■	■			■					
CART-ONE PONTECAGNANO	■	■			■		AA (basic)			
CART-ONE TORRILE	■	■			■			■		
HINOJOSA PAPER CARTONAJES BERNABEU	■				■		B (high)	■		
HINOJOSA PAPER CIPASI	■	■								
HINOJOSA PACKAGING RAMBLEÑOS	■	■			■		B (high)			
HINOJOSA PACKAGING SAN CAYETANO	■	■ (ISO 14006)	■		■					
HINOJOSA PACKAGING ONDUSEMBALAJE	■	■			■					
HINOJOSA PACKAGING PACS	■				■		B (basic)			
HINOJOSA PACKAGING SARRIÀ	■									
HINOJOSA PAPER ALQUERÍA	■	■	■		■					
HINOJOSA PAPER SARRIÀ					■					
HINOJOSA PACKAGING VEGABAJA	■				■		B (high)			
HINOJOSA PACKAGING VICUSGRAF	■				■		A (high)			
HINOJOSA PACKAGING XÀTIVA	■	■		■	■		A (high)			
KLINGELE DELMENHORST	■	■		■	■		AA (high)			
KLINGELE EMBALAJES	■		■							
KLINGELE HILPOLTSTEIN	■	■		■	■		AA (high)			
KLINGELE NIJMEGEN	■				■		B (basic)			
KLINGELE REMSHALDEN	■	■		■	■		AA (high)			
KLINGELE VILLMAR										
KLINGELE WEENER	■	■		■	■					
KLINGELE WERNE	■	■		■	■		AA (high)			
KLINGELE WUNSIEDEL	■									
ONDULYS ANDELLE	■				■					
ONDULYS GHEYSSENS										
ONDULYS LA LIANE					■					
ONDULYS LILLE	■				■					
ONDULYS LISIEUX	■				■					



	ISO 9001	ISO 14001	OHSAS 18001	ISO 50001	FSC	C2C	BRC	ISO 22000	AIB	GMIP
ONDULYS REFERENCE					■					
ONDULYS ROYE	■				■					
ONDULYS ST QUENTIN	■	■			■		A (high)			
ONDULYS TAILLEUR	■				■					
PETERSON DENMARK RANDERS					■		A (high)			
PETERSON NORWAY DISPLAY SARPSBORG				■						
PETERSON NORWAY SARPSBORG	■	■			■					
PETERSON NORWAY SYKKYLVEN					■					
PETERSON SWEDEN BÄCKEFORS	■	■			■					
PETERSON SWEDEN NORRKÖPING	■	■			■		A (high)			
RIGID DESBOROUGH	■	■			■		AA (basic)			
RIGID LIMERICK	■				■		AA+ (basic)			
RIGID SELBY	■	■			■		AA (basic)			
RIGID WELLINGTON	■	■			■		AA (basic)		■	
VPK CDW					■					
VPK COREX BELGIUM	■	■						■		
VPK COREX CZECH	■									
VPK COREX FRANCE	■	■								
VPK COREX LUXEMBURG	■									
VPK COREX POLAND										
VPK COREX ROMANIA	■				■					
VPK COREX THE NETHERLANDS	■	■								
VPK COREX TURKEY										
VPK COREX UK										
VPK COREX US										
VPK DISPLAY										
VPK PACKAGING EREMBODEGEM					■		A (high)			
VPK PACKAGING OUDEGEM					■		A (high)			
VPK PACKAGING POLAND	■	■			■		AA (basic)			
VPK PACKAGING RAAMSDONKVEER	■	■			■	■				■
VPK PACKAGING SALONTA	■	■			■		B (high)			
VPK PAPER	■	■		■	■	■				
VPK SOLID BOARD LOENEN	■	■			■		AA (high)			
VPK SOLID BOARD MEER					■		AA (high)			
VPK SOLID BOARD OUDEGEM					■		A (high)			
<b>TOTAL</b>	<b>49</b>	<b>31</b>	<b>4</b>	<b>10</b>	<b>54</b>	<b>2</b>	<b>26</b>	<b>4</b>	<b>1</b>	<b>2</b>

