

Sustainability Responsibility

CSR REPORT 2021

Since the beginning, we have been rooted in Horsens, Denmark. Over time, Horsens has grown from a small commercial town to the 8th largest city in Denmark. Just like Schur has developed from being a one-man's workshop to an international company. We are thankful for the strong endorsement which we have always experienced from the community of Horsens.

A part of Horsens for 175 years

1846-2021

This report is the statutory statement on corporate social responsibility in accordance with section 99a and b of the Danish Financial Statements Act and is therefore a part of the management's review in Schur's annual report.

The sustainability report also constitutes our annual statement on progress to the UN Global Compact. It covers the financial year 2020/21, which ended on October 31st, 2021.

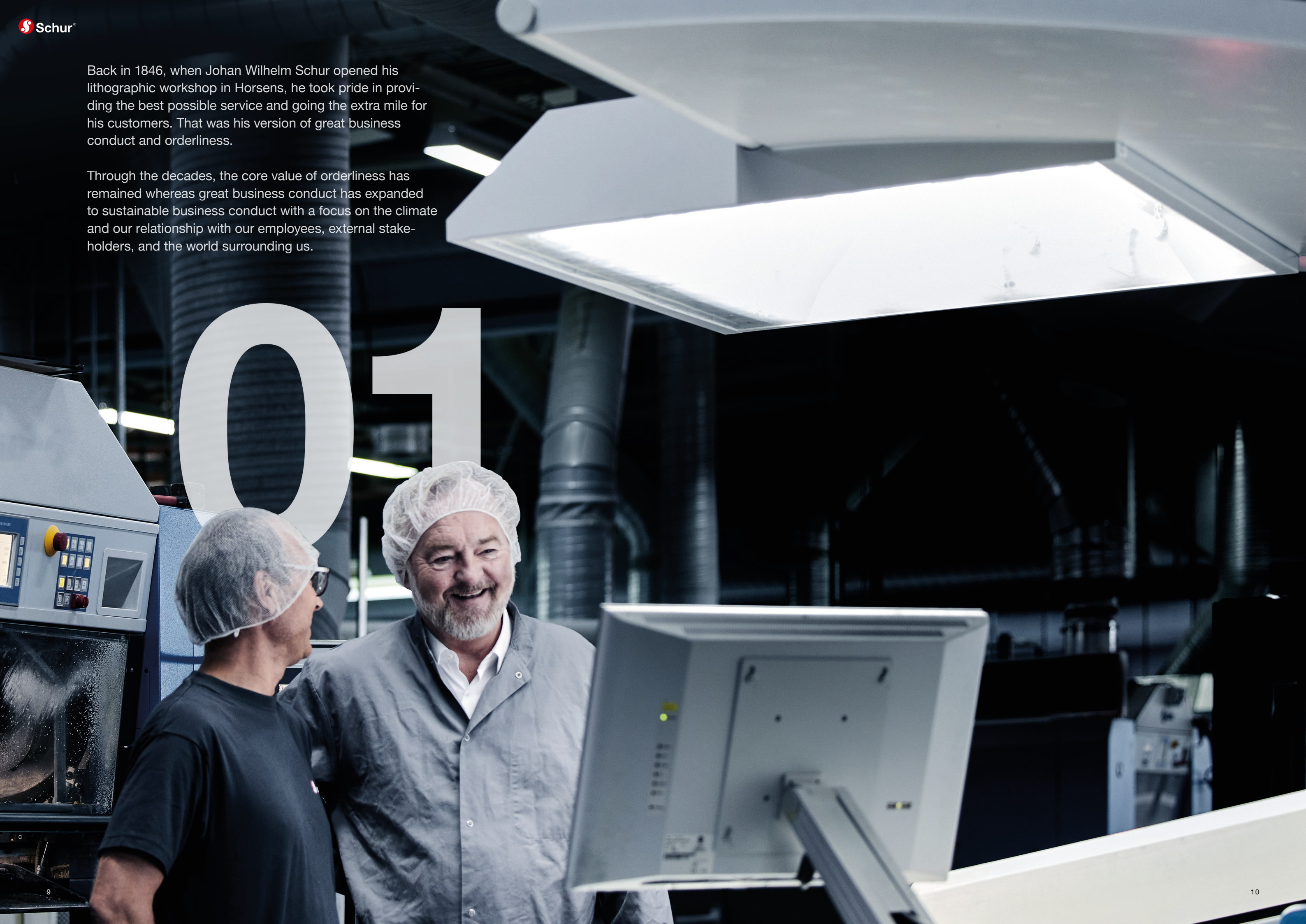
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Back in 1846, when Johan Wilhelm Schur opened his lithographic workshop in Horsens, he took pride in providing the best possible service and going the extra mile for his customers. That was his version of great business conduct and orderliness.

Through the decades, the core value of orderliness has remained whereas great business conduct has expanded to sustainable business conduct with a focus on the climate and our relationship with our employees, external stakeholders, and the world surrounding us.

01





LEADER OF THE PACK

SINCE 1846

This year, we celebrated our 175th anniversary as a family-owned company. The 6th generation has taken the lead and is ready to carry on the great achievements of the past five generations. Naturally, a year like this has called for extra reflection in the family - what has enabled us to reach this milestone and what will the future bring?

We know that many contributing factors have enabled us to reach our 175th anniversary. One of these is a constant focus on sustainability - in a societal context. Since 1846 sustainability is something that has developed intensively throughout the years. We have always practiced responsible business conduct and cared about the environment and the people surrounding us. These elements run deeply in our DNA along with our commitment to orderliness and our strong Schur values. Whether it is about being close to our customers or employees or focusing on how we can minimize our footprint on the environment, our goal is to enable a sustainable future for generations to come.

As a packaging producer we are aware of the marks we leave behind, which is why we are committed to developing a more circular business conduct as we look towards circular economy approaches. This goes for our product design, the life cycle of materials, sustainable alternatives, and our role in minimizing food waste. As we do not own the full process within the value chain, we do our part to encourage our customers and business partners to make a sustainable choice. To intensify this effort, we have set out to define our 2030 Sustainability Strategy during 2022 with the goal of setting ambitious targets for ourselves, our partners, and our employees. We have already taken the initial steps in 2021 and we look forward to sharing the Schur 2030 Sustainability Strategy next year.

By reading this report, you will get insights into our goals, work, and results with sustainability. The report covers everything concerning our activities on the environment, social conditions, and anti-corruption in 2020/21. Once again, we have included cases from our companies and customers across the world with the headline 'Lead by Example'. We are proud to show initiatives that

illustrate not only how we constantly look at ways to minimize our impact on the environment but also how we showed responsibility in times of crisis during the Covid-19 pandemic.

In many ways, 2021 has emphasized the strength of standing united and we have been assured of the passion, dedication, and commitment of our employees. The pandemic has had – and still has – a strong presence. However, all of our employees have played a vital part in helping each other, our company, and our customers through the challenges presented by the pandemic. We are very grateful for this.

2021 also marked the year of the official generational succession from the 5th to the 6th generation. This has been another great milestone for our family, and the timing could not be better. The company is stronger than ever, and it is well-consolidated and future proof. The right investments and decisions as to our core business, sustainability, and construction of new factories have been paramount to reach the position Schur has today – and to obtain the position we wish for the future. Installation of solar cells, installing waste systems in the production, a constant focus on CO₂ reduction, and building more energy-friendly factories are just some of the sustainable achievements acquired by the 5th generation. The 6th generation will of course continue this great work together with all of our amazing employees.

