

# The Klingele Sustainability Report 2023



Timing. Technology. Teamwork.

**KLINGELE**  
PAPER & PACKAGING



## Foreword by our Managing Partner

Dear Readers,

I am pleased to present our second Sustainability Report, which reflects the Klingele Group's ongoing commitment to responsible business practices and our contribution to a more sustainable future. Throughout 2023, we have strengthened our efforts in key areas, aligning our operations more closely with climate protection and sustainability goals.

A significant step this year has been our commitment to the Science Based Targets initiative (SBTi) for our four corrugated plants in Germany. This commitment is not just a declaration; it reflects the active measures we are taking to reduce our environmental impact. We have allocated increased financial and human resources to enhance our energy initiatives, including the installation of new photovoltaic systems and the exploration of wind energy solutions. These investments are key to advancing our sustainability ambitions.

One of our most impactful achievements this year is the completion of the Energy Island project at our Nova Campina paper mill. This transformative initiative will drastically reduce fossil fuel emissions and enable the mill to become energy self-sufficient – a true milestone in our journey towards “geological net zero”.

In addition to projects focused on energy generation, we have also made strides in other critical areas. Our company car policy has been revamped with the clear goal of transitioning our fleet to electric vehicles, reflecting our investments in e-mobility.

We are also proud of the slight improvement in our LTIR (Lost Time Injury Rate) this year, though we acknowledge that our ultimate goal remains zero accidents. The continued health and safety of our employees is something we celebrate, even as we strive for perfection.

Lastly, as we prepare for upcoming legal regulations (CSRD, EU-Taxonomy, EUDR, CSDDD), our dedicated teams are ensuring that we remain compliant and meet the highest standards. While these regulations are challenging and will increase our administrative burden considerably, we are confident that the Klingele Group will navigate them successfully.

I would like to extend my heartfelt thanks to all employees for their dedication and contributions to these achievements. Your efforts are instrumental in driving our sustainable development forward.

Sincerely,

Dr. Jan Klingele

## About this report

The Klingele Sustainability Report 2023 aims to provide transparency to our stakeholders about the sustainable business practices of our company.

### Scope

The data collected is from the financial year 2023. Please take note that specific production sites have been excluded from our Sustainability Report due to their minority ownership status (Scandinavia). Furthermore, the three Cuban plants, as well as the Guadeloupe plant are in this year's reporting scope as they are part of our financial statement's consolidation group.

### Methodologies

#### GRI standards:

This report was prepared in reference to the guidelines of the Global Reporting Initiative (GRI).

#### Headcount & FTE:

Headcount: number of people (heads), independent of contractual working time

Full Time Equivalent (FTE): dependant on working time and type of contract (full-time or part-time)

$$\text{Formula: FTE} = \frac{\text{number of contractual hours}}{\text{number of hours in full-time contracts}}$$

The FTE method was used for all figures reported on employee numbers and social GRIs. If the headcount method was used, this is marked or explained.

#### Why we used FTEs in this report:

- Consistency: FTEs provide a consistent way to measure numbers of employees across different departments or business units, regardless of the number of hours worked by each employee.
- Comparability: FTEs enable easy comparison of employee growth across different time periods, enabling organisations to track changes in their workforce over time.
- Compliance: FTEs are often used to determine compliance with laws and regulations, such as those related to healthcare coverage or minimum wage requirements.

### Carbon footprint

The Greenhouse Gas (GHG) Protocol was used as a basis for categorisation of emissions. The carbon

accounting platform Futureproofed was used to support the determination of the best available emission factors. Scope 1 and Scope 2 are included. The calculation and integration of Scope 3 emissions is currently in progress.

### Materiality

The concept of double materiality required by the European Sustainability Reporting Standards (ESRS) is applied. To implement our materiality analysis, we clustered business units with similar characteristics – for example, by manufacturing specialty. We also selected the paper facility at Weener as a pilot unit for modelling our process. Status quo analysis was delivered by taking into account existing documents and information along the entire value chain of the Klingele Group. We held workshops on areas of action with internal stakeholders from specialist departments, including plant management, technical development, energy, environmental and quality management, occupational safety, human resources, employee representatives and compliance.

In addition, for the Strasbourg plant, we held simplified workshops with the local QHSSE manager (Quality, Hygiene, Safety, Security & Environment). Analysis of Nova Campina was based on an extensive Environmental Social Due Diligence (ESDD) report published in 2022, after an external audit (RINA report).

In the fields of action of climate protection, employees, resources, circular economy and working conditions in the supply chain, our experts evaluated actual and potential negative or positive impacts, as well as financial risks and opportunities, in terms of their extent and probability of occurrence. In the case of negative impacts, we also assessed remediability.

The findings of our materiality analysis, including the matrix and results, are only partial at this stage and relate specifically to the paper division. The materiality for the packaging division is in progress and will be consolidated in next year's report.

# Table of contents

<b>Governance</b>	<b>6</b>
Milestones	8
An impactful organisation	10
Key facts	11
A passion for packaging	12
A responsible leadership team	14
A collaborative sustainability	16
Blue Box Partners	18
The perfect cycle	20
Supply chain	22
Circular products	24
Innovation	26
Materiality	28
SDG	29
<b>Economic responsibility</b>	<b>30</b>
Performance and impact	32
<b>Environmental responsibility</b>	<b>34</b>
Raw materials	36
Water	38
Energy	40
Emissions	42
Recyclables and residuals	44
<b>Social responsibility</b>	<b>46</b>
Employment	48
Diversity	50
Training and education	52
Health and safety	54
<b>Annex</b>	<b>56</b>
GRI index	58
Certificates	60



### Publisher

Klingele Paper & Packaging SE & Co. KG  
Group Head Office  
Alfred-Klingele-Str. 56–76  
73630 Remshalden  
Germany

info@klingele.com

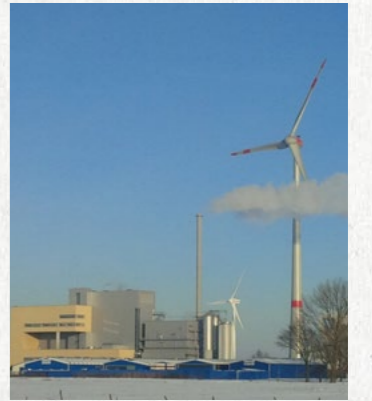
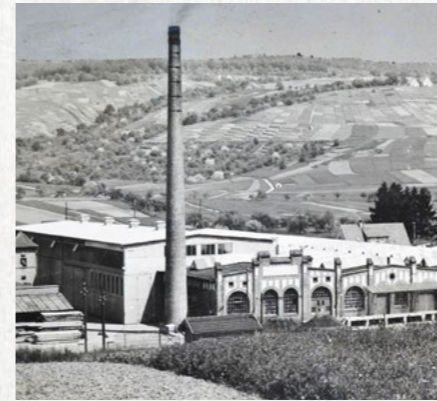
Containerboard and corrugated board  
packaging manufacturer  
Klingele Paper & Packaging

Date of publishing: November 2024  
Second edition

More about our sustainability  
management:  
sustainability@klingele.com

www.klingele.com

Governance is key to delivering over 100 years of Klingele's success.



## Governance

Governance provides Klingele with the management and decision-making processes necessary for the effective direction, control, and success of our organisation. Over the past 104 years it has been pivotal to our ability to embrace innovation, while staying true to our founding principles. From the

strength of our leadership team and organisational structure through to our collaborative approach towards sustainability and our partners, our passion for paper and packaging ensures that we deliver the products and services that customers demand.



# Klingele milestones

For over 100 years, Klingele's success has been founded on three strong pillars: our people, their ideas and their commitment. From humble beginnings to today's status as a global Group, the Klingele story continues to unfold with every apprentice or new employee who joins us.

This timeline offers only a snapshot of the many innovations and investments that have helped the Klingele name to become synonymous with expertise in corrugated board, paper, and packaging.



### Foundation

Badische Wellpapierfabrik Klingele & Holfelder in Wiesloch, Alfred Klingele & Emil Holfelder

1920



### Development

Nationwide presence in Germany and Dr. Brigitte Klingele joins the management team

1968



### Investment

Start of the largest expansion programme. Investment in machinery, technologies, and sustainable energy supply

2000



### RDF power plant

Commissioning of the energy power plant in Weener

2008



### Light weight paper

Founding of Blue Paper in Strasbourg as a joint venture with VPK Packaging Group

2013

### Investment in Cuba

Acquisition of Compacto Caribe in Cuba together with Trade Packaging

2017

### Brand-relaunch

The Group appears together under the new umbrella brand

### Entering the British market

Participation in the sheet feeder plant Onboard Limited in the UK

2019

### Expansion in the Caribbean

Acquisition of the box plant in Guadeloupe: Klingele Cartonnerie des Antilles

### Kraftliner in Brazil

Takeover of the Kraftliner mill in Nova Campina, Brazil

2021



### Energy Island, Brazil is operational

The Nova Campina energy self-sufficiency project is successfully completed

2024

1936

### Expansion

Construction of the second factory in Remshalden, current Head Office for the Klingele Group

1961

### New markets

Acquisition of the paper mill in Weener & expansion in Spain through company shareholdings

1992

### 3rd generation

Dr. Jan Klingele takes over the management of the Klingele Group



2006

### European alliance

Foundation of Blue Box Partners as a European Alliance



2016

### Steps to Scandinavia

Acquisition of Peterson Packaging together with VPK Packaging

2018

### Investment

Blue Paper: construction of the Blue Circle SRF power plant

2020

### 100 years

Company centennial anniversary



2022

### Expansion in Africa

Construction of a new sheet plant in Diamniadio, Senegal



1947

### The next generation

Dr. Werner F. Klingele takes over management of the company



# An impactful organisation



- Klingele Sites:
- Group Head Office
  - Sheet plant
  - Paper mill
  - Logistics centre
  - Power plant
  - Folding carton plant
  - Corrugated cardboard plant
  - Innovation centre
  - Corrugated sheet feeder plant

## Key facts\*

**30** LOCATIONS IN 12 COUNTRIES

1 billion € sales 2023

13 corrugated cardboard plants

Production of 750,000 t of paper per year

Producing 890 million m<sup>2</sup> of corrugated cardboard per year

Since 2011, investments of over 486 million €

**8** SHEET PLANTS

**3** PAPER MILLS

**3,200** employees

\*Figures totalled from across Klingele sites.

# A passion for packaging

## The solution provider in the paper and packaging market

KlingeLe is an international family-owned business with locations in Europe, Africa and Latin America. As a global family, we work together with all strength to meet the needs and challenges of our customers. We develop and distribute customised packaging solutions with reliable quality and a wide range of services. As true industry experts, we have a firm grip on the entire supply and production chain, from pulp to packaging. We act responsibly towards people and environment and are proud that our products

are part of a well-functioning circular economy. As a leading paper and packaging manufacturer, we recognise our responsibility towards external and internal stakeholders, the environment and society as a whole. For more than 100 years, we have been thinking ahead, using our expertise to take bold steps to consistently offer best solutions and innovative ideas. Our aim is to maximise the potential of customers and employees.



“At Klingele, our international presence allows us to effectively serve diverse markets through a combination of global scale and localised service.”

Dr. Jan Klingele, Managing Partner and CEO

### People

At Klingele, people are at the heart of everything we do – both our customers and our employees, as well as other stakeholders. Speed and flexibility enable us to respond to individual needs and develop tailor-made solutions. We promote a culture in which everyone has the opportunity to realise their full potential. Flat hierarchies and open communication ensure that our employees can actively contribute and grow together. Thus we create an environment that fosters trust and long-term partnerships.