General standard disclosures 'core' option

DISCLOSURE NUMBER	NAME OF THE DISCLOSURE	EXPLANATION
<b>GENERAL DISCLOSURES</b>		
102-1/4	Name, brand, products, headquarters and geographical presence of the organisation	page 7, <a href="https://www.blueboxpartners.eu/">https://www.blueboxpartners.eu/</a>
102-5	Nature of ownership	page 6, <a href="https://www.blueboxpartners.eu/">https://www.blueboxpartners.eu/</a>
102-6/7	Markets (sectors) served	page 7
102-8	Employee split	page 34
102-9	Organisation supply chain	page 10-11
102-10	Significant changes during the reporting period	acquisition of factories which are included in reporting: Les Echets, Pays de Savoie, Ondunova, Embalajes. In 2017, a new papermill in Sarria (Spain) was opened.
102-11	Precautionary principle or approach	internal controlling mechanisms and independent internal audits monitor financial, compliance, regulatory, contractual, market and environmental risks
102-12	Externally developed economic, environmental and social charters, principles, or other initiatives	Long term relationships with numerous non-profit organisations and, additionally, financially supports ad-hoc charity initiatives
102-13	Memberships of associations and national or international advocacy organisations	page 7
102-14	Statement of the CEO	page 3
102-16	Values, principles, standards and norms of behaviour	page 4-5, <a href="https://www.blueboxpartners.eu/">https://www.blueboxpartners.eu</a>
102-18	Governance structure	<a href="https://www.blueboxpartners.eu/">https://www.blueboxpartners.eu/</a>
102-41	Percent employees covered by collective bargaining agreements	overall, approximately 80%, we do this assessment every 5 years and for acquisitions
102-40/42	Stakeholder groups and basis for identification engaged by the organisation	due to the nature of the organization, all shareholders were included in the engaging of stakeholders
102-43/44	Approach to stakeholder engagement, including frequency by type and by stakeholder group + key topics raised	focus groups, interviews, workshops
102-45	Entities included in the consolidated financial statements	see financial statements
102-46	Defining report content and defining material aspects	page 40-41
102-48	Restatements of information	none
102-49	Changes in reporting	none
102-50-55	Reporting period	biannually, 2017-2018
102-56	External assurance	no external assurance provided

DISCLOSURE NUMBER	NAME OF THE DISCLOSURE	EXPLANATION
<b>ECONOMIC</b>		
201-1	Direct economic value generated and distributed	page 6-7
<b>ENVIRONMENTAL</b>		
302-1	Energy consumption within the organization	page 16
303-1	Water withdrawal by source	page 18
303-2	Water sources significantly affected by withdrawal of water	none are significantly affected, we treat all water before returning it.
305-1	Direct (Scope 1) GHG emissions	page 22
305-2	Energy indirect (Scope 2) GHG emissions	page 22
305-3	Other indirect (Scope 3) GHG emissions	page 22
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	page 22
306-2	Waste by type and disposal method	page 24
<b>SOCIAL</b>		
401-1	New employee hires and employee turnover	page 28
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	page 30
404-1	Average hours of training per year per employee	page 32
405-1	Diversity of governance bodies and employees	page 34



## Aspect Matrix

	ASPECT MATERIAL	LOW IMPACT
<b>ECONOMIC</b>		
Economic performance	■	
Market presence	■	
Indirect economic impacts		■
Procurement practices	■	
<b>ENVIRONMENTAL</b>		
Materials	■	
Energy	■	
Water	■	
Biodiversity	■	
Emissions	■	
Effluent and waste	■	
Environmental compliance	■	
Supplier environmental assessment	■	
<b>SOCIAL</b>		
Employment	■	
Labour/management relations		■
Occupational health & safety	■	
Training and education	■	
Diversity & equal opportunity	■	
Non discrimination	■	
Freedom of association and collective bargaining		■
Child labor		■
Forced or compulsory labor		■
Security practices		■
Rights of indigenous people		■
Human rights assessment		■
Local communities	■	
Supplier social assessment	■	
Public policy		■
Customer health and safety	■	
Marketing and labeling		■
Customer privacy		■
Socio-economic compliance	■	



## Boundary Matrix

This matrix gives an overview of the material aspects boundaries. In this report we did not assess the impact and limitations outside of the organisation.

	VPK PACKAGING GROUP	CART-ONE	HINOJOSA PACKAGING SOLUTIONS	KLINGELE PAPIERWERKE
Economic performance	■	■	■	■
Market presence	■	■	■	■
Procurement practices	■	■	■	■
Materials	■	■	■	■
Energy	■	■	■	■
Water	■	■	■	■
Biodiversity	■	■	■	■
Emissions	■	■	■	■
Effluents and waste	■	■	■	■
Environmental compliance	■	■	■	■
Supplier environmental assessment	■	■	■	■
Employment	■	■	■	■
Occupational health and safety	■	■	■	■
Training and education	■	■	■	■
Diversity and equal opportunity	■	■	■	■
Non discrimination	■	■	■	■
Local communities	■	■	■	■
Supplier social assessment	■	■	■	■
Customer health and safety	■	■	■	■
Socio-economic compliance	■	■	■	■

- Data reported
- No data available
- Consolidated, but not reported
- Data not consolidated or only partially available



## About this report

(GRI 102-45)

1<sup>st</sup> sustainability report of Blue Box Partners EEIG

This report was published in July 2019.

We report in accordance with the 'core' option of the Global Reporting Initiative (GRI) guidelines.

It is our intention to issue a report every two years.

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## Colophon

**Publisher:** Blue Box Partners EEIG - Kareelstraat 108 - 9300 Aalst - Belgium

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Sustainability printed on FSC® and climate neutral printing







# **BLUE BOX** PARTNERS

PACKAGING FOR EUROPE

**Blue Box Partners EEIG**

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