Sam SL *Ang Kallara Schur*
Johan Schur *Hans C. Schur*

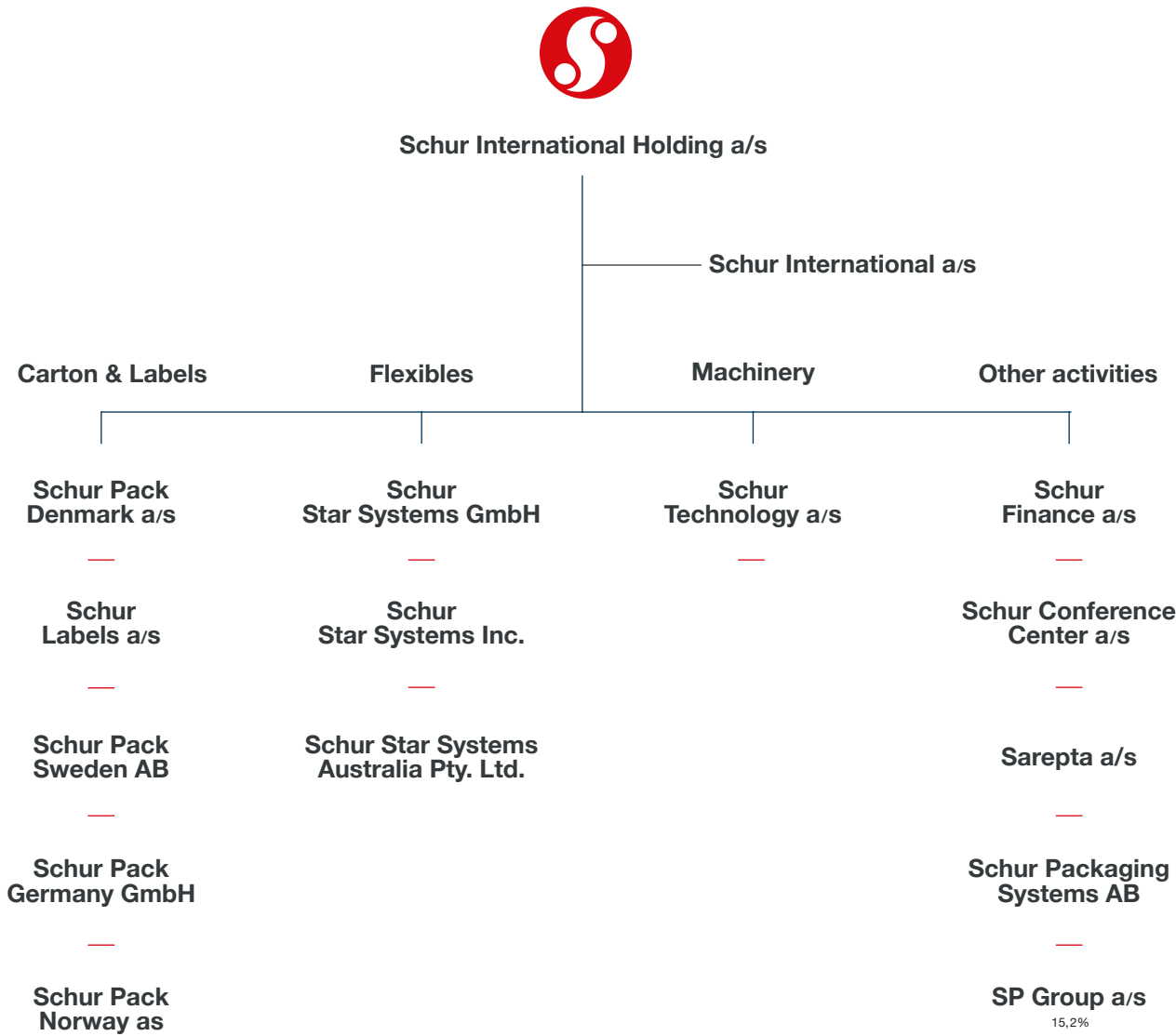


Schur's Business model

Schur is a global packaging supplier with a primary focus on cardboard, flexible solutions, and machinery. Our capabilities include design, production, process technology, marking, labels, and palletizing. In addition to this we also develop and market innovative consumer products such as the DropStop® Wine pourer. Aside from the parent company and a few subsidiaries, each individual company within the group has its own development, production, and sales activities.

The products of the cardboard companies are mainly sold in Northern Europe and the USA, whereas the flexible solutions, machinery and consumer companies sell their products all over the world.

Schur contributes to socially, environmentally, and economically sustainable development. Our commitment is based on internationally approved principles on human rights, the environment, and anti-corruption. The principles are all referenced by the 'UN's Global Compact' – and the 17 UN Sustainable Development Goals for global development. Schur has chosen to focus on goals #7 Affordable and clean energy, #8 Decent work and economic growth and #12 Responsible consumption and production.



Our success is also measured in smiles

02

Schur Business Recap

Packaging is found in almost every household in the world. Therefore, we acknowledge the marks we leave on our surroundings and the world in which we operate. With more than 850 employees we know that we have a huge responsibility in our role as employers and with factories in both Denmark, Sweden, Germany, USA, and Australia we encourage a respect of cultural differences and diversity amongst our employees.

Schur at a glance 2020/21

Schur Locations



Revenue



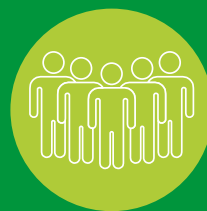
Increased 7%
since 2019/20
DKK 1.65 b.

Packaging
sold



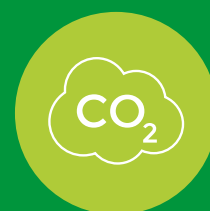
Increased by 13.7%
since 2019/20
80,000 tonnes of
cardboard articles

Number of
employees



Increased by 5%
since 2019/20.
900 employees

Relative
carbon emissions



Reduced by 11%
since 2019/20.
1108 tonnes of CO₂

The Schur family in numbers

175
years

6
generations

15
companies

5
countries

+100
markets

+900
employees

Schur 2020/21 Performance Snapshot

Revenue Growth

2020/21	7%
2019/20	6.4%
2018/19	3.9%

EBITDA

2020/21	15.5%
2019/20	14.5%
2018/19	14.5%

Equity

2020/21	63.6%
2019/20	61.1%
2018/19	59.5%

Signed Code of conduct by suppliers

From 47% → To 59%

Reduction waste

Carton

18.5%

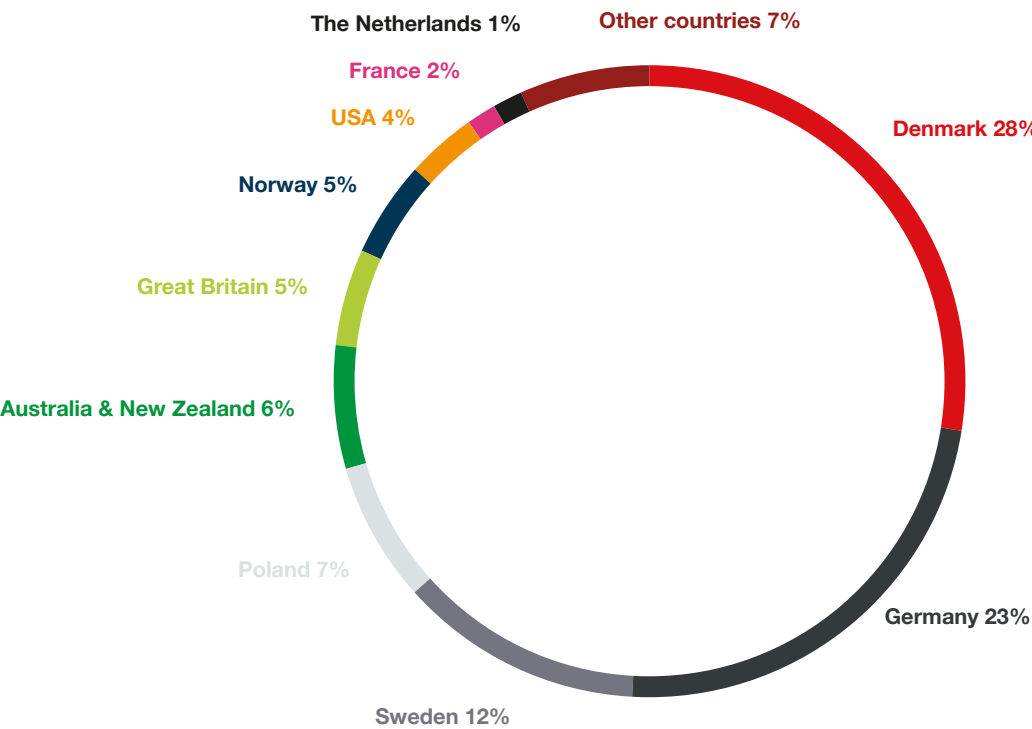
Flexible

3.4%

Reduction in work related accidents

54.3%

Share of turnover



Key events 2020/21

Celebration of 175th anniversary & Generational Succession from 5th to 6th generation.



Acquisition of the Danish activities in Interket a/s and strengthening of our labels business.



Digitalization strategy – implementation of Dynamics FO365 and launch of new web page.



Whistleblower system implemented in Denmark under the name “Speak Up”



Renewal of BRC- and FSC-certificates for all relevant companies



Employee handbook rolled out across all subsidiaries in Schur





Production of face shields

In November 2020, the situation with Covid-19 in Sweden resulted in a massive demand for pharma equipment like face shields. As a result of the urgency, Schur Pack Sweden was contacted by Inplastor and Brigo AB with an enquiry about participating in the production of the face shields.

As face shields are made of plastic, Schur Pack Sweden rapidly reorganized their production at the site in Kumla so it was possible to run production with plastic instead of carton. As more and more people were infected with COVID-19 each day, some of the production was extended to Schur Pack Denmark.