### Planet

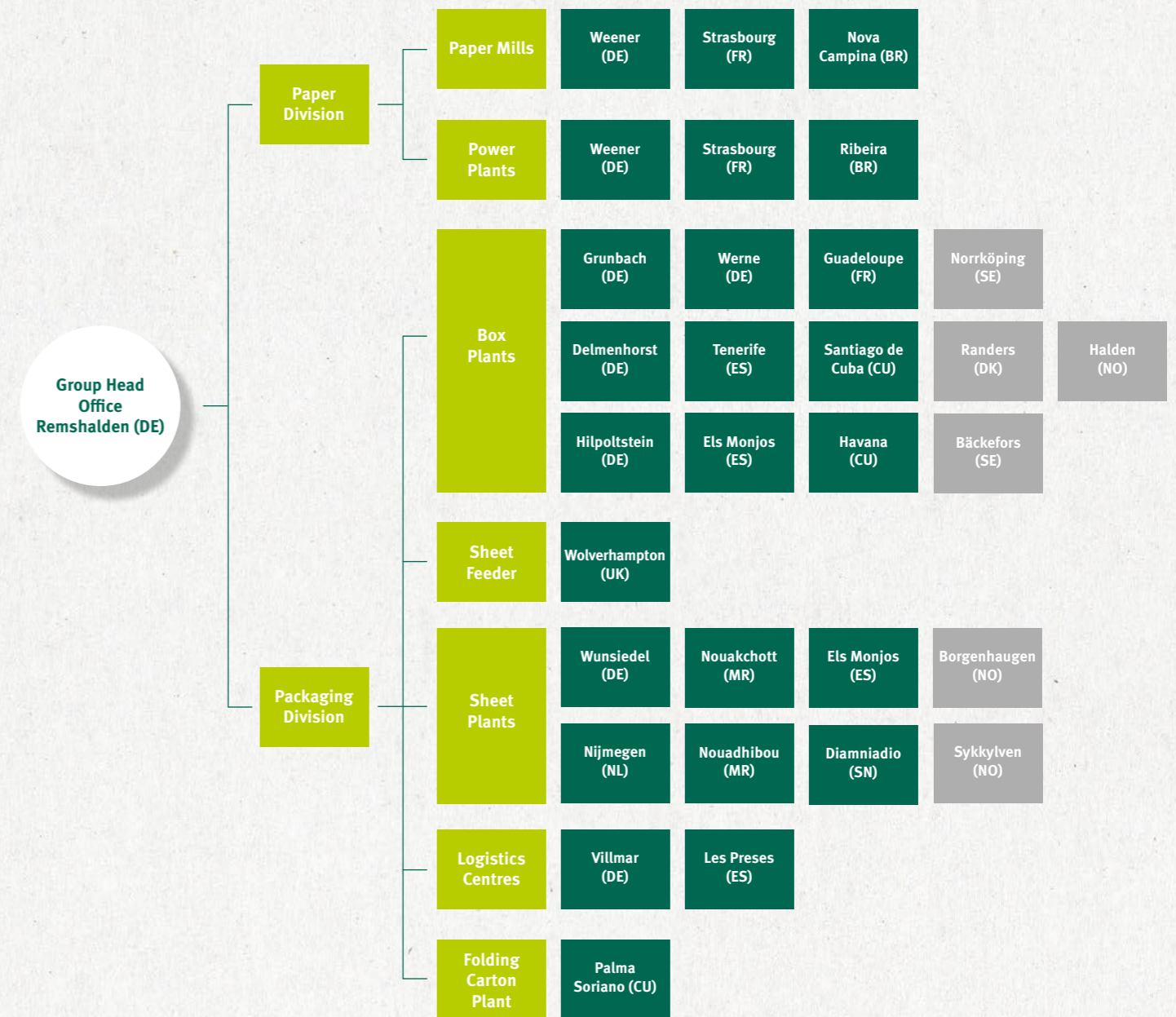
Sustainability is not just a goal for us, it is a fundamental attitude. We use modern technologies and processes to make our production more efficient and environmentally friendly. We use innovative concepts to reduce our environmental footprint and actively contribute to the conservation of resources. Decisions and investments are based on responsibility to the environment and to future generations. This is how we create tangible, lasting value.

### Progress

For us, progress means having the courage to break new ground. We focus on innovation and continuous development in order to actively shape the future. Our focus is on finding solutions that deliver added value. With our commitment to innovation and our openness to new ideas, we are constantly unlocking new potential – for our company, our customers and our employees.

## Our global presence

KlingeLe brings together specialised units to provide our customers with the best possible service. The following diagram shows our organisational structure, and the production sites included in this report (marked in green).



Please note that the production sites marked in grey have been excluded from our Sustainability Report due to their minority ownership (please see page 4).

# A responsible leadership team

## Management committee

Our management committee comprised six members in 2023, who regularly conferred to lead the affairs of the Klingele Group. With diverse backgrounds and well-defined responsibilities, committee members collectively counsel on everything from operations

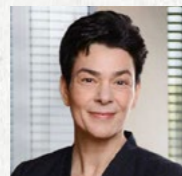
and innovation, through financial performance and regulatory issues – and of course, all matters pertaining to ESG, to ensure a comprehensive and considered approach to our commitments.



**Dr. Jan Klingele**

Managing Partner and CEO

As Managing Partner and CEO, and a third generation member of the founding family, Dr. Jan Klingele is responsible for the overall strategic leadership of the Klingele Group. Dr. Klingele is a prominent industry name, having served as president of the German, the European and the global corrugated cardboard associations.



**Carolyn Wagner**

Chief Operating Officer, Packaging Division

Carolyn Wagner has been responsible for Klingele's corrugated board and sheet plants worldwide. With 20 years in leading positions with packaging manufacturers, and a degree in packaging engineering, Ms Wagner focuses on how innovation and technology can be harnessed to deliver responsible, high-quality packaging solutions to customers.



**Robert Alexander Sieger**

Chief Operating Officer, Paper Division

Robert Sieger oversees Klingele's global paper activities, including the Nova Campina paper mill in Brazil and Blue Paper in Strasbourg (a joint venture with our partner VPK). As such, he is responsible for the sustainability of paper production, from supply to manufacture. He studied business administration in Passau and at the ESCP in Paris.



**Steffen Gehring**

Chief Financial Officer

As head of the Group Finance Department, Steffen Gehring plays a central role in ensuring that the Klingele Group balances its financial performance with ESG responsibilities. The Stuttgart-born economist has worked for the business since 2005. Previously, Mr Gehring worked as an auditor at Ernst & Young and in financial management for various technology companies.



**Thilo-Hubertus Kuhl**

Chief Sales Officer, Weener

With direct responsibility for the Weener paper mill and Power Plant's sustainability, Thilo Kuhl has been instrumental in driving forward Klingele's adoption of renewable energies and energy-efficient supply of power to the Weener paper mill. At the same time, the forestry graduate pursued the expansion of the paper mill's product range and entry into new markets.



**Christina Lauber**

Chief Services Officer, Group Integration & Services

Christina Lauber looks after Klingele's central functions, including IT, Marketing, Human Resources, Sustainability and Compliance. With 30 years of experience in the consumer goods industry, including 10 as a Managing Director, Ms Lauber has valuable expertise in strategic management and the development of synergies in complex corporate structures.

## Sustainability

Sustainable development forms a regular and prominent part of every management committee meeting. Under the broad umbrella of ESG, subjects range from energy management and strategies for reduction of emissions, to employee

well-being, supply chain transparency, and ethical governance. In addition, our management committee consults our internal experts on various sustainability matters whenever needed.



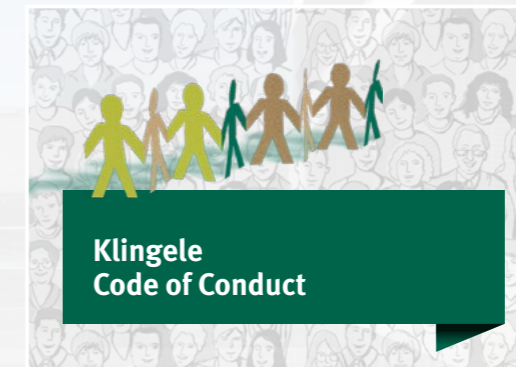
“We are integrating ESG metrics into our control processes, building on years of sustainable development projects. This will strengthen our financial oversight and align our practices with evolving standards.”

Steffen Gehring, Chief Financial Officer

## Policy commitments

Our comprehensive policy commitments and Code of Conduct – signed by Dr. Jan Klingele to ensure accountability at the highest level – set the standards for all employees. These policies are also an important basis for our business relationships, reinforcing the company's holistic approach to sustainable development and ethical business practices. The various Klingele production sites also comply with different internatio-

nal standards and certifications that provide a framework for continuous improvement and responsible business practices such as ISO 9001 for quality management systems, ISO 14001 for environmental management, FSC® Chain of Custody (CoC) certifications (Forestry Management and Controlled Wood certified suppliers in Brazil) for responsible forestry, and ISO 50001 for energy management (please see page 60).



## Whistleblowing

Transparency and accountability are critical to maintaining a positive workplace culture and ensuring that our business operates with integrity. We take ethical behaviour extremely seriously and encourage all employees to speak up if they witness any wrongdoing.

Our whistleblowing process includes the availability of an EQS Integrity hotline for anonymous reporting by employees and third parties, and the appointment of a Human Rights Officer to oversee the process.

[klingele.integrityline.com](https://www.klingele.integrityline.com)





# A collaborative sustainability

## A holistic approach

There is no economy without people – and no people without the planet we share. That’s why, when we talk about collaborative sustainability, we include our internal colleagues and partners as much as working with external organisations, and stakeholders. We recognise that addressing complex

sustainability goals requires partnership, dialogue, and cooperation. Through leveraging our strengths and resources in combination with those of others we strive to drive positive environmental, social and economic outcomes.

## Integrated sustainable management

Responsibility for sustainability extends across Klingele with our company structure enabling us to prioritise and promote sustainable thinking at every level. We achieve direct communication across departments and locations through a flat hierarchy, and

regular meetings aid swift decision making processes. For example, Plant Managers report directly to our Chief Operating Officers, facilitating greater productivity and access to expert knowledge on our material sustainability topics.



“Committing to the Science Based Targets initiative marks a pivotal step in our journey towards substantial sustainability goals, ensuring our business practices contribute positively to global climate efforts.”

Christina Lauber, Chief Services Officer

## Memberships

We are committed to being an active voice within the corrugated board sector, collaborating on sustainability solutions to improve our industry’s collective carbon footprint. Our Managing Partner Dr. Klingele plays a central role in this effort, having served as Chairman until 2022 and Vice Chairman until June 2023 of the International Corrugated Case Association (ICCA). Dr Klingele has also served as President of both the European Federation of Corrugated Board Manufacturers (FEFCO) and of the German association of the corrugated board industry – Verband der Wellpappen-Industrie (VDW). The Klingele Group is also a member of the German

paper industry association “die Papierindustrie”, the Confederation of European Paper Industries (CEPI), and the World Containerboard Organisation (WCO), reflecting its dedication to supporting the German, European and worldwide pulp and paper industries. Through its active involvement in these organizations, Klingele underscores its dedication to influencing the future of the corrugated board industry and fostering positive transformation. This commitment is deeply ingrained across generations, as Dr. Werner Klingele, the forebear of our current managing partner, played a significant role in founding both the FEFCO and ICCA.



## Science Based Targets initiative (SBTi)

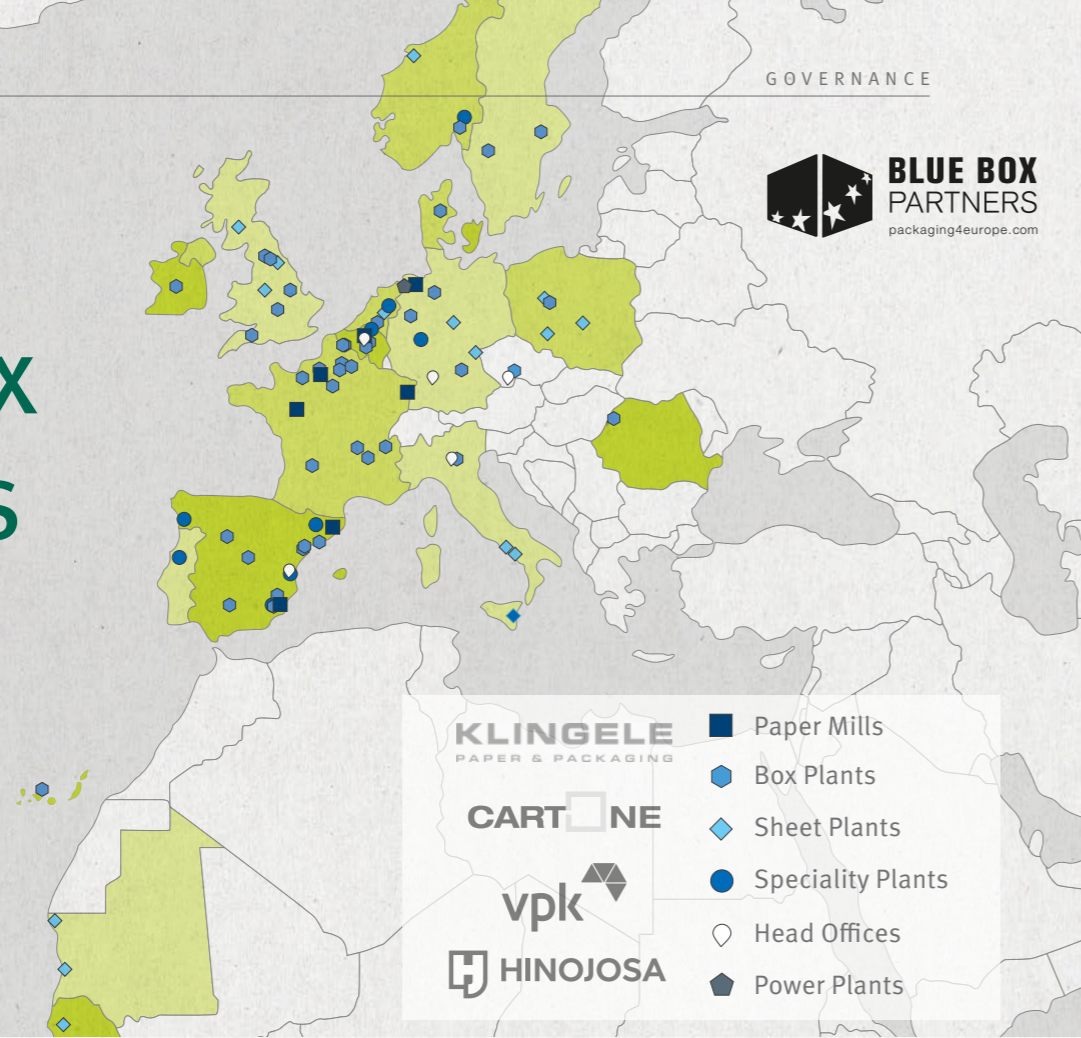
Klingele has strategically aligned with the Science Based Targets initiative (SBTi), committing to rigorous climate targets. This move demonstrates Klingele’s commitment to sustainability through the achievement of tangible objectives, namely the attainment of net-zero emissions by 2050 and a 50 per cent reduction in emissions by 2030. These commitments build on our long-standing sustainability practices and demonstrate our

belief in the compatibility of environmental responsibility and economic success. The German corrugated cardboard plants have established both short-term and long-term emission reduction targets in line with SBTi’s science-based objectives. This ambitious alignment demonstrates our proactive stance on global climate challenges and reinforces our dedication to sustainable business practices.