Not only did this effort meet the massive demand for face shields – it also employed many people who were either fired or furloughed from their regular jobs in the industries affected by the pandemic – such as the hotel, restaurant, and nightclub industries. Thus, the initiative created new jobs as hundreds were hired to assemble the face shields.

"It was very rewarding and gratifying to be able to offer support like this in a situation that no one had foreseen coming, and it added extra value to our work life at Schur Pack."

I was very impressed by the collaboration across industries and how we presented a united front in averting the lack of protective equipment. However, I was especially happy about the fact that we were able to help so many people who were out of jobs"

Andreas Davidsson,
CEO from Schur Pack Sweden.

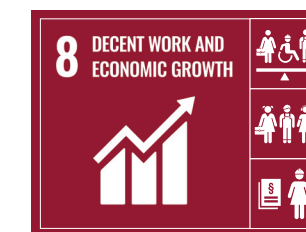
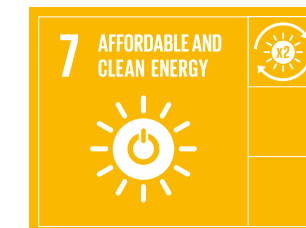


Each year, we are expanding our toolbox and becoming more focused on our Sustainability Strategy. We want to pay our contribution to sustainable global development, and we fully support the Sustainable Development Goals defined by the UN.



03

Sustainability & Responsibility



03

Our commitment to sustainable and responsible business conduct

Sustainability

Sustainability has been at the heart of our business and at the core of our operation ever since the company was founded in 1846, and we act responsibly in the world in which we operate. At Schur, we are dedicated to working with sustainable management and through that take our co-responsibility. We do this with a starting point in People, Planet, Profit and the 17 Sustainable Development Goals (SDG) as a point of orientation for our business development. We wish to root sustainable management in all our organization through our culture, behavior, guidelines, and policies.

In 2020/21, we continued our work and efforts to support the three SDG's #7, #8, and #12. We have chosen SDG 7, Affordable and Clean Energy, since we as a production company have a natural energy consumption. Thus, we want to work on optimizing our internal processes to reduce carbon emissions. SDG 8, Decent Work and Economic Growth has been chosen as it is important to us to create an inclusive and diverse workplace with focus on our employees' job satisfaction and development. Last, we focus on SDG 12, Responsible Consumption

and Production. As a packaging production company, leading the way and assuming a high level of responsibility, it is important to support sustainable consumption and production. We will elaborate further on our activities and results in chapter 4, 5, and 6 of this report.

Orderliness, responsibility, and entrepreneurship is an integral part of our Schur DNA and core values and have been ever since our company was founded in 1846 by Johan Wilhelm Schur. Therefore, we have set out to define our 2030 Sustainability Strategy during 2022. We are committing ourselves to set even higher ambitions and goals for our sustainability efforts. One big ambition that we have already defined is being CO₂ neutral in our production by 2030 – but we also want to look at how we can support and make an even stronger impact on creating a circular and/or recyclable way of operating in collaboration with key stakeholders such as our customers and suppliers. We will share our new 2030 sustainability strategy in the CSR report covering 2021/22.

Business partnerships

Being a production company, we are part of the process but do not own the final product. Building and maintaining strong partnerships with customers, partners and suppliers is key in our efforts to perform sustainable and responsible business conduct. All of Schur's suppliers in the first link must therefore be made aware of Schur's Code of Conduct (CoC) and the core suppliers with whom Schur has a long-standing collaboration must sign it, unless they have their own CoC that is also accepted. In 2020/21, we asked 343 key suppliers

to sign our CoC, of which 46% have their own CoC, 158 have signed our Schur CoC, while 139 remain. Thus, we have increased our share of signed CoC from 47% in 2019/20 to 59% in 2020/21. The goal is for all selected suppliers to accept Schur's CoC or for us to approve their CoC.

You can read more about our approach to Sustainability in our Sustainability Policy on our webpage www.schur.com/sustainability/sustainability-reports/

Business conduct

Our approach to sustainable and responsible business conduct is fully founded in our commitment to working with and adhering to the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and section 99 of the Danish Financial Statements Act.

Hence, we are strongly committed to responsible business conduct, ensuring we are respecting human rights, acting credibly and with integrity, complying with applicable laws, rules, and regulations, in all parts of our business and operations. To ensure that general global principles become local meaningful initiatives, we wish to implement a management system to support this. This system should also help to identify areas where Schur has the biggest risks of negative impact within human rights, environment, climate, and anti-corruption. The system is meant to ensure that Schur handles potential and real, negative impacts and will, in addition, enable us to ad-

here to the upcoming EU-directive for mandatory Human Rights Due Diligence (HRDD). This will enable us to implement the following risk management process across Schur:

1. Identification and clarification of negative impacts
2. Initiatives to prevent/mitigate
3. Communication
4. Measuring progress
5. Redress for stakeholders affected

By the end of Q3 this fiscal year, we will have chosen which digital system to use as the platform for our risk management process. A preliminary risk assessment indicates our supplier collaborations as a potential area of risk, which is why we are already focusing on our suppliers signing our Code of Conduct. The chosen platform must also enable us to comply with the demands from EU on the new mandatory HRDD-directive, further strengthening and enhancing our commitment to self-assessment and our potential impacts .

The world is constantly changing, and we are doing our best to adapt. For instance, we have invented a spoon made of cardboard fibres to replace the now banned plastic spoon in to-go meals. We have installed solar panels at two of our factories to make them more self-sufficient and we plan to have more installed at the rest of our factories. In addition, we are also working on lowering our relative energy- and water consumption. We know that we must do our part to ensure a great future for the generations to come.

04 Environmental Sustainability

04

Environmental Sustainability



When it comes to packaging, sustainability is not only measured in material use, but also logistic parameters, shelf life and disposal of the packaging after ended usage. Thus, we can contribute to creating more sustainable packaging that also lives up to the requirements for product protection. However, only through corporation between us as a packaging producer, our customers, suppliers and balancing the legislation, we can move towards the most sustainable solution.

Sustainability within product development

Every year around 30% of the food produced in Denmark (roughly 700,000 tons*) is wasted. This is roughly 4% of the total CO₂-emissions. These numbers are a great demonstration of the importance of choosing the correct packaging for food products. As a packaging supplier, we can have a direct impact on decreasing this number.

Environmental sustainability in our production sites

We cannot avoid using natural resources in our production. For instance, cardboard is made from tree. We also need a certain amount of energy to run our facilities. Therefore, we do what we can to optimize our production to use the minimum resources needed. An example of this is that we are FSC-certified which is about responsible forestry and takes both environmental, social and economic conditions into account in relation to the world's forests. In addition to this, we also educate our production employees in minimizing the waste of raw materials when starting a printing job. Our goal is to reduce our waste without compromising the quality of the final product.

Besides our focus on raw materials, we also work on lowering our relative energy consumption and water consumption. For instance, we have installed

And we take this responsibility very serious as it is our job to create packaging which preserves and protects the product. Therefore, we continuously collaborate with our customers on developing more sustainable packaging either by optimizing or refining new solutions.

solar cells at two of our factories, and we are currently calculating the advantages of installing solar cells at additional locations.

When it comes to environmental sustainability, there are different certificates to obtain according to local standards and requirements. Thus, we still see differences in our certifications across our different subsidiaries. Over the following year, we will conduct risk assessments with our insurance company around the locations, where categorization of our certifications will be a part of this assessment. Once this categorization is complete, we can evaluate the results and opt for expanding our current certification level if needed. We have described our responsibility towards the environment in Schur's Sustainability policy (Appendix 1).



Nature at Schur Conference Center a/s by Tom Nielsen

In the following, we will present our key numbers on our environmental sustainability initiatives. However, compared to our report from last year, some of the numbers have changed as we have discovered an error in the local reporting. Therefore, we have decided to correct the numbers in this year’s report, so we can work with the right data prospectivelyⁱ.

Chemicals

Chemicals are a necessity in our production; therefore, we always use the solution which has the least impact on health and the environment. We are constantly aware of which chemicals are onsite and whether the storage of these is appropriate. All chemicals are handled and disposed of accordingly, to REACHⁱⁱⁱ, law, and legislations.

Water consumption

Water is used in the production of carton packaging as humidity around 50% is needed to handle the raw material properly. Because we cannot avoid water usage, we are constantly looking at new options for lowering our water consumption at our Schur Pack locations. However, most options are failing to provide the purity needed to be used in our humidity system. At our other locations, we have reduced our usage to a minimum as the water is mainly used for sanitary purposes.