# Blue Box Partners



For client companies who operate across Europe, a packaging partner capable of delivering consistent quality and guaranteed supply across Europe is highly desirable. Equally, individual factories of these companies value the shared language and personal service they get from a local contact.

But how can this be best achieved? Well, since 2006, Klingele has been proud to be part of one answer. We are a founder member of Blue Box Partners, an alliance of European manufacturers that share a clear objective: to supply customers with corrugated cardboard packaging throughout Europe in the best possible way.

Our fellow partners pursue the same progressive philosophy and strategy. We are all family businesses, well-established and successful in our respective markets. Alongside Klingele Paper & Packaging Group headquartered in Germany, there is Cart-One S.R.L. (Italy), Hinojosa Packaging Group, S.L. (Spain), and VPK Group NV (Belgium). By aligning innovation, reliability and partnership, with well-structured organisational, working and communication structures, Blue Box Partners has developed into a powerful strategic alliance in Europe that delivers corrugated packaging for customers where and when they need it.



“Our partnership within Blue Box Partners underscores our commitment to excellence and enduring values. Together, we strive to deliver corrugated packaging solutions across Europe that balance customer needs with our goals for sustainability.”

Armin Höttges, European Sales Manager of Blue Box Partners

## Sustainability at Blue Box Partners

A commitment to responsible and sustainable business unites the Blue Box Partners. We understand that sustainability, in all its forms, is the framework for success.

We build trusting relationships with our customers, provide our employees with a safe and supportive workplace, and actively engage as a pioneer for climate and environmental protection.

Our corrugated packaging solutions are developed not only to add value to our customers but to contribute towards a closed loop circular economy. This has enabled us to set trends in packaging across Europe and provide an innovative approach to every challenge. Whether highlighting alternatives to plastics or optimising the efficient use of materials, we are the ideal partner to achieving a resourceful and innovative path for the future.

## Facts & figures

Blue Box Partners play an important role in the European packaging market. Collectively, we are among the top three providers of corrugated packaging in Europe. The Blue Box Partners sustainability reports are available at: [www.packaging4europe.com](http://www.packaging4europe.com)

121  
Box plants

12  
Paper mills

>12,700  
Employees

Corrugated board production of **4.3 billion m<sup>2</sup>**

Paper production of  
**1,8 million tonnes**

Sales of  
**3.7 billion €**

Investment of more than **750 million €** until 2026

### The Blue Box Partners



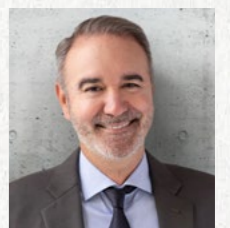
Dr. Jan Klingele  
Managing Partner  
Klingele Group



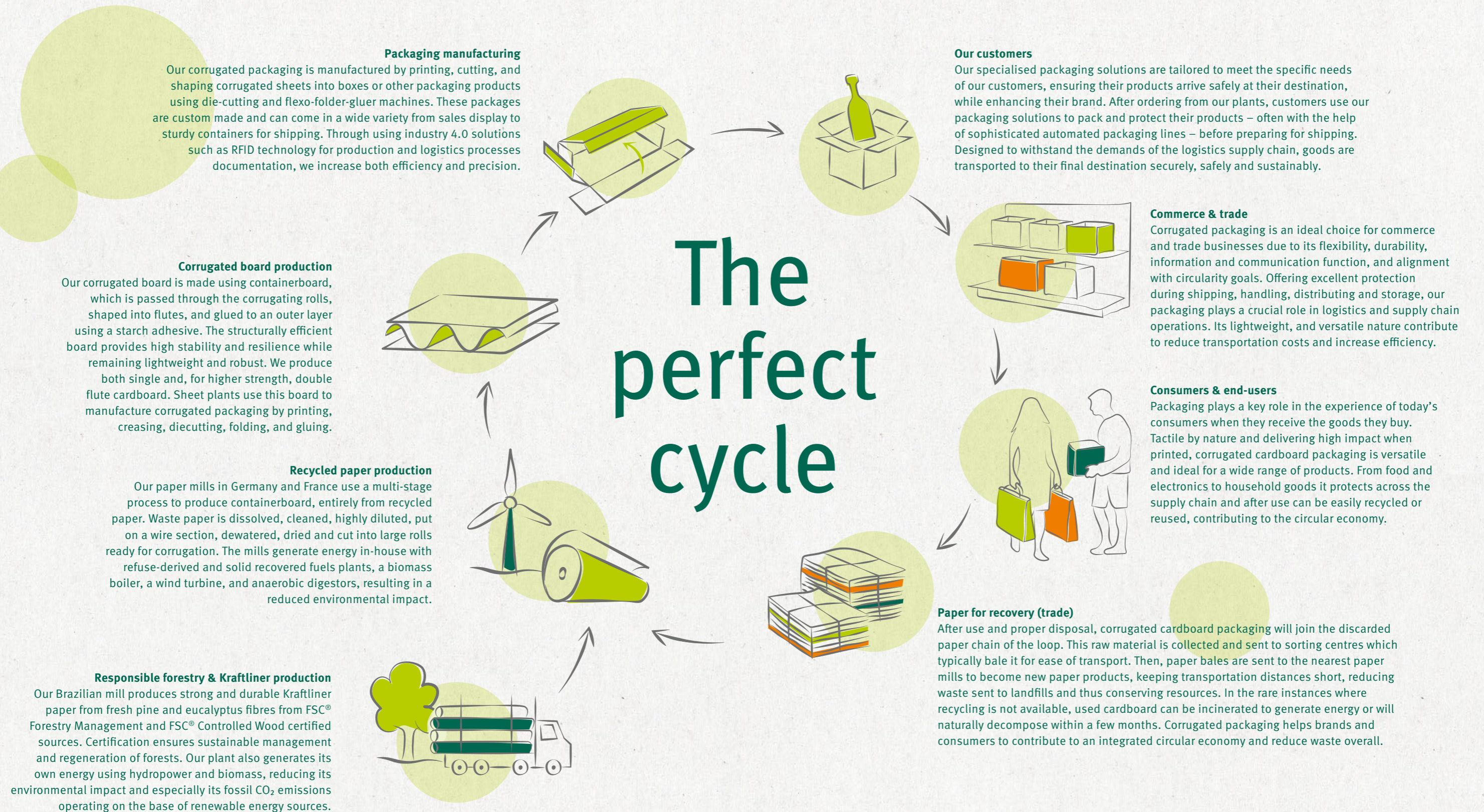
Antonio Sada  
Managing Partner  
Cart-One Sada Division



Denis Zenner  
Shareholder  
VPK Group



Ruben Martinez  
President of  
Hinojosa Group



# The perfect cycle

Closed loop recycling management is a key element in the European Commission's strategy for a climate neutral Europe by 2050. The future belongs to packaging materials that are part of a circular flow

of materials. The proven circularity of corrugated cardboard, saving resources and energy, makes Klingele a pioneer in recyclable packaging.



“As in a chain where each link must hold firm, every one of our paper mills is robustly supported by our proprietary energy production, ensuring operational sustainability and efficiency.”

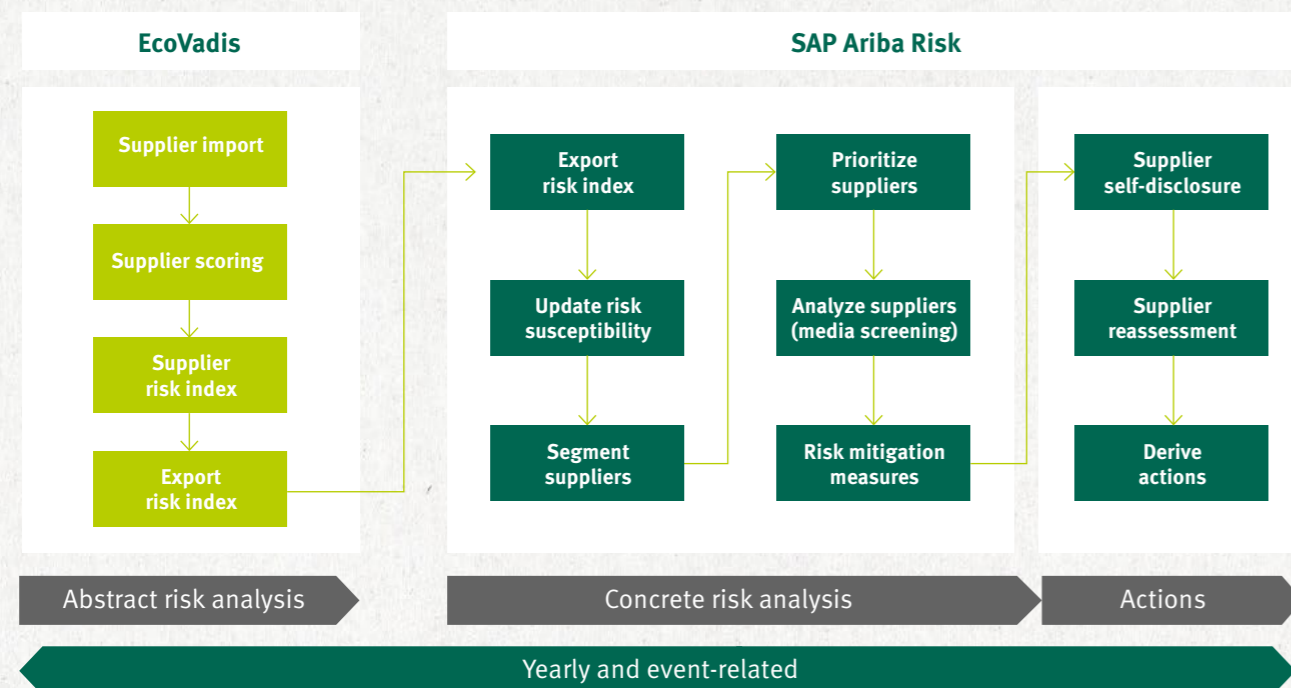
Britta Trauernicht, Head of Group Energy Management & General Manager of the Weener paper mill

# Supply Chain transparency through digital risk analysis

Protecting human rights and the environment in the supply chain – this is the aim of the German Supply Chain Due Diligence Act, which is also binding for us at Klingele. With about 1,200 employees in Germany (as of 2023), we have been subject to the Supply Chain Act since January 1, 2024. Although Klingele already met high standards in environmental protection and social responsibility, we lacked a systematic approach of monitoring and improving conditions along the entire supply chain with (at the beginning of 2024) 5,800 suppliers.

In order to meet the requirements of the Supply Chain Act, a comprehensive process was set up in early 2023 for the plants in Germany, which will be continuously developed and rolled out globally in the future. Sixtine Germain has been appointed Compliance Manager, a new position dedicated to this issue. Klingele chose the EcoVadis IQ Plus software for the abstract risk analysis required in the first step. The concrete risk analysis is then carried out using SAP's Ariba Risk software. This enables the company to identify high-risk suppliers and impose measures on them to minimise or mitigate their risk.

## Strategy for risk mitigation in the supply chain



## An engaged supply chain

The future process will see Klingele's ERP system S/4HANA issuing a warning and preventing the order if the buyer places an order with a company classified as a high-risk supplier. Thus, we ensure well thought-out processes and promote responsible behavior along our supply chain. For this successful implementation, Klingele was named 'Grand Winner' in the 'Rapid Time to Value' category of the SAP

Quality Awards for Customer Success 2024. The EU Supply Chain Act was also passed at the end of May 2024. With processes that can be integrated into the SAP Ariba Risk software, Klingele is well prepared to map the human rights and environmental due diligence obligations required by the EU Supply Chain Act along the entire supply chain.



As Grand Winner in the 'Rapid Time to Value' category at the SAP Quality Awards for Customer Success Germany 2024, Sixtine Germain presented Klingele's supply chain risk mitigation process as a winning formula for German Supply Chain Due Diligence Act requirements.



“When planning this project, we looked for digital solutions right from the start. These are essential for our risk management in order to effectively implement the requirements of the Supply Chain Due Diligence Act and ensure a sustainable and transparent supply chain”

Sixtine Germain, Compliance Manager

# Products and solutions across the Klingele Group

## Expertise

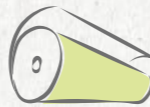
The Klingele product portfolio comprises a range of containerboard, from recycled paper produced in Europe and virgin fibres from FSC® Forestry Management and FSC® Controlled Wood certified sources in Brazil (please see page 60), as well as packaging solutions made of corrugated board. All of this is supported by a wide range of services along the supply chain, from consultancy to co-packaging. By identifying and meeting specific market needs, we develop innovative, sustainable and tailored solutions for our customers' applications across sectors in many different industries. Our high-quality production facilities and years of experience, ensure we can offer our customers a wide range of production options, within our service portfolio.



## Product range

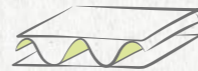
### Corrugated base paper (Containerboard)

- Testliner
- Fluting
- Kraftliner
- Special solutions



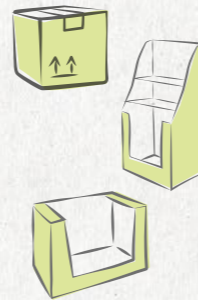
### Corrugated sheets

- Various flute profiles (single-flute, double-flute)



### Corrugated packaging

- Regular slotted containers
- Displays
- FMCG packaging
- E-commerce packaging
- Packaging for groceries (hygiene standards approved)
- Industrial packaging
- Standard packaging according to FEFCO standards
- All readily recyclable



### Services

- Packaging development and optimisation
- Printing consultancy
- Supply chain management
- Klingele Academy
- Co-packaging
- Packaging machinery technical consultancy
- Optimised business processes (logistics and transport)
- CO<sub>2</sub> optimised packaging with reduced transportation volume
- Timely deliveries of desired quantities, including small and minuscule
- Inventory management and warehouse control
- RFID support

## Paper – the base of our packaging

A significant proportion of paper used in our products is manufactured at our three paper mills located in Weener, Germany; Strasbourg, France and Nova Campina, Brazil. The mills offer complementary expertise to bolster the diversity of our offering. Weener specialises in recycled paper of higher grammages, the Strasbourg 'Blue Paper' facility focuses on lighter recycled materials, while in Brazil we produce packaging papers from virgin fibres for their higher strength and purity level for the food industry.

In total we can produce up to 890,000 tonnes of paper per year, converted into high-quality containerboard. We support our commitment to a circular economy by using recycled paper, optimising the operational efficiencies of our paper machines and investing in a number of energy saving initiatives.

In 2019, our environmental strategy and its implementation were recognised at the World Corrugated Awards, where we took the prize for the worldwide best "Environmentally Friendly and Intensive Production Contribution." Customers can be confident in the consistent quality of our base materials, which are used to produce our packaging.



Our comprehensive internal processes, from the management of materials to stringent quality control and reliable delivery, ensure our finished products meet the high standards which our customers expect and to which we are dedicated.

# Innovation – from products to processes

Our family business places great importance on innovation and sustainability. We remain committed to pursuing these, both in our overall strategy and in our daily operations. Through this, we continually strive to develop product solutions for our customers,

with a focus on environmental protection, product presentation, and handling qualities. Our products have received recognition through industry awards, reinforcing our dedication to continue on this path and to perfect our offerings.



This customised box provides a bespoke solution to safely transport goods, such as bottles or other fragile products and protect them from getting damaged. Designed to be strong and stackable for efficient supply chain management, it features high quality multi-colour printing for a striking brand presence. This environmentally friendly packaging solution is in line with our sustainable business practices.

Our innovative individual single-item delivery e-commerce packaging for La Vita bottles impresses by combining maximum product protection with effective promotion. The single material packaging is easily recyclable once safely opened by consumers.



Our 1/4 pallet eco display system provides Zarelo with a ready-made transport system, without the need for plastic. Easily assembled by hand, its high impact print delivers maximum branding and is easily recyclable once all products are sold.



## Innovation management

Our innovation management at Klingele is designed to successfully navigate the constant changes and growing demands of the market. Florian Härer, our innovation manager, leads a system that not only develops new paper and packaging solutions but also advances services, processes, and business models. With the four principles of guiding, enabling, researching, and involving, we ensure that we can meet both current and future customer needs. Our projects include collaborations with renowned research institutions, such as the partnership with

the University of Stuttgart in the field of artificial intelligence, which has recently gained scientific recognition. Additionally, through our Co-Creation Arena, we foster creative solutions together with our customers. The regular Innovation Days facilitate the rapid exchange of market trends and technological advancements within the entire Klingele Group. Our innovation strategy is based on leveraging future technologies to improve our existing business and discover new business areas. We also strive to develop partnerships to collectively achieve these goals.



“Through strategic partnerships with institutions like the University of Stuttgart and our dynamic Co-Creation Arena, we’re integrating advanced technologies to redefine sustainability and innovation within our industry.”

Florian Härer, Innovation Manager

# Materiality

## Our Double Materiality

Our materiality analysis identifies the sustainability issues that are relevant to Klingele, to help us define strategic priorities. Our analysis aligns to the European Sustainability Reporting Standards (ESRS) and Corporate Sustainability Reporting Directive (CSRD). We use double materiality to better analyse topics, comparing impact and financial materiality.

**Impact materiality:** What negative or positive, actual or potential impacts does Klingele

have on people and the environment through its industrial activities in relation to the sustainability topics?

**Financial materiality:** What financial risks or opportunities arise from the sustainability topics for Klingele?

The analysis is led by Klingele's Sustainability Management team and supported by experts from the various plants. For further details on our materiality process, please read "About this report" on page 4.

## Summary of results

### Climate change

We identified a negative material impact due to high energy consumption; however, this is moving in a positive direction thanks to our growing investment in renewable energy production and transformation working groups to set climate targets.

### Resources

Analysis confirmed a mixed impact. The negative was due to high water consumption and industrial processes. More positive outcomes came from the circularity of Klingele's products and from the plants' FSC® Chain of Custody certifications (please see page 60), which guarantee the highest standard of forest management to minimise impacts on ecosystems and biodiversity both on site and in our value chain.

### Our workforce

This registered an overall positive impact, thanks to collective bargaining agreements, workers' councils, and the possibility for further professional and personal development. While we are focused on implementing the highest standards for our Health & Safety, we recognise that there is always work to do and we remain fully committed to consistently seeking opportunities for further improvement.

### Value chain workers and communities

We noted a mixed impact but acknowledged that deeper insights are needed. We defined as positive the FSC® CoC certifications of the plants (please see page 60), which also considers human rights in its audits, as well as our overall good relationship with residents around the plants.

(Year 2022)

# The Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDG) are a comprehensive framework for addressing the world's most pressing environmental, social, and economic challenges. Accordingly, we are integrating SDGs into our existing business strategies.

**3 GOOD HEALTH AND WELL-BEING** **2,650 employees** are protected by the Klingele Safety Management System, which has been developed to create a safe workplace culture and provide resources for the physical and mental wellbeing of all our employees. By promoting healthy lives, our proactive approach aligns with the targets outlined in SDG #3 'Good Health & Wellbeing'.

**4 QUALITY EDUCATION** **1,715 participations in 223 seminars** at the Klingele Academy to date. Klingele actively contributes to SDG #4 'Quality Education' by offering varied training courses, ranging from corrugated board technology to management, IT and work-life balance. By focussing on developing staff skills, we contribute to fair education and lifelong learning.

**6 CLEAN WATER AND SANITATION** **27,156.00 m³** of water was recycled and reused in our paper mills and at our integrated power plant at the Weener paper mill. Paper production is a water-intensive process and by recycling and reusing water, we reduce the demand on fresh water resources. This effort is a crucial step in minimizing water consumption and directly contributes to achieving the targets outlined in SDG #6 'Clean Water & Sanitation'.

**7 AFFORDABLE AND CLEAN ENERGY** **223 GWh** of electricity generated from renewable sources in 2023. Klingele invests in a variety of renewable energy sources, including solar, biomass, hydropower, wind turbine and one power plant. This results in a decreased carbon footprint per units produced and a drastically reduced reliance on fossil fuels. Such efforts are directly contributing to achieve the targets outlined in SDG #7 'Affordable & Clean Energy'.

**8 DECENT WORK AND ECONOMIC GROWTH** **12 countries** invested in through Klingele's internationalisation. With over a century of experience, our company actively contributes to promoting longterm economic growth and generating job opportunities, not only in Germany but in various regions across Europe, Africa, and Latin America, directly contributing towards achieving SDG #8 'Decent Work & Economic Growth'.

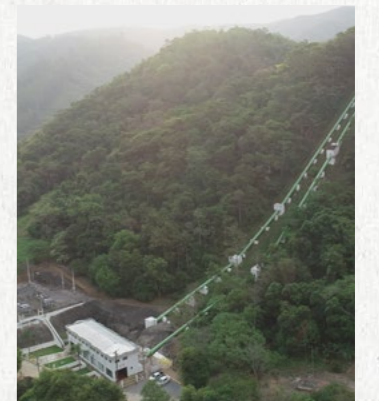
**9 INDUSTRY, INNOVATION & INFRASTRUCTURE** **486 million** euros invested since 2011 in technology, industrial infrastructure and renewable energy supply with Klingele's investment predating the implementation of SDG #9 'Industry, Innovation & Infrastructure'. Our unwavering commitment to sustainable development through renewable energy sources has, for instance, earned us the Zonnedak Award in 2022 for the successful implementation of photovoltaic panels at the Nijmegen site.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION** **480,000 t** – 454,000 tonnes of discarded paper processed in Europe last year to produce 100 per cent recycled corrugated base paper. 26,000 tonnes of discarded paper, together with pulpwood from FSC® Forest Management and FSC® Controlled Wood sources, were used to produce Kraftliner in Brazil (see page 60). These efforts demonstrate our dedication to circular and sustainable production practices, supporting SDG #12, 'Responsible Consumption and Production'.

**13 CLIMATE ACTION** **88%** of the fuels consumed in 2023 came from renewable resources including substitute fuels, demonstrating our commitment to reducing Klingele's dependence on fossil fuels. Over the past two decades we have invested in many different renewable energy sources. This has significantly decreased our greenhouse gas emissions per unit produced, and promotes sustainable practices to combat climate change, in line with SDG #13 'Climate Action'.



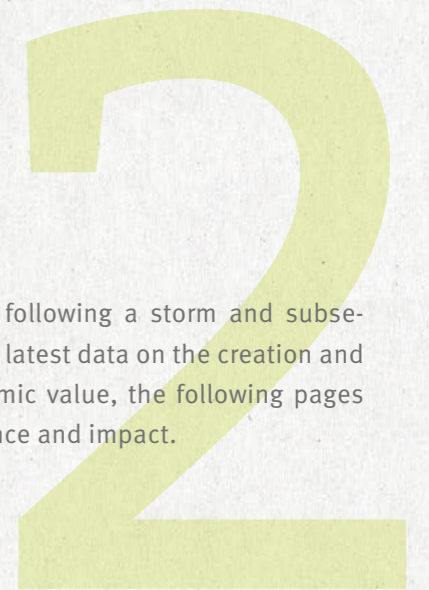
Economic responsibility is central to Klingele's corporate strategy.



## Economic responsibility

Economic responsibility is central to the Klingele Group's corporate strategy and we demonstrate great care to achieving our desired business results while also operating sustainably. From describing the support we provided to our colleagues at the Baillif

plant in Guadeloupe following a storm and subsequent flooding, to the latest data on the creation and distribution of economic value, the following pages explore our performance and impact.







9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

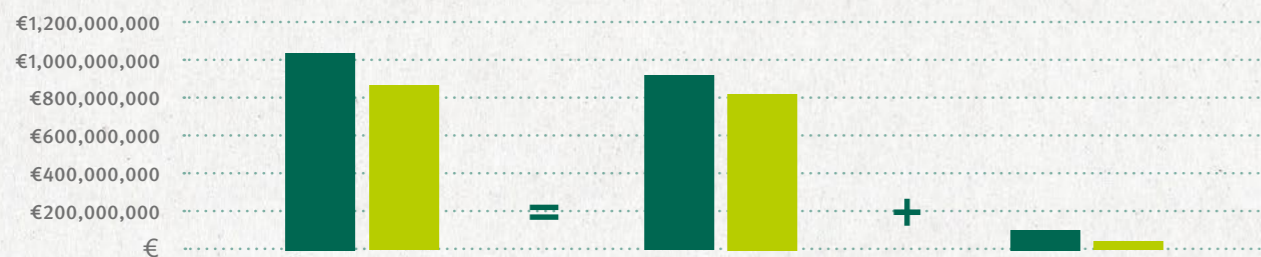
Key data

# Economic performance and impact

This summary of our economic performance and impact is based on the Klingele Group's financial statements. These were prepared using the accounting records of our constituent companies and include all adjustments and reclassifications necessary to ensure consistency (in terms of timing and

valuation) with the Group's accounting policies. The data is a purely summary view, i.e. no consolidation has taken place. In the reporting period, there were no legal proceedings due to anti-competitive behaviour or infringements of antitrust and monopoly law.