Reduction in waste generation

Across all our subsidiaries, we have a common goal to limit our waste generation to a minimum. We are constantly looking for new options and opportunities to optimize our productions. Among other things, we are investing in new waste disposal systems to secure a better separation of waste streams. These systems will be inserted where possible.

When looking at the cubic meter per ton of sold product, there have been no significant changes to the water consumption. Water consumption on our sites is down from 0,293 m³/ton to 0,223 m³/ton. In 2019/20, we had a water leak at our facility in Sweden, which meant an increase in water consumption. However, if we compare this with 2018/19, we still experienced a decrease despite having an increase in our carton production.

Our waste from the carton production is down from 17,3% to 14,1%. The production has worked intensely on lowering the waste from the machines on startup. Our flexible waste has also been reduced from 20,8% to 20,1%.

i: Due to manual typing error, some of our purchased bags have been registered in our system with a weight of 1kg/bag instead of 0,01kg/bag. We have corrected this error which causes a decrease in the number of produced bags compared to previous reports
ii: cardboard and flexibles combined
iii:REACH – Registration, Evaluation, Authorization and Restriction of Chemicals

Environmental sustainability key figures

Produced

		2011/12 Reference Year	2018/19	2019/20	2020/21
Cardboard	ton	49,169	76,598	69,004	80,672
Flexibles	ton	2,364	6,911	7,854	6,750
Total	ton	51,533	83,509	76,858	87,422

Water and Waste

		2011/12 Reference Year	2018/19	2019/20	2020/21
Flexible waste [®]	%	29.7	27.8	20.8	20.1
Cardboard waste [®]	%	18.6	17.1	17.3	14.1
Water usage [®]	m³	14,433	19,974	22,523	19,508
KPI water	m³/ton	0.280	0.239	0.293	0.223

Ambition, Achieved and Goals

Our ambition	Our achievement 2020/21	Our future commitment
Carbon neutrality in 2030	Schur Labels has been moved to a newly built facility with a lower energy consumption level compared to the old building	All company cars by 2030 are hybrid or electrical
Widen scope 3 to include CO ₂ -emissions from transportation by 2025	Lowered the startup waste amount in Schur Pack Denmark a/s	Solar panels locally and in the future off site solar panel parks
Minimizing waste generation and water usage		Heat pumps to replace fossil fuel heating
		Energy savings projects

Footnotes are in chapter 7 - Appendix

Wet wipes in the stable Schur® Star Box Bag

A collaboration between the German company Innovate and Schur® Star Systems GmbH has ensured a significant reduction of material consumption in Innovate's production of medical wet wipes.



Sustainable Development Goal #12 focuses on responsible consumption and production patterns, this is also a perfect description for the starting point of the collaboration between Schur® Star Systems GmbH and Innovate.

Innovate had an enquiry from one of their customers for wet wipes on reels to produce a sustainable packaging solution – replacing the existing plastic bucket. In addition to this, there was a wish to reduce any footprint in regards to the filling of the disinfectant. Given that Innovate and Schur® Star Systems GmbH already had a well-established collaboration on other products, Innovate consulted with Schur® Star Systems and their many years of expertise with packaging innovation.

The Schur® Star concept consists of a packaging machine and flexible bags. Therefore, taking a format like a plastic bucket and reducing it to flexible packaging can seem like an ambitious task. However, Schur® Star Systems in Germany used their box bag as a launchpad, and after some professional back-and-forth with Innovate, they managed to create a solution to replace the plastic bucket.

“Our customer challenged us with the task of presenting a new packaging solution that could offer a reduction of material consumption. However, the customer did not want to give up the functionality of his existing bucket solution. The Schur® Star Box Bag turned out to be the right solution. Not only did it reduce the consumption of packaging material from 350g to 50g per unit, the box-shaped bag retained its stability even with only a few wipes left in the reel.”

Our customer is extremely content as the environmental implications are comprehensive, and also warehousing and transportation costs have been reduced considerably. Last but not least, wastage of reels contaminated during refilling has been eliminated.”

Mr Alexander van Haren,
Director and shareholder of Innovate GmbH.



Energy consumption

The goal set in 2011/12 to lower the relative consumption by 40% across Danish locations has been achieved. As mentioned earlier, the focus on energy consumption has been handled locally which leads to a gap in achieved energy savings at the different locations. We are implementing a uniform approach towards energy savings in 2022 which is based on knowledge sharing amongst our locations with a goal to inspire and replicate great initiatives.

During 2022, we will define our roadmap to ensure CO₂-neutrality in our production in 2030. To ensure that we reach our targets and KPI's we will set subsidiary goals and describe key activities. One of the first activities will be to reduce the energy consumption to a minimum through energy savings and optimization.

Generally, our energy consumption is at the same level as it was in 2019/20. However, in Denmark, we experienced a slight increase as a result of the acquisition of the Danish activities of Interket a/s. As shown in the table, we have decreased our relative energy consumption and lowered our numbers on heating and electricity as well. We are pleased to see this development in our numbers as it shows that we are on the right track with our initiatives.

Environmental sustainability key figures

Energy, Heating and Production

		2011/12 Reference Year	2018/19	202019/20	2020/21
Natural Gas ¹	MWh	5,139	3,381	3,168	4,400
Oil ¹	MWh	1,851	200	255	164
Other (District heating and wood chips) ¹	MWh	3,771	6,469	6,546	5,850
Total ²	MWh	10,761	10,050	9,969	10,414
KPI ³	MWh/ton	0,209	0,120	0,130	0,119

Energy, Electricity

		2011/12 Reference Year	2018/19	2019/20	2020/21
Denmark	MWh	5,905	6,154	7,086	8,119
Germany	MWh	13,675	12,917	11,836	11,844
Sweden	MWh	2,787	6,426	6,034	5,559
Australia	MWh	0	671	643	654
USA	MWh	188	1,035	772	615
Total	MWh	22,555	27,203	26,371	26,791
KPI	MWh/ton	0,438	0,326	0,343	0,306

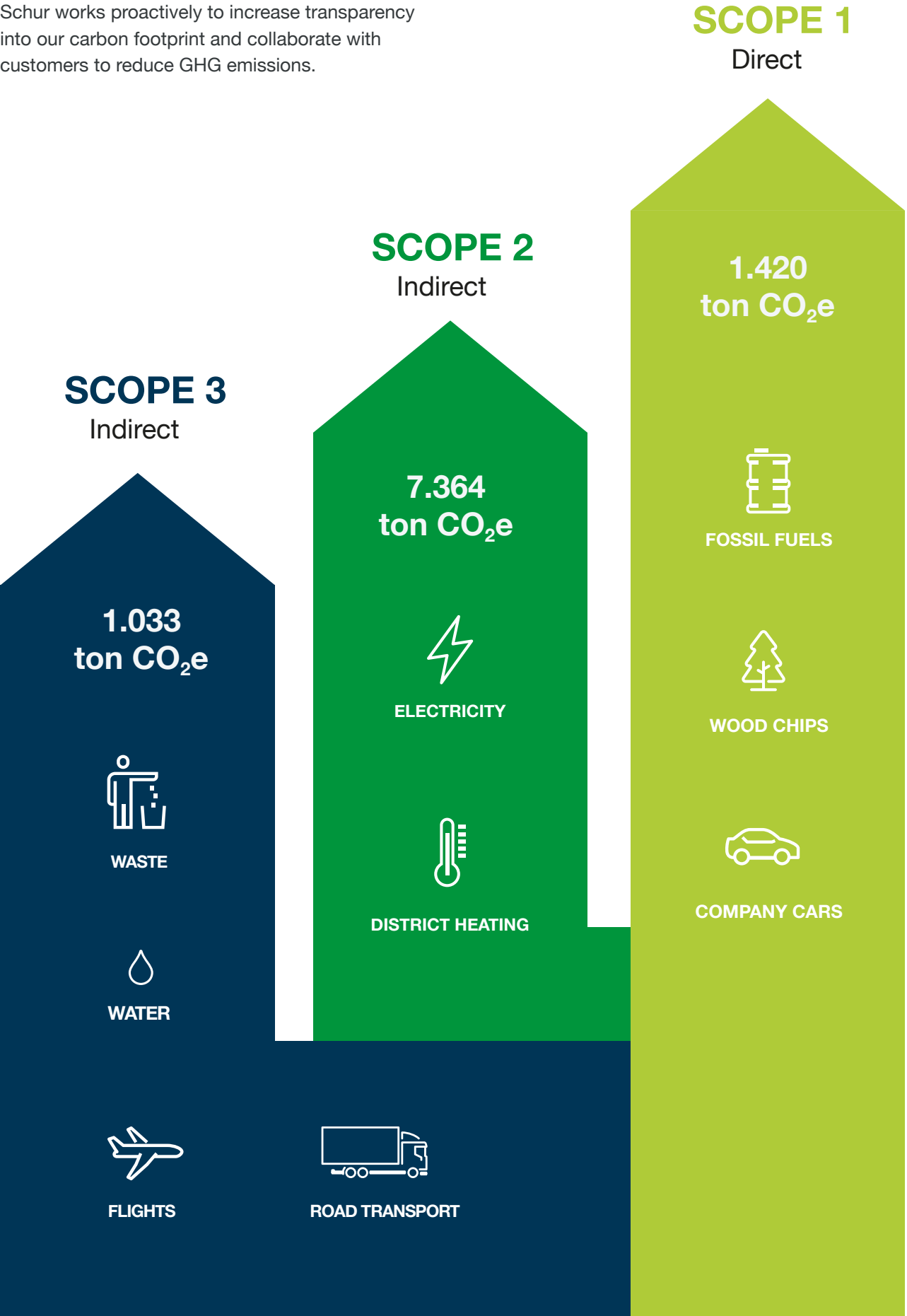
Changing and adapting has always been our nature