Direct Economic value generated: Revenues (EVG)



	Economic Value Generated (EVG)	Economic Value Distributed (EVD)	Economic Value Retained (EVR)
2022	1014.17 M€	893.87 M€	120.30 M€
2023	857.17 M€	811.31 M€	45.86 M€
% change	-15.48%	-9.24%	-61.88%

Direct Economic Value Distributed (EVD)



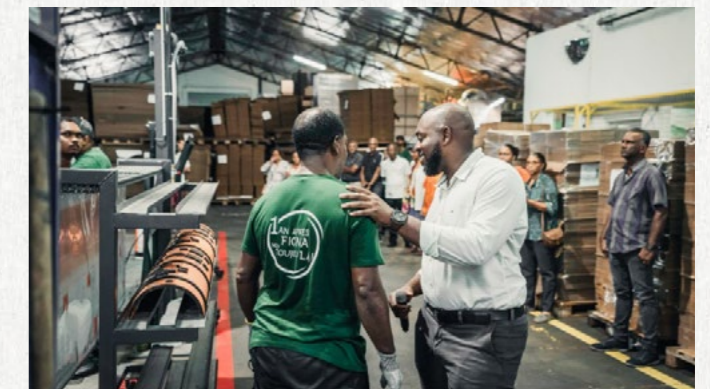
	Direct economic value distributed (EVD)	Operating costs, excluding employee wages and benefits	Wages and benefits for employees	Payments to providers of capital (excluding withdrawals for partnerships)	Payments to the state	Investments at municipal level
2022	893.87 M€	753.24 M€	111.55 M€	7.13 M€	21.87 M€	0.08 M€
2023	811.31 M€	672.84 M€	121.10 M€	11.28 M€	6.02 M€	0.08 M€
% change	-9.24%	-10.67%	8.56%	58.19%	-72.48%	-5.92%

Case study

# Guadeloupe: reconstruction after hurricane

On September 17th, 2022, a hurricane in Guadeloupe caused extreme flooding, which also irreparably damaged several systems and machines at the Cartonnerie des Antilles in Baillif. This resulted in the cessation of operations and the necessity to replace a significant proportion of the machines. The corrugated cardboard plant, which was founded in 1963 and specializes in packaging for bananas, drinks and spirits as well as the local industry, has been part of the Klingele Group since 2021. It has a production capacity of 25 million m<sup>2</sup> per year. The 36 employees on site, supported by Klingele's head office, ensured the reorganisation of the Caribbean site. The corrugator and converting machines have been operational again since September 2023, with

increased quality, safety and productivity thanks to investments in new, more efficient equipment. The local industry association, the Association des Moyennes et Petites Industries de la Guadeloupe (MPI), provided valuable moral support. 'The company's courage to open sites in high-risk areas such as in Guadeloupe drives economic activity and job creation, improves the well-being of residents and promotes regional growth and progress,' says Christophe Wachter, Secretary General (MPI). In the meantime, the plant in Werne had taken over a large part of the packaging production that was shipped to the Caribbean. This meant that customers in Guadeloupe could continue to rely on Klingele.



“The reconstruction shows that we are not looking for short-term solutions, but want to have a long-term positive impact on the local economy and community.”

Christophe Palcy, Plant Manager at the Bailif corrugated board plant

At Klingele,  
we take our  
environmental  
responsibility  
seriously.



## Environmental responsibility

As the Klingele Group's activities have a direct impact on the environment, we take our environmental responsibilities very seriously. In our last report, we recorded zero incidents of non-compliance with environmental laws and regulations that resulted in monetary sanctions, in accordance with GRI 307-1. We are proud to report once more that we had no such incidents in 2023. This chapter highlights our increased

commitment to compliance and continuous improvement of our environmental performance. The topics presented here, such as the 'Modellfabrik Papier' raw materials project, water consumption, hydropower in Brazil, electricity generation and consumption, the photovoltaic expansion in Tenerife, the decarbonization project in Weener and the management of recyclables and residual materials, reflect these efforts.



Key data

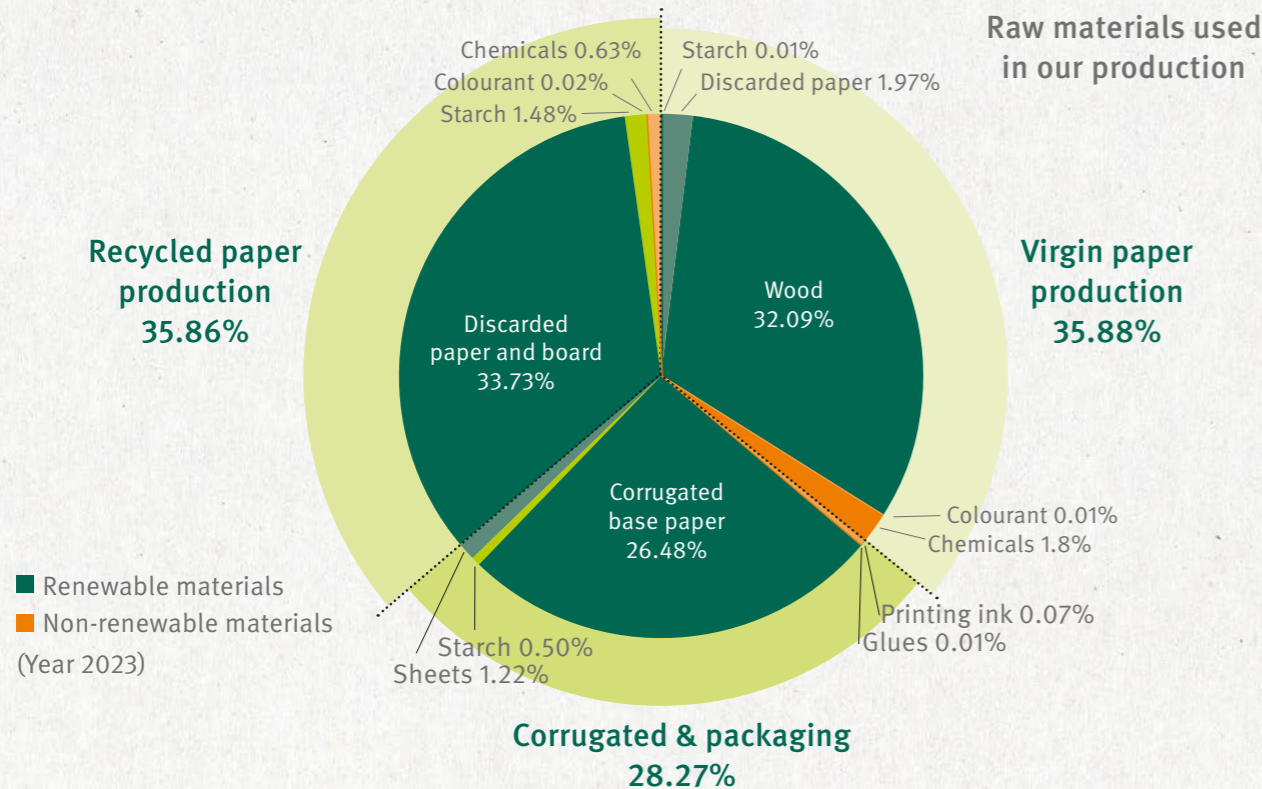
# Raw materials

**Paper**

In 2023, we processed 480,793 tonnes of wastepaper to produce containerboard. Our Weener and Strasbourg sites produce 100 per cent recycled paper. In Nova Campina 30 per cent of the fibers come from discarded paper and board, while the remaining 70 per cent are virgin fibres. For the manufacture of virgin paper, we use pulpwood, wastepaper, chemicals and starch as our raw materials. For recycled paper production, we use discarded paper and board, starch, colourant, and chemicals.

**Corrugated board**

Corrugated board is produced in our sheet feeder and our integrated corrugated box plants using containerboard and starch. Of the 356,627 tonnes of containerboard used in 2023, 172,516 tonnes were produced in our own paper mills, equating to 48 per cent of the total input from plants covered by this report.



**Packaging**

Our packaging is produced in our integrated corrugated box plants and our sheet plants. During board processing for packaging, we also use 155 tonnes of glue and 881 tonnes of printing inks across our sites.

**Renewable and non-renewable**

96.25 per cent of our raw materials are renewable – this includes fibres, whether recycled or virgin, and starch. The remaining 3.75 per cent are from non-renewable sources, and include colourants, chemicals, glues, adhesives, and printing ink.

Case study

# Focus on customised raw materials: the “Modellfabrik Papier”

80 per cent of fibre raw materials in Germany are sourced from waste paper. However, virgin fibres remain crucial for maintaining the recycling loop. The properties of these fibres not only influence the functionality of the end products but also affect the water and energy consumption during paper production. Consequently, the ‘Modellfabrik Papier’ is exploring ways to modify pulp made from wood and other fibres to reduce resource use. Klingele has been actively involved in developing innovative production technologies within this initiative since 2021 and became an official partner on 3 May 2022.



The ‘Modellfabrik Papier’ stands as the first publicly funded research project focused on energy saving and decarbonisation in paper manufacturing. Supported by 24 shareholders and seven leading research institutes, it drives two major projects: The FOREST project, which is developing a digital twin framework for paper production, and the FOMOP research cluster, which explores and aims to scale up new energy-saving processes in both aqueous and non-aqueous media, including comprehensive energy and material cycle assessments. Central to this initiative is the customisation of raw materials, aiming to significantly reduce resource consumption in production. These

modifications represent pioneering solutions for more sustainable paper production and impact all subsequent process stages and the overall energy consumption of the production chain. The research findings are assessed holistically and evaluated for scalability. Klingele staff, serving on a project advisory committee, contribute their practical industrial experience to the research, focusing particularly on biotechnological and chemical methods to optimise water retention and drying processes, as well as on investigating dry or low-water fibre configurations.

“Shaping the entire paper industry in a sustainable and visionary manner is our objective,” explains Peter Bekaert, Managing Director of Modellfabrik Papier GmbH. “Experienced partners are vital for achieving this. Klingele, with its expertise in sustainable and resource-efficient production methods, understands the industry’s challenges and is a key collaborator in our efforts.”



“Initiatives such as these, which involve research by experts in the field, are critical to improving the environmental footprint of our products.”

Robert Sieger, Chief Operating Officer, Paper Division



Key data

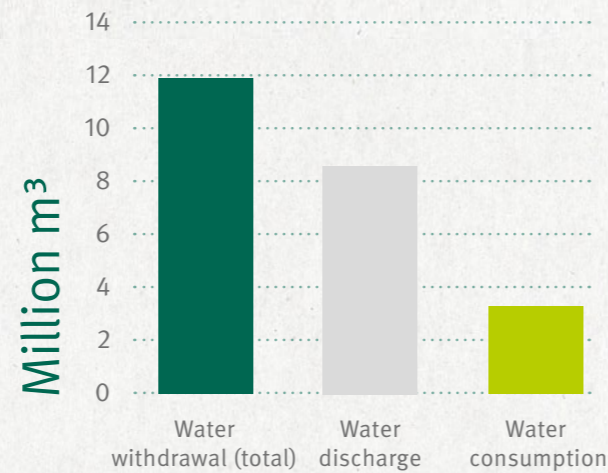
# Water usage

Combining the Klingele Group’s paper and corrugated board production sites covered by this report, almost 12 million cubic metres of water is withdrawn annually. To ensure responsible usage, we analyse our water consumption in several ways:

- The ratio of water discharge and water consumption to water supplies (total)
- Individual categories of water supplies (total)
  - Surface water usage
  - Groundwater extraction
  - Rainwater harvesting
  - Municipal water extraction

We consume 27.52 per cent of our water with the remaining 72.48 per cent being discharged.

Water usage (Year 2023)



Paper production		Amount
Water withdrawal (total)	m³	11,883,206
Surface water withdrawal	m³	9,136,777
Ground water withdrawal	m³	2,490,401
Rainwater usage	m³	41,552
Municipal water withdrawal	m³	214,476
Water discharge	m³	8,612,604
Discharged to sewers	m³	24,305
Discharged to surface water	m³	8,588,299
Water consumption	m³	3,270,602

(Year 2023)

Corrugated & Packaging		Amount
Water withdrawal (total)	m³	91,999
Surface water withdrawal	m³	2,284
Ground water withdrawal	m³	3,960
Rainwater usage	m³	0
Municipal water withdrawal	m³	85,755
Water discharge	m³	47,569
Discharged to sewers	m³	47,569
Discharged to surface water	m³	0
Water consumption	m³	44,430

Case study

# Hydroelectric power plant Catas Altas: Renewable energy for Nova Campina

Generating electrical energy with the power of water – this is what our Brazilian paper mill in Nova Campina relies on. The Catas Altas run-of-river power plant, built in 1962 and part of Klingele since 2021, plays a central role in this and utilizes the eponymous river. With twelve qualified employees we generate over 28 GWh of renewable energy every year, supporting the paper mill energy self-sufficiency.

The hydropower plant has its own transformer station with two transformers with a capacity of 2,500 kVA and 6.6/66 kV. Equipped with two mechanical Francis water turbines, which together have a generation capacity of 4.2 MW (2.1 MW each), the energy generated is fed directly to our paper mill in Nova Campina via a circa 60-kilometre 66 kV electric circuit. The decision in favour of the hydropower plant was made for a clear reason: energy self-sufficiency from renewable sources.



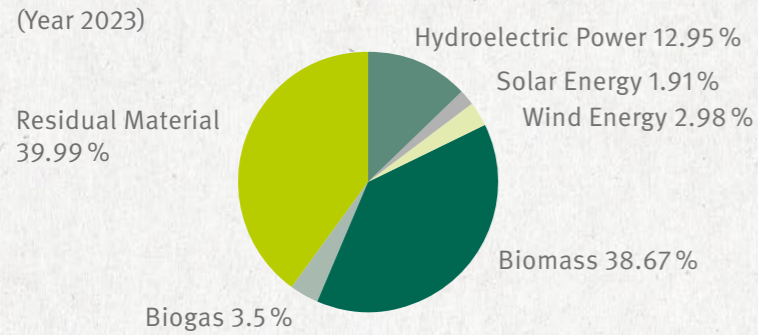
“We want to operate our paper production with self-generated, renewable energy wherever possible and thereby minimize our greenhouse gas emissions.”

Ângelo Teixeira Junior, General Director of the paper mill Nova Campina

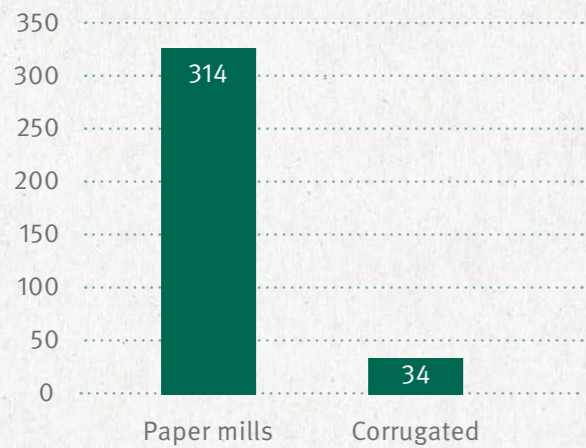


Key data

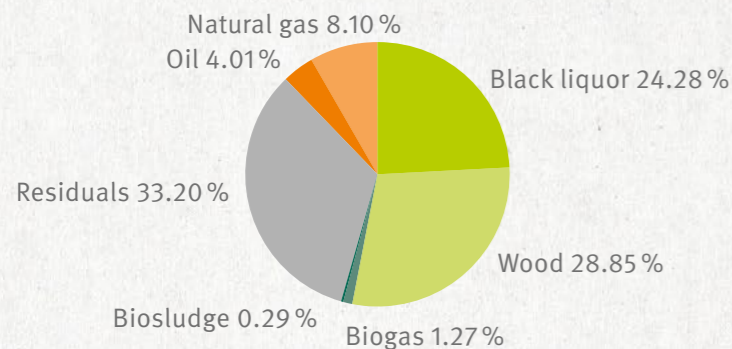
# Electricity generation & energy consumption



Electricity consumption compared (in GWh) (Year 2023)



Combustion (Year 2023)



### Electricity generation & consumption

At Klingele, we generate over half of the electricity we consume, with only 41.38 per cent of our total electricity consumption being purchased. Importantly, we produce this energy sustainably from:

- A refuse-derived fuel (RDF) plant in Weener
- Biomass use in Strasbourg and Nova Campina
- Hydropower in Ribeira
- A wind turbine in Weener
- Biogas use in Weener and Strasbourg
- Solar pannels across six sites

Overall, 91.24 per cent of the electricity we produced we consumed ourselves, with the remaining 8.76 per cent fed into the grid. As 90.15 per cent of the electricity we consume is required for paper production, we focus our efforts on saving energy and CO<sub>2</sub> at our three paper mills.

**Combustion for energy generation**  
87.89 per cent of our energy derived from combustion is generated from renewables (biogas, biomass, substitutes) with only 12.11 per cent coming from the use of fossil fuel (oil and gas) sources.

Case study

# Tenerife: increasing photovoltaic energy installations

Tenerife offers ideal conditions to be powered by solar energy with over 3,000 hours of sunshine a year. Klingele is utilizing this natural resource with a photovoltaic project at its site on the Canary Islands. Since August 1, 2023, the roofs of the corrugated cardboard plant have been equipped with photovoltaic systems. The project is in an advanced stage and is scheduled for completion in 2026. On an area of over 20,000 m<sup>2</sup> – equivalent to almost three football pitches – 3,280 photovoltaic modules have been installed, which will generate a total

output of 1,804 kWp. In the future, this system will generate around 2.5 GWh of electricity annually, not only exceeding the plant's energy requirements of just under 1.9 million kWh by around 37%, but also enough to supply around 600 Spanish households with electricity for a year. We are convinced that our investment of more than 5.5 million euros and the technological innovations that have gone into the installation and operation of the solar modules will significantly improve the efficiency and effectiveness of energy generation.



“Our photovoltaic project not only makes us energy self-sufficient but also significantly reduces our greenhouse gas emissions.”

Martín Tabares de Nava; Head of the African and Caribbean Region



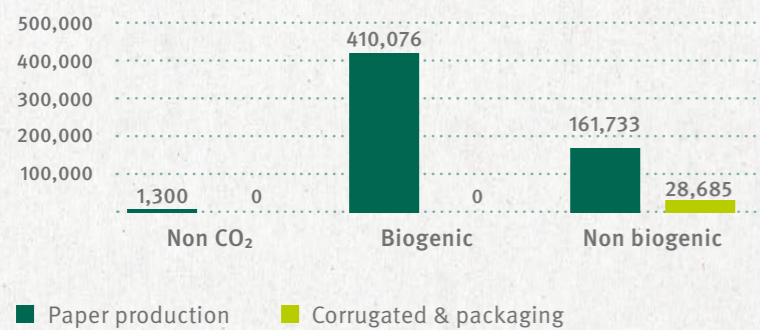
## Key data Emissions

Both Scope 1 and Scope 2 emissions were accounted for comprehensively in the assessment, and emissions data is represented in this report. Emission factors were defined using the Futureproofed platform. By using this system, we have access to a broad range of emission factors following the widely used Greenhouse Gas (GHG) Protocol. Scope 1 emissions included all company facilities under the Klingele Group and any subsidiaries which are 50 per cent or more owned by Klingele. Company vehicles were initially excluded as they were estimated to contribute less than 5 per cent of Scope 1 emissions. However, measures were taken to account for company vehicles'

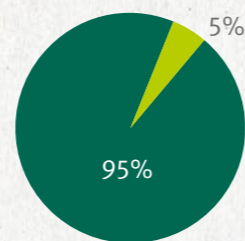
emissions. Scope 1 amounts to 156,781 tonnes of CO<sub>2</sub> equivalent emissions, and Scope 2 is 33,646 tonnes of CO<sub>2</sub>e.

We have already started to compute Scope 3 data as well, such as inbound emissions from the purchase of goods and services, capital goods, fuel and energy, and outbound emissions resulting from product transportation and processing. We are continuously working to improve our capabilities to include Scope 3 and all relevant categories.

Emissions overview (in tonnes) (Year 2023)



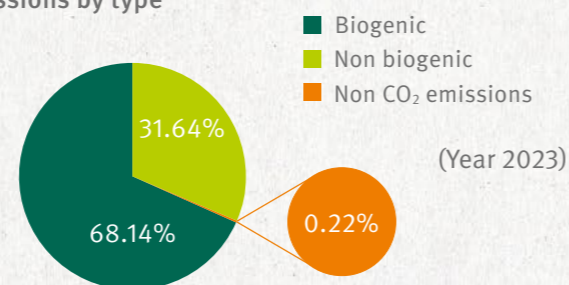
CO<sub>2</sub> emissions by segment (Year 2023)



Paper mill emissions includes a small part of non CO<sub>2</sub>, such as SO<sub>x</sub>, particulate matters among others. Klingele's constant efforts to reduce emissions are shown through our investments in renewable energy production and filtering technology. 68 per cent of our emissions are biogenic (not derived by fossil fuels burning). Biogenic emissions relate to the energy generated from biological sources in our paper mills (such as biomass boilers). Our commitment to

transparency, authenticity and progress in reducing our carbon footprint is an integral part of our work towards improving our business operations.

Emissions by type



### Case study

## Weener: Transformation plan for Decarbonisation

Paper production is very energy-intensive and our site in Weener (paper mill and power plant) is no exception: its annual electricity consumption alone is roughly equivalent to the annual consumption of 70,000 single-person households (assumption: consumption 1,400 kWh/year). Klingele has therefore set itself the goal of drastically reducing greenhouse gas (GHG) emissions at the site and becoming completely emission-free by 2045. To achieve this, we are relying on a strategic transformation plan that is based on the requirements of Module 5 of the federal subsidy for energy and resource efficiency in the economy (EEW) and international sustainability standards.

The project has been running since June 1st, 2024, and the plan initially provides for an analysis of our current emission values. We then set ourselves ambitious reduction targets, develop comprehensive measures to reduce emissions and systematically embed these in our company. The plan is the result of collaboration between the Klingele team in Weener and an external partner. Interdisciplinary task forces promote teamwork and the active participation of all employees. In this way, we want to show how the Weener site can make a significant contribution to the climate transformation.



“Our transformation plan is a clear sign of the future sustainability of the site and underlines our commitment to reducing GHG emissions.”

Jannes Fock, Energy Officer





Key data

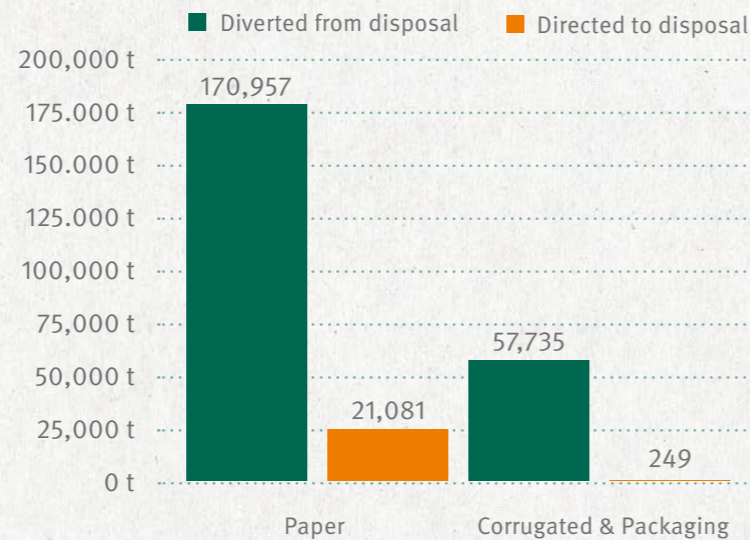
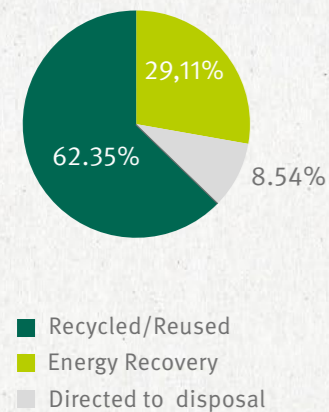
# Recyclables and residuals

The Klingele Group is dedicated to end-waste reduction, which we achieve through a combination of energy recovery and a nearly closed loop recycling system. Energy recovery is defined as the responsible incineration of non-recyclable waste; this not only generates energy, but also reduces our reliance on

fossil fuels. Our recycling system is a vital component of Klingele's production cycle. By reusing wastepaper in our paper manufacturing process, we promote resource efficiency and reduce our environmental impact.

## Waste and recovery method

(Year 2023)



# 56,461

tonnes of discarded paper\* were recycled/reused by Klingele in 2023

\*paper generated as waste in Klingele's own production processes

# 91.5%

of waste generated by Klingele is diverted from disposal. That is, we are sure it will not end up in a landfill.