At Schur, our ambition is to have a CO₂ neutral production in 2030. As part of this we work with defining and calculating our Scope 1, Scope 2 and Scope 3 to manage and reduce our direct impact on the environment from our consumption of energy. We calculate and map this impact through the use of the digital platform CEMAsys. In the table below you will see key initiatives that we at Schur have focused on during 2020/21 and in the illustration on the right you will see the CO₂ impact that we reflect on the environment.

Initiatives

Scope 1	Scope 2	Scope 3
Electrical and hybrid cars are offered	Isolated internal pipeline system to lower heat consumption	Water and waste included in the CO ₂ footprint calculation
Schur Label Horsens upgraded to new building without natural gas	Solar panels installed on-site	Guide implemented to avoid unnecessary travel
Future plan: our usage of fossil fuels for heating our plants		Future Plan: include road emission on the transport of our goods

Schur works proactively to increase transparency into our carbon footprint and collaborate with customers to reduce GHG emissions.



CO₂ emissions

Since 2011/12, we have reported data on CO₂ emissions, but the reports have previously been limited to energy consumption directly or indirectly on the production sites. We wish to be able to continuously monitor data as it can help us to work with CO₂ emissions as a working tool in the day-to-day operations and identify if we need to make any adjustments. Therefore, during the last year, historic data has been entered into the system CEMAsys with the goal of providing a more accurate emission calculation. Emissions factors are now provided automatically by the program, which enables us to monitor our data across subsidiaries on a more frequent basis.

Energy efficiency

Throughout recent years, we have continued our effort to optimize our energy consumption. Whenever we consider renovating or buying new equipment or buildings, we always have energy efficiency in mind. The completion of the new factory for the combined Schur Labels in Horsens is a good example of this. By moving two older sites into a newly built factory, we have lowered the energy consumption significantly.

We are working with energy & environmental groups across all sites, which will help with knowledge sharing and bringing all sites to the same level. As a result, we are looking to explore the option to optimize ventilation on the Swedish sites in a similar way as it has been done in Denmark.

According to this data, we have lowered our total CO₂ emissions in the production in 2020/21 by 24% compared to the previous year 2019/20. When looking at our relative CO₂ emission, we have also lowered our total emissions of CO₂ from 123 kgCO₂ /ton to 94 kgCO₂ /ton. In the table to the right, you can see our performance over the past three years.

Once again, we experienced an increase in our total consumption compared to our reference year 2011/12. However, the numbers show that we are using the energy more efficiently. The rise in energy consumption is caused by an increased production output and acquisitions of new companies with the latest addition in FY21 being the acquisition of the Danish activities of Interket a/s. To compensate for the increased production, we are looking at energy efficiency instead of the total energy consumed.

Environmental sustainability key figures

Emission, Production

Emission, Production		2011/12 Reference Year	2018/19	2019/20	2020/21
Natural Gas	Ton CO ₂	1,044	685	682	810
Oil	Ton CO ₂	491	53	63	45
Other	Ton CO ₂	476	511	689	422
Electricity	Ton CO ₂	9,248	4,370	7,991	6,961
Total ⁶	Ton CO ₂	11,259	5619	9,425	8,237
KPI	kgCO ₂ /ton	218	67	123	94

Emission, Transport

Emission, Transport		2011/12 Reference Year	2018/19	2019/20	2020/21
Flights ⁴	Ton CO ₂	410	642	191	236
Cars ⁵	Ton CO ₂	588	599	503	538
Total	Ton CO ₂	998	1,241	694	774

Sustainable plant growing solutions

Jiffy is a global company with headquarters in the Netherlands. Jiffy assists innovative and leading companies in global horticulture and their portfolio covers a broad range of sustainable plant growing solutions.

Jiffy has a strong vision within sustainability when it comes to their packaging solutions and pots. Therefore, when Jiffy wanted to remove all plastic packaging from their Jiffy Pot range, their Global Product Manager, Alf Andersen, contacted Schur Pack Denmark to learn about the possibilities of using cardboard. Alf Andersen elaborates:

“As a company, we have had a wish to find a sustainable alternative to the flexible plastic solutions found on the market today. We also get more and more inquiries from our customers on this matter. We collaborate with Schur on different projects, but in this specific matter, our customer wanted to change a plastic bag to a cardboard sleeve. In addition, the customer wanted to find an alternative solution to the plastic sign with plant instructions that comes with the product.”

Once Jiffy had presented the project for Schur Pack Denmark, the creative department at Schur started working on different solutions. One of the primary challenges with the project was the fact that the packaging would be exposed to water and placed in humid surroundings. Normally, these are not great conditions for cardboard. Lars Søndberg, Area Sales Manager from Schur Pack Denmark, explains:

“It’s no secret that plastic is more robust when it comes to water and dirt, and it has been key for both Jiffy and us that the end-consumer would not end up with soft, dissolved, or ruined packaging. Therefore, our internal designers have worked hard on finding the right cardboard material without the need of using any coating. Though it has taken some adjustment rounds, we have now landed on a really great design that is reusable. We have also eliminated the enclosed plastic sign as this is now made of cardboard and integrated into the design as well.”

At Jiffy, they have received great responses from their customers on the solution. Alf Andersen elaborates:

“We launched the new cardboard sleeve earlier this year, and we have heard only positive comments on it. The collaboration with Schur has been nothing but great as they have been innovative, receptive to changes, and shown a high level of commitment and drive. They have provided us with a unique solution that is not easy for our competitors to copy, and we have reached an important milestone on our sustainability agenda.”



Alf Andersen
Global Product Manager





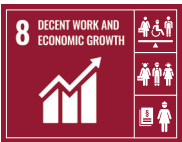
06

Social Sustainability

In Denmark, we have more than 220 employees who have celebrated their 25th work anniversary with Schur and some of our customers have been collaborating with us for more than 60 years. Relationship management, mutual respect, and orderliness have been our key drivers to this. We wish to be a great place to work and an appreciated collaborator.

05

Social Sustainability



Through the generations, we have set ambitious goals for ourselves when it comes to responsibility and orderliness. To us it is very important to be and act as a responsible company in relation to our employees, customers, collaborators, the community, and other partnerships.

We highly respect human rights, and we support the internationally agreed principles in the UN Guiding Principles for Business and Human Rights. This also means that we support the Universal Declaration of Human Rights and the International Labor Organization’s (ILO) Declaration on Fundamental Principles and Rights at Work. For deeper insight on our commitment and approach to Sustainability and human rights please refer to our Schur Sustainability Policy in appendix.

It is an ongoing process for us to work with social sustainability, and we constantly challenge ourselves to live up to the sub-targets 8.5 Decent work for all; 8.6 More young people need to have work/be enrolled in training and 8.8 Protection of employees as they are defined in SDG 8. We do so by being demanding of ourselves as an employer and business partner and towards our customers, collaborators, and business partners as well.

In the following, we will present some of the focus areas which we bring attention to in our work with Social Sustainability, covering both external stakeholders and our employees.

Consumers' health

As a producer and supplier of packaging, we naturally contribute to ensuring consumer health through package solutions of a high standard and quality – being able to produce them with a high degree of food safety is our most important task. Not only do we focus on a proper design, but we also emphasize a high hygiene standard. Thus, relevant Schur companies are BRC certified. In 2020/21, all our BRC certificates were renewed.

Whistleblower EU- directive

We will be launching a Whistleblower system during December 2021, called “Speak Up”. It will be implemented in Denmark first with the rest of our companies following during FY2022. This system will benefit our employees as it gives them the possibility to speak up if they experience any inappropriate actions in our way of doing business. Also, it will benefit the social well-being of our employees as they can report if they experience harassment in any way, bribery, nepotism, or any other undesirable behavior. We aim to ensure that our Speak Up system will fortify Schur as a safe place to act proactively on any improper behavior. You will be able to find it on our website [schur.com/sustainability/our-footprint/](https://www.schur.com/sustainability/our-footprint/)

Schur's specific initiatives within social sustainability

Our ambition	Our achievement in 2020/21	Our future commitment
0 accidents and injuries at work	1st job satisfaction survey in Denmark completed	Speak Up system implemented across Schur
A diverse workplace	Fitness center at Schur HQ established	Code of ethics implemented across Schur
25% women in management by 2025	Health and Well-being manager employed	System and policy on Human Rights Due Diligence implemented
33% woman on all boards	Statement about diversity added to all job advertisements	Social Media Policy implemented across Schur
	Employee handbook rolled out across Schur	

A higher focus on health and well-being

In April 2021, Tina Falk was hired as Health & Well-being Manager at Schur International. This position was made to strengthen our focus on healthy and happy employees, and Tina's activities cover all our locations in Denmark.

Tina comes with a background as a physiotherapist and lifestyle coach, and she has lots of experience with guiding people to obtain healthy and lasting lifestyle habits. Johan Schur, CEO, elaborates:

"We have a strong desire to secure the well-being and health of our employees. It is important to us to create a meaningful workday and that calls for an ongoing focus on physical, mental, and social well-being. Our employees have always taken good care of our company and therefore we must also take good care of our employees".

Tina works with ergonomics, rehabilitation, physiotherapy, and health-promoting initiatives. Furthermore, she also arranges social events combining mental and physical health. For example, she arranged a walk in October focusing on raising money for cancer research in which a large amount of our Danish employees participated. The participants got the opportunity to socialize and Schur donated a fixed amount to cancer research for each person who participated.

To have Tina as a constant resource makes it possible for the employees to develop great habits rather than quick fixes. In the long term, our hope is that we can offer the same initiative in our subsidiaries around the world.

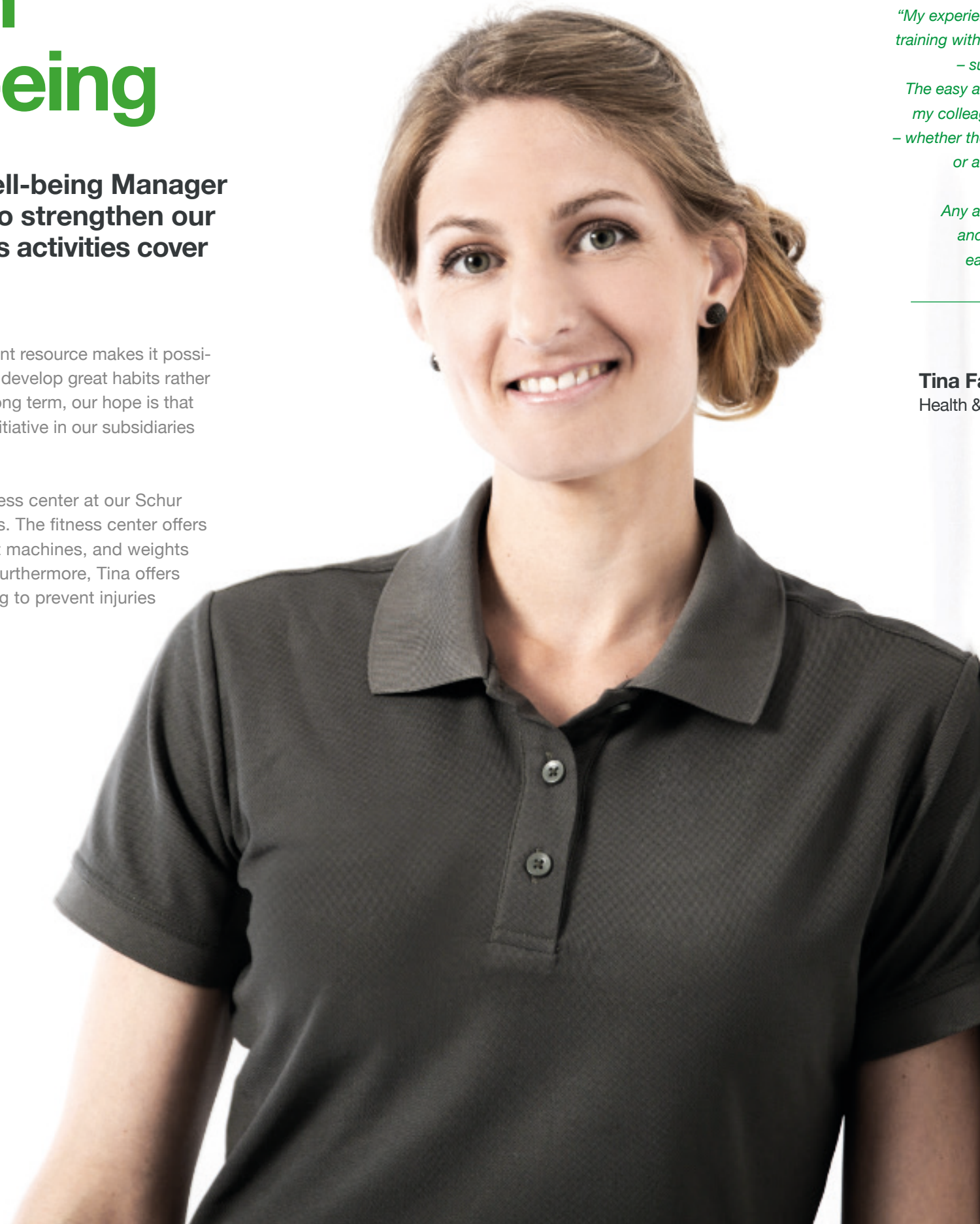
We have also built a fitness center at our Schur Pack location in Horsens. The fitness center offers cardio machines, weight machines, and weights for different exercises. Furthermore, Tina offers classes with core training to prevent injuries from working at Schur.

"My experience is that you need to connect training with an already existing strong habit – such as walking to work.

The easy accessibility makes it simple for my colleagues to use the fitness center – whether they have 10 minutes, 30 minutes, or an hour at their disposal.

Any activity is better than none and this flexibility makes it easier for many people"

Tina Falk
Health & Well-being Manager



Health and Safety

We always stay focused on the health and safety of our employees. For many employees, heavy components and drums of ink are operated and moved around daily. We are fully aware of the risks related to being a production company as to work-related accidents and injuries. For that same reason, we have local, mandatory health and safety instructions which are all available on our local intranet.

Our goal is to have zero work-related accidents, and we take precautions to prevent these from happening. However, as mentioned, we are a production company with many employees, machinery, and heavy components being moved every day. Nonetheless, this year we have succeeded in reducing the number of work-related accidents from 35 in 2019/20 to only 16 in 2020/21, which we find incredibly positive. Yet, we experience an increase in the

number of average absent days per accident as one of the accidents led to a broken foot leading to six weeks of absence.

When it comes to sick leave, we have different goals for wage-earning and salaried employees. For wage-earning employees, our goal is to reach a maximum 3 percent absence due to illness, and for salaried employees the goal is 1,5 percent. This year, the number is once again affected by the on-going Covid-19 pandemic. Luckily, we have had a relatively low amount of employees infected with Covid-19. However, we have also seen an impact on our absences, caused by employees being in isolation or at home taking care of relatives with Covid-19. You can explore the numbers further in the tables.

Diversity

It is important to us that we represent a diverse workplace. We see diversity as a strength, and we believe that diversity in age, personality, level of education, and background fortifies our culture and performance. One of our commitments from last year was to improve specific initiatives within social responsibility and to insert a statement about job diversity in our job advertising. This text has been successfully implemented by our HR team in 2020/21.

In 2020/21, we have also maintained our focus on creating jobs for people who for whatever reason cannot have a typical full-time job. We aim to create a safe and open working environment for everyone, no matter the terms of employment. You can learn more about one of our many initiatives on this matter in our **Lead by Example case** on page 46-47.

Gender diversity

Originating in the above, we focus on gender diversity. Our ambition is to increase the number of women in management. Of course, our goal is to do so without compromising on the right competencies – we always select the best candidate for the job. Our goal is for the percentage of female managers across the Group to be 25% by 2025. In 2020/21 our female managers represent 22% of the group management. We have not reached our goal completely, but compared to last year, we have made progress.