Case study

# Recycled paper

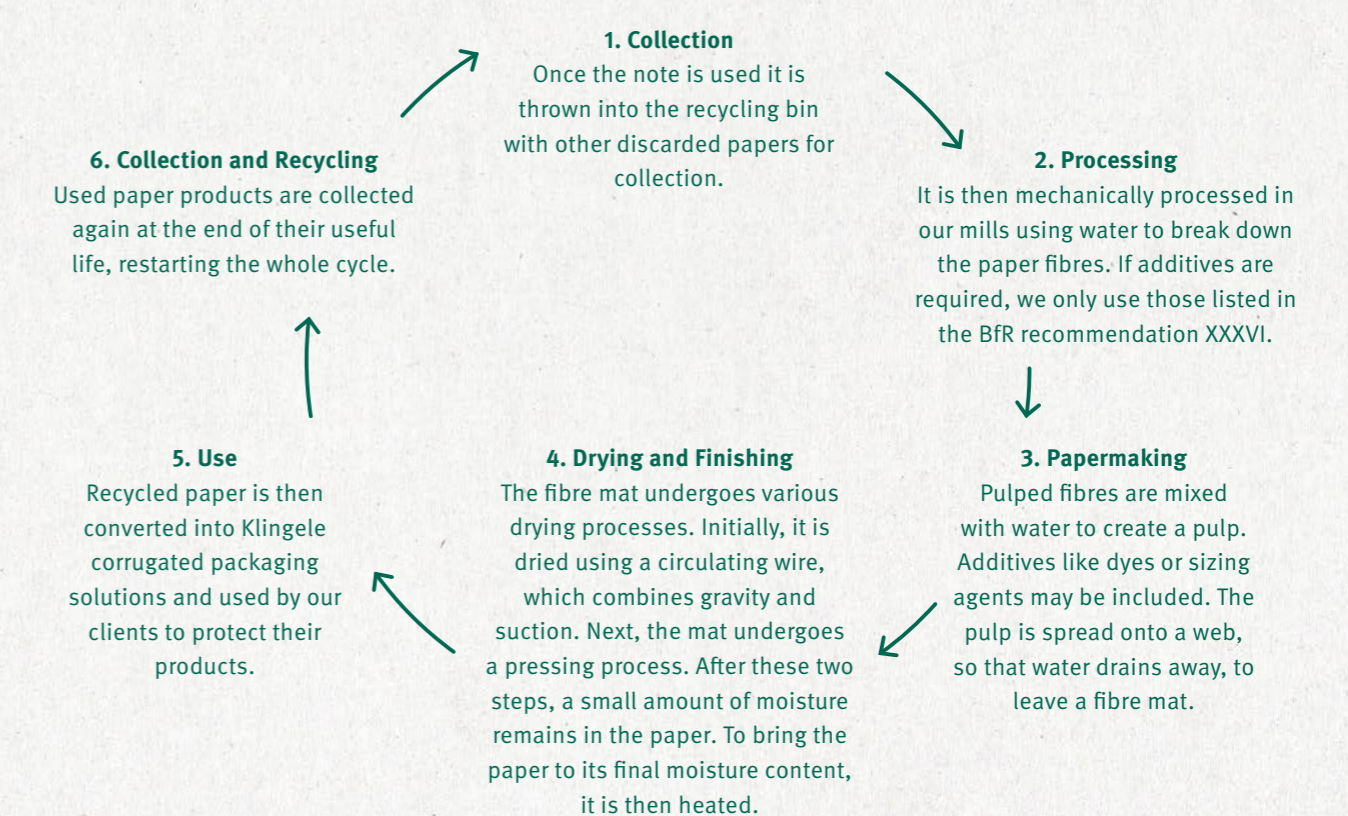
As Klingele's manufacturing process is circular, it is strictly connected to the recycling cycle of our paper, developed to promote sustainability and reduce waste. Our European paper mills use 100 per cent recycled material to produce new recycled paper.

Our paper mill in Nova Campina, Brazil, is a virgin paper mill that produces paper with approximately 30 per cent recycled material (pre-consumer waste) and 70 per cent wood-based cellulose. Nova Campina produces packaging papers for the food industry from virgin fibres, for their higher strength and purity level.



## Our cycle in action

How a simple office note joins the wastepaper cycle to become part of a cardboard box.



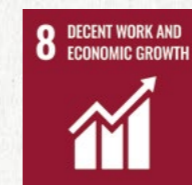
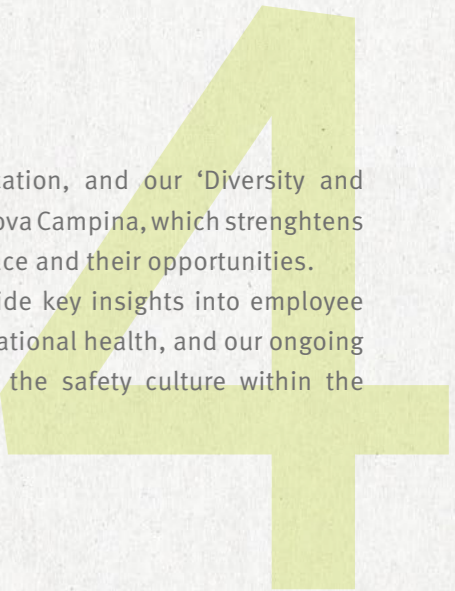
# Social responsibility shapes Klingele's vision for the future.



## Social responsibility

Social responsibility shapes not only our day-to-day actions but our vision for the future. This section of the report explores how the Klingele Group strives to improve wellbeing and opportunities for our employees and the communities where we live and work. We focus on the Group-wide implementation of our Klingele Competency Model, our investment

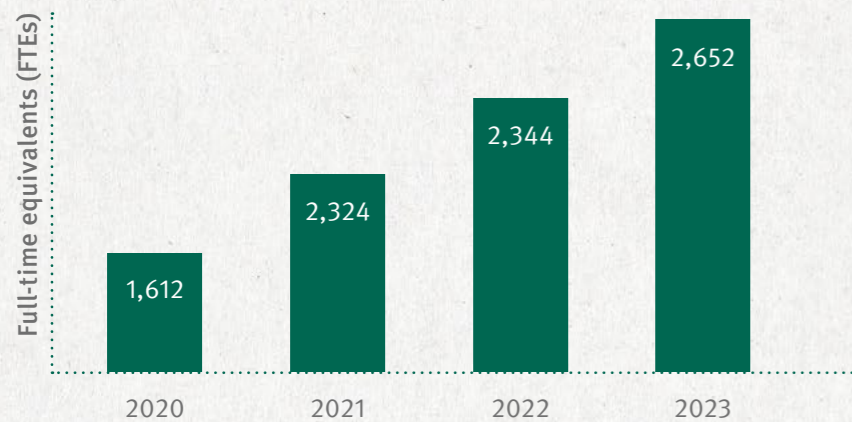
in training and education, and our 'Diversity and Inclusion' project in Nova Campina, which strenghtens women at the workplace and their opportunities. Additionally, we provide key insights into employee demographics, occupational health, and our ongoing efforts to strengthen the safety culture within the company.



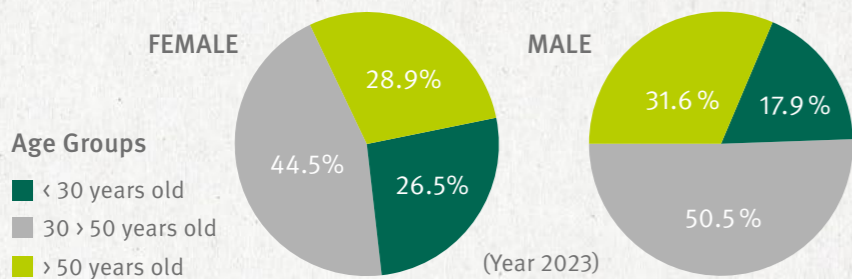


Key data

# Employment insights



Due to changes in the reporting scope, there is an increase in our reported number of employees. In 2023, we had 2,652.23 full-time-equivalent (FTE) employees, of which 425.58 were female and 2,226.65 male. Although we included 'diverse' as a gender option in our data collection, none of our employees self-identified as 'diverse'. The following graphs provide a detailed breakdown of our workforce by gender and age group.



### Parental leave

Nearly all our employees, 98.9 per cent, are eligible for paid parental leave; in Mauritania, men are not eligible for paid leave due to national regulatory differences. In 2023, of 95 employees taking parental leave, 63 were male (2.8 per cent of male employees) and 32 female (6.8 per cent of female employees). These numbers are measured using the headcount method.

### Employee benefits

At Klingele, we prioritise the well-being of our workforce, ensuring their needs are met through comprehensive packages that meet or surpass local regulations. Our benefits for example include health insurance, retirement plans, and paid parental leave, which provide the necessary support and environment for employees to flourish, both professionally and personally.



“We are striving for an even more partnership-based corporate culture and want to promote both the individual and overall sustainable development of the entire group of companies.”

Anke Püttmann, Head of People & Culture



8 DECENT WORK AND ECONOMIC GROWTH

Case Study

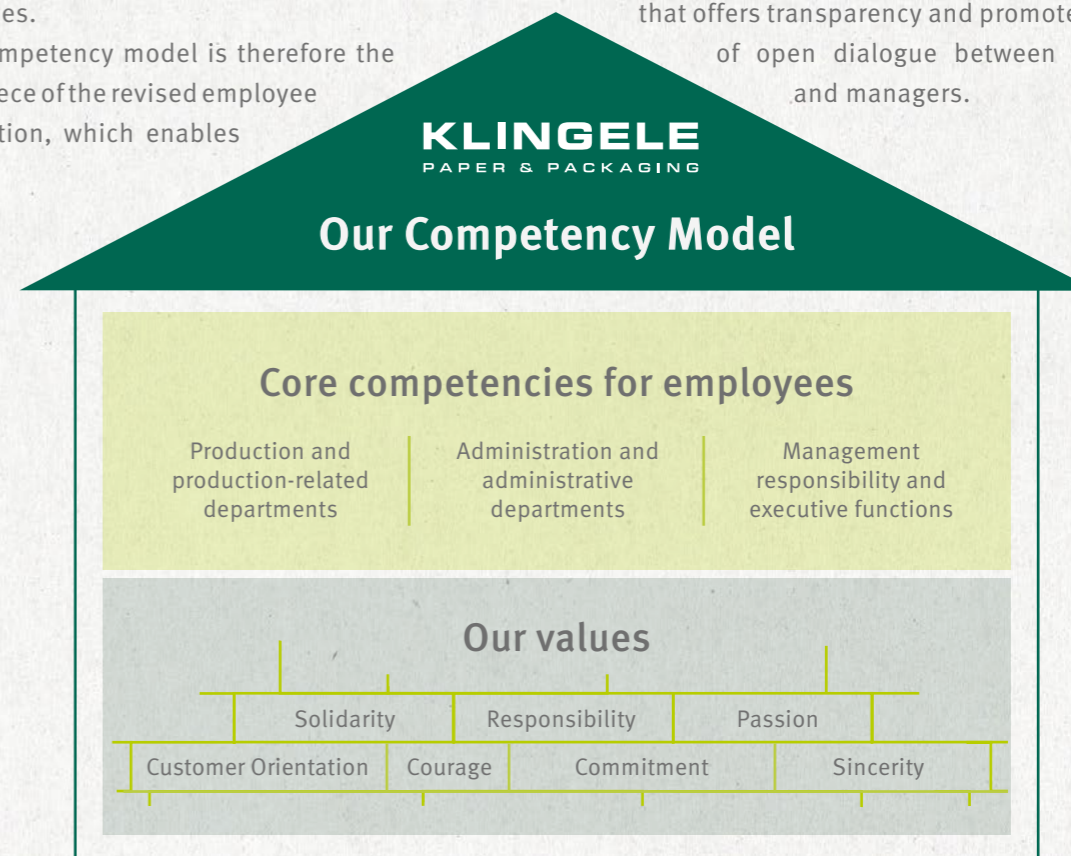
# Klingele Competency Model: a guide for growth and workforce development

Clear guidelines for personal and professional growth for all employees – this is what the Klingele competency model, developed in 2023, offers. This sets out clear core competencies for the employee groups – production, administration and management. It defines technical, social and strategic skills for each group to create a common assessment framework. The seven Klingele values (solidarity, customer orientation, responsibility, commitment, courage, passion and sincerity) form the foundation for this and have a unifying effect across all employee groups in all divisions and countries.

The competency model is therefore the core piece of the revised employee evaluation, which enables

the systematic assessment and development of competencies. It creates transparency and provides employees with opportunities for targeted further development.

The collaboration of an international, interdisciplinary project group ensured that the model is globally applicable and at the same time considers the specific needs of the individual areas. As a result, the competency model and the revised evaluation interview are to be rolled out internationally step by step. Our aim was to develop a competency model that offers transparency and promotes a culture of open dialogue between employees and managers.





Key data

# Diversity in the workplace

At Klingele, we start with the belief that everyone, regardless of background, is valued, respected, and has the opportunity to flourish.

Our diversity and inclusion plan sets out these principles, helping to build awareness and ownership, and embed them across all aspects of our people policies and practices.

The table below shows the changes over the past year, according to gender by working time and type of contract.

As a company, we are also encouraged by the incremental improvement of our workforce gender balance. We will continue now to focus on ensuring a work environment where we can develop and retain more women, while also growing our leadership pipeline through greater talent identification, succession planning and market-driven remuneration.