Another goal is to have a strong representation of women in our different boards, where we aim to reach 33% by 2025. As it is for now, the share of women in our corporate board is 12.5% and across companies, the percentage of women is almost 16%. In comparison, 23.3% of our total employees are women. Our boards are constituted for four years at a time, so it is difficult to change these numbers from one year to the next. But we aim to increase the number of women at the next election.

Social sustainability key figures

Working enviroment

		2011/12 Reference Year	2018/19	2019/20	2020/21
Sick absence, monthly paid ^{9,10}	%	1.6	1.5	1.6	1.57
Sick absence, hourly paid ^{9,10}	%	4.5	4.7	5.8	5.68
Work related absence ¹¹	No	21	30	35	16
Absent, work related absence ¹²	No	132	326	288	168
Average absent day per absence ¹³	No	6.3	10.9	8	10.5

Diversity

		2011/12 Reference Year	2018/19	2019/20	2020/21
Female, employees	%	19.4	22.9	26	23.3
Female, management ¹⁴	%	13	18.9	21.3	22
Female, Corporate board ¹⁵	%	11.1	11.1	12.5	12.5



Achieving significant impact through part-time jobs

Imagine being 32 and 38 years old and having to rethink your entire professional career due to an accident. This has been the case for Katrine Matzen and Tina Vejle, who both got permanent employment at Schur Technology a/s in 2021.

One day in 2016, Katrine's life changed instantly. She was 32 years old and worked as the Head of the Project Management Office in a manufacturing company. On her drive home from work, she was involved in a car accident which left her with heavy whiplash and nerve injuries. Today, she is still tormented by the consequences of these injuries and is currently only able to work four hours a day, three days a week.

Tina Vejle was 38 years old when her life changed. She used to work as a factory manager in the printing industry, and she has a Lean Six Sigma Black Belt from London. In 2009, she was conducting a LEAN-project in a printing workshop, when an accident happened. This caused a head trauma with neck injuries. Since then, she has had late complications from a concussion, and today she is only able to work 16 hours per week.

Katrine and Tina have both worked hard to rediscover a professional standpoint that matches their own self-image and competencies. Katrine Matzen elaborates:

"It has taken some time for me to accept that my body is no longer able to work full-time and at a high speed. Also, I've experienced that it has been difficult for many employers to accept that I have high qualifications but only a certain amount of energy to allocate to a job. After many different courses, I got in contact with Schur in 2019. I felt an instant understanding of my situation – and I went from being a number in the system to being me again. We have spent the last two years on a job capacity assessment – with the sole purpose of finding the optimal tasks and frames for my profile. In early 2021 it resulted in permanent employment, and I couldn't be happier!"

At Schur Technology, Tina and Katrine both get to utilize their qualifications within LEAN, project management, and process optimization. The two of them collaborate on optimizing the structure and work-flow between the different departments in order to secure the optimal work environment and processes for everyone. Tina Vejle explains:

"I have always been driven by the opportunity to improve systems and processes and making positive changes in other peoples' work-life. I am able to maintain this driving force in my role at Schur Technology even though I am only working part time. My competencies and inputs are accepted on equal terms as everyone else's, and I really appreciate that Katrine and I are not treated any differently. Not once have we experienced being frowned on because we meet late or leave early".

It is not only Tina and Katrine who experience a great match with Schur Technology. Luckily, the feeling is mutual.

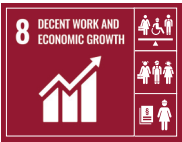
"There is no doubt that Tina and Katrine add great value to Schur Technology. Their competencies enable them to challenge and develop us, and they have already made significant improvements in our production facilities. To us, it is actually an advantage that they are not here full-time. It takes time for everyone to grasp and embrace the changes they suggest, so it is the perfect setup for us to combine amazing qualifications with part-time hours".

Anders Hartmann
Director of Operations

06

Economic Sustainability

We want to contribute to a sustainable, economic future that follows ethical and legal guidelines such as the OECD Guidelines for Responsible Business Conduct. We run our business with a long perspective, and we have zero tolerance for unethical behavior.



06

Economic Sustainability

We are dedicated to economic sustainability by focusing on the economy from a long-term perspective so we can maintain and develop our production and business. At the same time, we would like to contribute to a sustainable, economic future that follows ethical and legal guidelines such as the OECD Guidelines for Multinational Enterprises.

We have zero tolerance to unethical behavior - including corruption, bribery, nepotism, and conflicts of interest. We have used our Code of Conduct to define selected areas which we expect ourselves, our suppliers, and customers to meet. You can learn more about our Code of Conduct on Schur.com in appendix page 56.

A detailed analysis of our companies has shown a need to clarify and record guidelines to minimize risks within a few, selected areas. Analyzing our risk and defining mitigating actions are an on-going process that we continue to focus on. Therefore, we will, during 2022, investigate which digital self-assessment platforms like CEMASys or similar that we will implement going forward across all our subsidiaries.

In 2020/21, our overall focus was to create common guidelines to prevent personal interests, and relations to weigh higher than the interests and ethical considerations of the company. We will con-

tinue to ensure distribution of the new guidelines to all our companies. As mentioned earlier, a new journey to unite sustainability with the overall strategies has started and should be the focus in 2021/22.

New legislation in 2021 makes it mandatory for companies within the EU with more than 249 employees to have a whistleblower arrangement in place by December 17, 2021. Thus, a whistleblower system will be established across Schur in 2021/22 to enable employees and external persons to anonymously report offences in line with the new directive. The system will go by the name “Speak Up” as we wish to make sure that our stakeholders feel comfortable using it as the word Whistleblower has a negative ring to it. The system will be implemented in Denmark during December 2021 and rolled out across our international subsidiaries during 2022. This underlines our continuous commitment to working with and ensuring focus on good business ethics.

Schur's specific initiatives within Economic Sustainability

Our ambition	Our achievement 2020/21	Our future commitment
Zero tolerance to corruption, bribery, nepotism, and conflicts of interest	Whistleblower system "Speak Up" implemented in Denmark	Implementation of "Speak Up" system across international subsidiaries during 2022
	Unified title structure implemented across Schur	Continue improving on our diversity in the work force
	New tax policy implemented	Determine which digital self-assessment platform to implement
	Guidelines for employing family members and close relations implemented across Schur	Code of ethics implemented across Schur
	New travel policy implemented	

Bio-based flexible packaging

– from PET to PE structure

Schur®Star Systems is our flexible packaging concept consisting of a packaging machine and bags made from flexible film. The packaging concept is used by many retailers within different industries such as fresh produce, confectionary, meat, sea-food, bakery, liquids, etc. Though the use of plastics is disputed more and more, the material used for flexible packaging has great benefits to securing freshness and protection of the food from decomposition. Thus, the demand for finding sustainable solutions within flexible packaging gets higher and higher.

At Schur®Star Systems Australia Pty., we have our own laboratory where Steve Mychajlyshyn, Director of Development, investigates and analyzes the possibilities of improving the structure of the bags with the purpose of making the bags more sustainable. As a member of REDcycle, it is crucial for Schur to constantly innovate and refine its sustainable solutions. One of the ways of achieving this is by removing the terephthalate from the structure, so you only have a PE-structure. Steve Mychajlyshyn elaborates:

“Often, a flexible bag is made of PET – Polyethylene terephthalate – which is an unsaturated polyester type. But the bag will achieve a more recyclable structure by only being made from PE – Polyethylene. However, the terephthalate has the quality of being very heat resistant, it has great barrier qualities, and it can handle high pressure. Therefore, when removing terephthalate from our bags, we need to optimize the PE-formula to obtain a structure with a corresponding protection level and the ability to run through production with heat and print”

Steve Mychajlyshyn has spent many hours in the laboratory working on finding the right formulation of PE, and Schur®Star Systems Pty. is now ready with a bio-based PE-bag for their customers in Australia and New Zealand. Mychajlyshyn explains.

“The supermarkets in Australia are pushing a more single component bag but the bags still need to stand out on the shelves. So, the PE-bags cannot be faded or without a design. Thus, it has been paramount for us to develop a bag that offers the same protection as PET-bags whilst we have also focused on the design. Another benefit is the fact that the PE-bag runs smoothly on any Schur®Star machine, and the bag is made with a zipper closure like many of our other bags.”

Steve Mychajlyshyn
Director of Development



REDcycle

RED Group is a Melbourne-based consulting and recycling organization that has developed and implemented the REDcycle Program; a recovery initiative for post-consumer soft plastic. The REDcycle Program is a true product stewardship model where manufacturers, retailers and consumers are sharing responsibility in creating a sustainable future.

07

Appendix



Schur sustainability policy



Sustainable Schur Policy

Schur is an international group with main activities being the development, production and sale of packaging made of carton and flexible materials, marking, labels, consumer products, packaging- and production equipment and complete packaging systems. Schur has departments in Denmark, Sweden, Germany, Australia and the USA.

Schur is committed to sustainable development in harmony with Schur's values:

"Familializing" our customers!

Constant care!

We think before we act!

We walk the talk!

Basis for the Sustainable Schur Policy

Schur supports the UN Global Compact and works to live up to the global minimum standard for responsible business conduct as defined in:

- The UN Guiding Principles for Business and Human Rights
- The OECD Guidelines for Multinational Enterprises.

These are based on the Universal Declaration of Human Rights, the Rio Declaration on Environment and Development and the UN Convention against Corruption.

Schur recognises the UN Sustainable Development Goals, and Schur's role is to contribute to their fulfilment within Schur's sphere of influence.

Commitments

Schur commits to:

- respecting the principle of the rule of law and to observing national regulations regardless of the location of Schur's operations.
- contributing positively to socially, environmentally and economically sustainable development whenever possible.
- meeting the global minimum standard for responsible business conduct by:



- identifying, preventing and mitigating potential and actual adverse impacts on human rights, the environment and anti-corruption and by communicating that work.
- handling adverse impacts which we may cause or contribute to or which can be directly linked to us via our business relations.
- seeking to secure access to remedy for persons affected by adverse impacts on which Schur has an influence and/or informing the relevant authorities.

This Sustainable Schur Policy is reflected in other policies, procedures and guidelines in Schur.

Expectations

Schur assumes responsibility in the value chain, i.a. by describing expectations to suppliers in the Schur Code of Conduct.

Schur expects its business relations to:

- meet the global minimum standard for responsible business conduct
- immediately inform Schur if they are connected to serious impacts on human rights, the environment or anti-corruption and to take the initiative to handle them.

Schur expects its employees to:

- honour Schur's commitment by observing this policy in their daily work
- point out - and encourage other stakeholders to do the same - potential and actual adverse impacts on human rights, the environment and anti-corruption to which Schur can be linked.

Communication and Revision

This policy has been approved by the board of directors. The policy is accessible to the public and is communicated internally as well as externally. We welcome all external and internal stakeholders to enter into a dialogue regarding the work for sustainable development, and we want to make sure that there are good possibilities for that dialogue. In order to ensure continued focus on the principles for human rights, the environment and anti-corruption, we will regularly review and revise the policy if necessary. It will be revised at least every three years.

Horsens, August 2020 (revision of the 1st edition from Sep. 2017)

Schur Code of Conduct



Schur's Code of Conduct for Responsible Business Partnerships (Suppliers)

I. Introduction

Schur participates in the UN Global Compact. Schur is committed to contributing to social, environmental and economically sustainable development according to the 'Sustainable Schur' Policy.

We strive to meet the global minimum standard for responsible business conduct as outlined by the UN and the OECD. We expect our business partners to do the same. Cooperation should be based on dialogue and mutual inspiration on how we can together improve our sustainability efforts.

This Code of Conduct (CoC) serves the purpose of ensuring that Schur's suppliers demonstrate responsible business conduct by managing risks regarding **human rights (including labour rights), the environment and anti-corruption**. Schur continuously works to prevent or mitigate potential adverse impacts in these areas. We do not ask our suppliers to guarantee that they do not have any adverse impacts – it is not possible to be in business and not have impacts. What we ask is to take responsibility to identify and manage these impacts.

II. Management Requirements

Suppliers are always expected to comply with national laws, where they operate. Schur reserves the right to levy additional, more specific requirements related to sustainable development.

Schur expects its suppliers to develop and implement a management system that is fully aligned with the global minimum standard for responsible business conduct set by:

- the UN Guiding Principles on Business and Human Rights (UNGP)
- the OECD Guidelines for Multinational Enterprises (OECD).

(hereafter 'the UNGP and OECD Guidelines')

II.I Scope of the global minimum standard for responsible business conduct

The required management system shall, as a minimum, address adverse impacts on:

- the human rights stated in the International Bill of Human Rights, including the core labour rights from the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work;
- the external environment in relation to the areas addressed by the Rio Declaration on Environment and Development, including the climate as reflected in the Paris Agreement;



- anti-corruption, as related to the scope outlined by the United Nations Convention against Corruption.

How to do this is covered in the UNGP and OECD Guidelines. This includes the following actions:

II.II. Adopt a Policy Statement

The Policy Statement of our suppliers shall:

- be supported by CEO/Board level
- be based on the UNGP/OECD Guidelines.
- state the company's expectations of employees and its business partners
- be publicly available and communicated both internally and externally
- be embedded in all other operational policies and procedures throughout the company.

If the supplier does not have such a policy in place at the date of signing this CoC, Schur expects that a policy will be developed within a reasonable time frame.

II.III. Establish and Maintain a Due Diligence Process

Suppliers shall establish a process that allows for regular assessments of risks of actual and potential adverse impacts on human rights, the environment and anti-corruption. Suppliers shall act to prevent or mitigate the impacts identified, and the actions shall be tracked to ensure effectiveness.

If the supplier does not have a due diligence system in place at the date of signing this CoC, Schur expects that a system will be developed within a reasonable time frame.

II.IV. Provide for access to remedy

Where suppliers identify that they cause or contribute to actual adverse impacts in relation to human rights, the environment or anti-corruption, they must provide for access to remedy through legitimate processes (grievance mechanisms) for those affected. Notification of relevant authorities may be necessary.

III. Implementation

This Code applies to Schur's first-tier suppliers. Suppliers shall expect from their first-tier suppliers to have adequate processes in place to manage their adverse impacts in accordance with UNGP and OECD Guidelines.

If severe adverse impacts are discovered in the suppliers' value chains, Schur's supplier must use its leverage to make the causing entity adequately address such impacts.

Suppliers must maintain appropriate records to demonstrate compliance with the UNGP and OECD Guidelines. Appropriate records include but are not limited to: Policy Statement(s), doc

Schur Code of Conduct



umentation of due diligence processes, including operational-level impact assessments and records from the tracking process on specific actions and information on grievance mechanisms. Small-sized enterprises may be exempt from formal documentation.

IV. Dialogue

The aim of this CoC is to form the basis for collaboration and dialogue between Schur and our business partners for continuous improvements in driving sustainable development. Schur expects all suppliers at any time to be able to declare in writing their stage of implementation in relation to the requirements contained in this CoC. Suppliers shall cooperate in answering further questions and if deemed necessary cooperate with Schur in improving management systems and addressing specific impacts. Schur is at any time willing to share documentation on our due diligence system.

If Schur’s supplier causes, contributes or is linked to severe impacts, the supplier shall notify Schur immediately, accounting for actions to end, prevent or mitigate the re-occurrence of the severe impacts.

By non-compliance, suppliers must self-correct within a fixed period. As a first step, Schur will always seek dialogue with the supplier on how to manage issues in relation to this CoC. Failure to notify about severe impacts, to self-correct or if suppliers fail to demonstrate willingness to improve systems or address identified adverse impacts, Schur reserves the right to end the business partnership.

(Place/Date)

(Company name of SUPPLIER)

(Name and title of signatory at SUPPLIER)

(Signature of SUPPLIER)

Footnotes to key numbers

- ¹ The consumption of gas, water, and electricity is based on invoices or information stated by the supplier. This data is collected annually from all companies.
- ² Total heating from gas, oil, and other sources.
- ³ Total heating or electricity divided by tons sold at the packaging companies (carton and flexible materials)
- ⁴ Based on flight tickets for business travels.
- ⁵ Employees’ use of cars for business purposes.
- ⁶ Total emissions from electricity and heating. Emission factors are collected annually from all companies.
- ⁷ Emitted CO₂ divided by tons produced at the packaging companies (carton and flexible).
- ⁸ Waste from film/plastic/carton/paper for companies is defined as the difference between the kilograms entering production and the produced kilograms. Thus, the waste rate does not include error production and waste from cutting materials.
- ⁹ Sick days/hours are calculated without long-term illness. 1-4½ hours of illness must be registered as half a sick day and illness for 4½ or more must be registered as a whole sick day. The percentage is calculated based on the total number of workdays/hours.
- ¹⁰ Sick days/hours are calculated without long-term illness. The percentage is calculated based on the total number of workdays/hours.
- ¹¹ Total number of accidents that have caused more than one sick day after the day of the accident.
- ¹² Days lost include salaried employees as well as employees paid by the hour. The number does not include long-term illness.
- ¹³ Total number of days lost due to an accident divided by the total number of accidents that have caused one or more sick days.
- ¹⁴ Management is defined as employees who report directly to the CEO. Locally, this may include managers, heads of departments, and specialists.
- ¹⁵ Board members elected at the General Meeting.