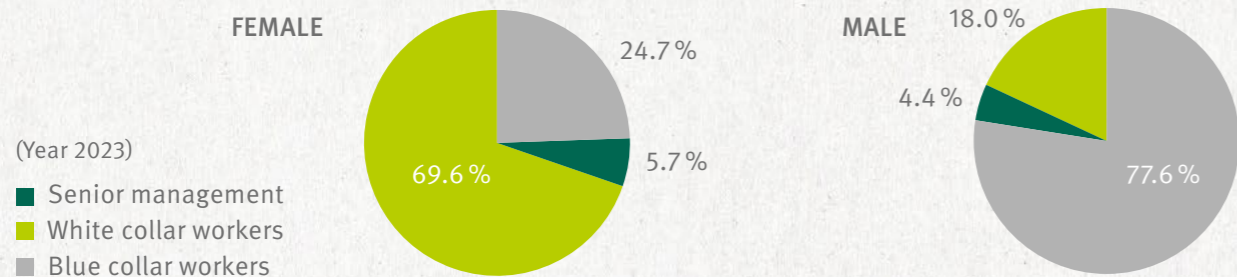


	Female		Male		Diverse	
	2022	2023	2022	2023	2022	2023
Number of employees (FTE)	376.8	425.6	1,967.5	2,226.7	0.0	0.0
Permanent contract	94.6%	95.1%	95.3%	95.0%		
Temporary contract	5.4%	4.9%	4.7%	5.0%		
Full-time	78.8%	81.3%	98.6%	97.4%		
Part-time	21.2%	18.7%	1.4%	2.6%		

## Diversity by employee group

Our management committee acknowledges the importance of diversity in its broadest sense in management positions as a driver of its effectiveness. Diversity encompasses diversity of perspective,

experience (including working internationally), background (including cultural, socio-economic and nationality), personality type, cognitive and personal strengths, and other personal attributes.



Case study

# Nova Campina: Equal opportunities for women

Women continue to face disadvantages in the job market. Particularly in Brazil, while having higher levels of education on average than men, they are often excluded from economic opportunities and receive lower wages. To change this, we launched the “Diversity and Inclusion” project at our site in Nova Campina, Brazil, in 2022.

Our paper mill employs around 590 employees, including over 50 women. With our project, we offer these women a space where they can openly discuss their needs in everyday work life and find support as well as opportunities for professional development. In addition to the annual “Women in Industry” forum, we also offer training on topics such as energy, electrical engineering, and mental health. For instance, 27 women have already successfully completed the basic course in electrical engineering and can now add this reference to their resumes. Furthermore, we extend our training opportunities to women from the Nova Campina community, aiming to provide them with better chances in the job market. With projects like this, we give women a voice, consider their needs, and specifically support them in expanding their knowledge and skills.



“We are committed to increasing social appreciation of women in the workplace and promoting gender equality.”

Karla S. Oliveira, Human Resources Manager at the Nova Campina paper mill



Key data

# Training and education

KlingeLe is committed to the training and development of our employees – and we monitor our performance carefully to ensure we meet this promise.

In 2023, our training hours per employee increased to an average of 24.9, up from 20.9 hours in 2022 and equating to a total of 66,151 hours of training during the year. Both external and internal training programmes are included in this data, as well as time spent in the Klingele Academy. Training opportunities are available to employees, regardless of age, gender, location or job function. Inevitably, there will be differences driven by the nature of the job roles – for example, our shop floor employees must undertake more compulsory training than our office-based colleagues.



Average hours of training per employee		
	2022	2023
Female	17	17
Male	22	29
Blue collar workers	23	30
White collar workers	11	20

Likewise, our business currently employs more men than women, and more of them work in production roles which, by their nature, require more training. Therefore, while the data suggests fewer training hours for our female employees, by taking a holistic view we ensure that women receive equal training opportunities relative to their roles.



“Nelson Mandela famously said that ‘education is the most powerful weapon to change the world.’ We wholeheartedly agree and that’s why we focus on continually developing our employees to help them achieve their very best.”

Debra Douglas, Marketing & Klingele Academy English Instructor

Case study

# Building skills and ‘life-long learning’

Since 2013, the Klingele Academy has provided a range of training courses to help our employees and customers in Germany further develop their knowledge, strengths and skills.

The Klingele Academy offers both an external programme for customers and an internal programme for employees. To date, there have been more than 1700 participations across over 220 seminars.



For our customers we provide a ‘crash course’ on corrugated board, with information on everything important to their everyday practices. Further topics include printing process and colour selection. These seminars are available at Klingele’s sites in Germany or can be held at our customers’ own premises, each tailored to their individual needs. While employees can also attend the introductory course on corrugated board, they also benefit from a more diverse range of subjects aligned to professional and personal development.

Indeed, for our employees the Academy has evolved into a much-loved arena for ‘life-long learning’, providing attendees the opportunity to strengthen their soft skills such as working methods, communication and management.

Interdisciplinary seminars available include project management, conflict management, IT and sales training. In addition, there are courses for personal development including ‘self-marketing,’ to help employees achieve a more confident appearance and improved public speaking skills. For those looking to develop their career into management, the Klingele Academy also offers appropriate courses in areas such as leadership and communication.

New topics are added regularly as soon as new know-how or qualifications are needed to reflect market changes, or in the world of work at Klingele. By helping our team to become better qualified and more motivated, we are improving our ability to assist customers and strengthen our business.





Key data

# For long-term occupational health

We take the wellbeing of all our employees extremely seriously. That's why we have implemented the Klingele Safety Management System, a robust framework for occupational health and safety, across all our sites. Six of our sites are classified at the Basic level of the safety management system, seven at the Intermediate level, and seven at the Best Practice level. By meeting all minimum local legal requirements and following recognised international guidelines, we ensure our employees can work with complete peace of mind.

**Training & accident prevention**

We understand that effective safety starts with good training. That's why we provide mandatory annual safety training to all team members at our sites, with 99 per cent undertaken during working hours. Our training programme is tailored to each facility, ensuring its relevance and effectiveness in addressing site-specific hazards.



**Risk assessment**

A risk assessment is a crucial step in ensuring workplace safety. In the Klingele Safety Standard, we define a risk assessment according to the following hierarchy: substitution, technical measures, organisational measures, personal measures, and instruction. By following this process, we identify and minimise potential workplace hazards to create a secure working environment for everyone.

	2022	2023
Total hours worked	3,728,784	4,326,307
Number of nearmisses	not reported	194
Number of accidents	81	73
LTIR	21.72	16.87

We use Loss Time Injury Rate (LTIR) as a measure of our safety performance, which calculates the number of occupational accidents resulting in at least one day of lost time, to the total hours worked. We're proud to have reduced our LTIR from 21.72 in 2022 to 16.87 in 2023, achieved partly through an increase in hours worked, but also a 10 per cent decrease in accidents. While we continue to work towards a final objective of zero, our progress demonstrates our commitment to continuously improving our safety processes and ensuring the wellbeing of our employees.

Every Klingele site has an occupational safety officer, while 17 sites also have a company doctor or medical service. This means that over 93 per cent of our employees are covered by a company medical service.

Case study

# Weener paper mill: Enhancing safety culture

The use of machinery, chemicals and large rolls of paper increases the risk of accidents. It is for this reason that paper production places particular emphasis on occupational health and safety. Safety is a key priority at our paper mill in Weener, where a team of approximately 180 people operate with a production capacity of 270,000 tonnes of paper per year, or 35–40 tons of paper per hour.

equipment promotes awareness of the importance of safety practices in the workplace. Thanks to these and other measures, the site had already recorded 200 accident-free days by 23 February 2024 – a remarkable achievement in the paper production industry. Our optimised safety measures demonstrate the effectiveness of our safety management system and commitment to protecting our team.

To optimise occupational safety at the Weener site, we have implemented a range of organisational, technical and communication measures to raise awareness of safety and promote safe working practices. For example, the topic of occupational safety has become a fixed agenda item in the morning production meeting. Employees receive targeted training and further education in safety and hazard prevention – including at management level. A dedicated health and safety mascot called 'KASIMO' (short for 'Klingele: occupational safety is employee-orientated') in the form of a stylised roll of paper with protective



“Our collaborative approach has fostered a safety culture that prevents accidents and enhances employee satisfaction and work performance.”

Ulrike Thoben, Occupational Safety Specialist at the Weener paper mill

# Annex

GRI index  
Certificates



# GRI index

Disclosure	Name	Page
<b>Governance</b>		
2	General disclosures (2021)	
2-1	Organisational details	pp. 6–13
2-2	Entities included in the organisation's sustainability reporting	pp. 4–13
2-3	Reporting period, frequency and contact point	pp. 4–5
2-6	Activities, value chain and other business relationships	pp. 20–26
2-7	Employees	pp. 48–50
2-9	Governance structure and composition	p. 14
2-11	Chair of the highest governance body	p. 14
2-13	Delegation of responsibility for managing impacts	p. 16
2-22	Statement on sustainable development strategy	p. 3
2-23	Policy commitments	p. 15
2-28	Membership associations	pp. 17–19
3	Material topics (2021)	
3-1	Process to determine material topics	p. 4, 28
<b>Economic responsibility</b>		
201	Economic performance (2016)	
201-1	Direct economic value generated and distributed	pp. 32–33
206	Anti-competitive behaviour (2016)	
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	p. 32
<b>Environmental responsibility</b>		
301	Materials (2016)	
301-1	Materials used by weight or volume	p. 36
301-2	Recycled input materials used	p. 36, 44
302	Energy (2016)	
302-1	Energy consumption within the organisation	p. 41
303	Water and effluents (2018)	
303-3	Water withdrawal	p. 38
303-4	Water discharge	p. 38
303-5	Water consumption	p. 3

Disclosure	Name	Page
305	Emissions (2016)	
305-1	Direct (Scope 1) GHG emissions	p. 42
305-2	Energy indirect (Scope 2) GHG emissions	p. 42
306	Waste (2020)	
306-3	Waste generated	p. 44
306-4	Waste diverted from disposal	p. 44
306-5	Waste directed to disposal	p. 44
307	Environmental compliance (2016)	
307-1	Non-compliance with environmental laws and regulations	p. 35
<b>Social responsibility</b>		
401	Employment (2016)	
401-3	Parental leave	p. 48
403	Occupational health and safety (2018)	
403-1	Occupational health and safety management system	pp. 54–55
403-2	Hazard identification, risk assessment, and incident investigation	p. 54
403-3	Occupational health services	p. 54
403-5	Worker training on occupational health and safety	p. 54
403-9	Work-related injuries	p. 54
404	Training and education (2016)	
404-1	Average hours of training per year per employee	p. 52
404-2	Programmes for upgrading employee skills and transition assistance programmes	p. 49, 51, 53
405	Diversity and equal opportunity (2016)	
405-1	Diversity of governance bodies and employees	p. 50

# Certificates

Entity	ISO9001	ISO14001	ISO45001	ISO50001	FSC® CoC	BRC	Others
<b>Paper mills</b>							
Blue Paper SAS, Strasbourg	yes	yes	yes	yes	FSC® C118465 WB-COC-001297	no	CEPI Good Manufacturing Practice (GMP) for the manufacture of paper and board for food contact ISEGA food contact certificate
Klingele Paper Nova Campina Ltda., Nova Campina	yes	no	no	no	FSC® C017777 SCS-COC-002363	no	
Klingele Paper Weener SE & Co. KG	yes	yes	no	yes	FSC® C043075 TUEV-COC-000032	no	ISEGA, ISO 28000
<b>Corrugated carboard plants</b>							
Klingele Cartonnerie des Antilles SAS, Baillif	no	no	no	no	no	no	
Klingele Paper & Packaging SE & Co. KG, Delmenhorst	yes	yes	no	yes	FSC® C108153 TSUD-COC-000028/D	AA	
Klingele Embalajes Iberia S.L., Els Monjos	yes	no	no	no	FSC® C154648 SGSCH-COC-060446	no	PEFC
Klingele Paper & Packaging SE & Co. KG, Grunbach	yes	yes	no	yes	FSC® C108153 TSUD-COC-000028/B	AA+	
Klingele Paper & Packaging SE & Co. KG, Hilpoltstein	yes	yes	no	yes	FSC® C108153 TSUD-COC-000028/C	AA+	
Compacto Caribe S.A. La Habana	no	no	no	no	no	no	
Klingele Embalajes Canarias, S.A., Santa Cruz de Tenerife	yes	no	yes	no	FSC® C149173 AEN-COC-000271	no	
Compacto Caribe S.A., Santiago de Cuba	no	no	no	no	no	no	
Klingele Paper & Packaging SE & Co. KG, Werne	yes	yes	no	yes	FSC® C108153 TSUD-COC-000028/E	AA	
<b>Sheet plants</b>							
Klingele Emballage Sénégal S.A., Diamniadio	no	no	no	no	no	no	
Klingele Golfkarton C.V., Nijmegen	yes	no	no	no	FSC® C117448 CU-COC-828394	A+	
MPE Mauritanienne des Produits d'Emballage SARL, Nouadhibou	no	no	no	no	no	no	
MPK Mauripack SARL, Nouakchott	no	no	no	no	no	no	
Norpack Verpackungsgesellschaft mbH, Wunsiedel	yes	no	no	no	FSC® C197198 TSUD-COC-002586	no	

Entity	ISO9001	ISO14001	ISO45001	ISO50001	FSC® CoC	BRC	Others
<b>Sheet feeder</b>							
Onboard Corrugated Ltd, Wolverhampton	yes	yes	no	no	FSC® C131740 INT-COC-002045	no	
<b>Logistics</b>							
Envases Universal S.A., Les Preses	yes	no	no	no	FSC® C154648 SGSCH-COC-060446	no	PEFC
Klingele Plus GmbH, Villmar	no	no	no	no	FSC® C172898 GFA-COC-006843	no	
<b>Folding Carton Plant</b>							
Compacto Caribe S.A. Palma Soriano	no	no	no	no	no	no	

**KLINGELE**  
PAPER & PACKAGING