



# Sustainability Report

2019







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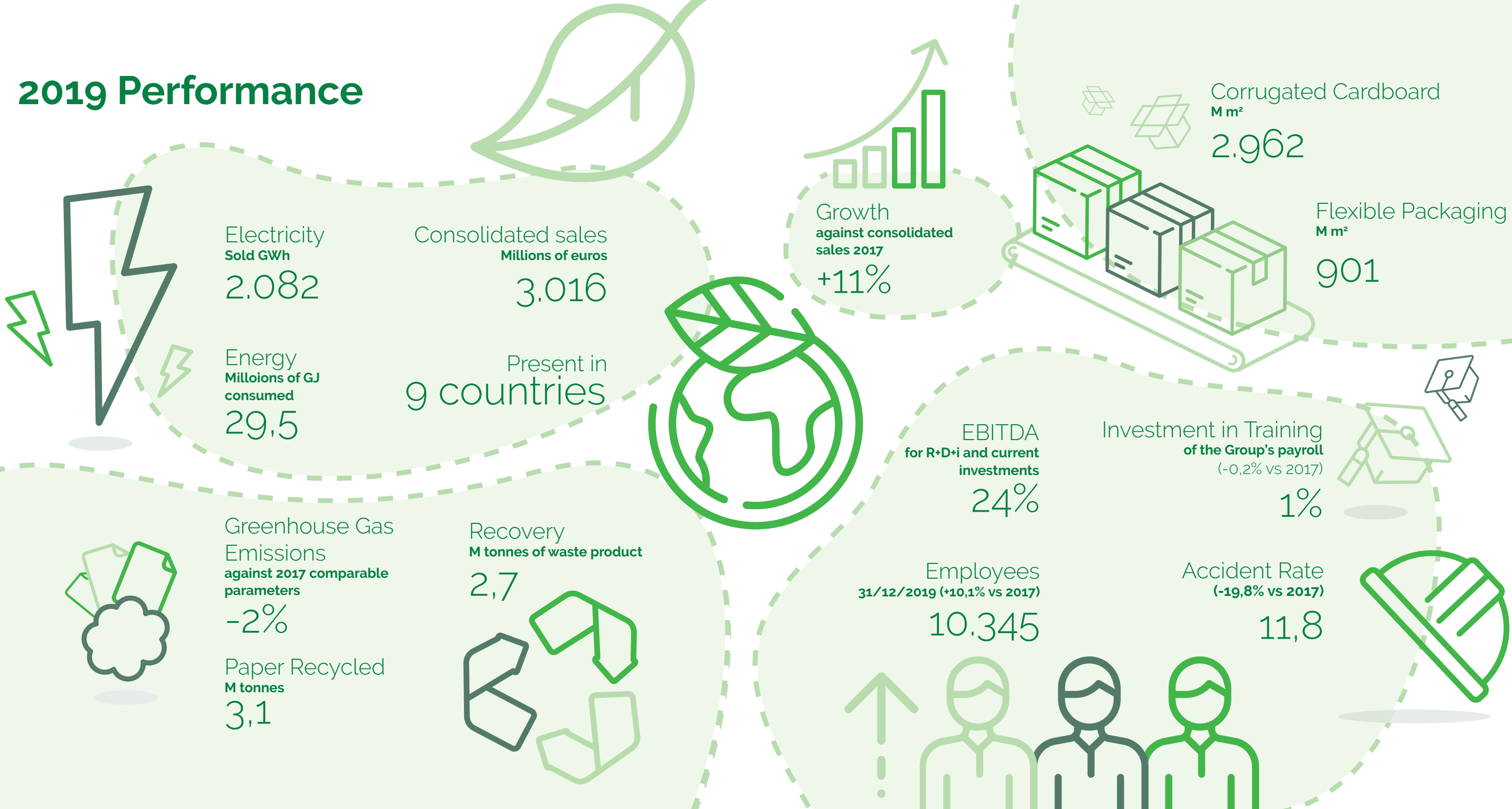
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# 2019 Performance



1943

**Saica is founded**

**Saica Paper** (Sociedad Anónima de Industrias Celulosas Aragonesas) in Zaragoza, Spain

1975

We acquire our first corrugated cardboard packaging plant, **Saica Pack** and first general waste management plant **Saica Natur**.

1987

**We create the first cogeneration plant** in the industrial sector in Spain.

2000

**With Saica Paper, we lead the way in reducing GSM**

with the first machine in the world capable of producing GSM of down to 75g/m2 in packaging paper.

2011

We opened our first **Energy Recovery Plant** in Spain, preventing 450,000 tonnes of waste from the paper production process from being sent to landfill.

2012

At Saica Group, we continue to grow and expand geographically, setting up a new, **state-of-the-art Saica Paper plant in Partington, UK.**

2015

**We launch the Natur Cycle Plus plant** (Spain), dedicated to the production of low-density polyethylene pellets **and the acquisition** of flexible packaging plants, Saica Flex.

2018

**We celebrate our 75th anniversary** with presence in 9 countries and over 10,000 employees, and we broaden our presence in Europe with the **acquisition of the Emin Leydier Group.**

2019

In September 2019, **we open the first biomass boiler** at Saica Paper's plant in Venizel.



# Chairman's Letter

Great events have occurred throughout 2018 and 2019: environmental, social, economic, and geopolitical challenges in an increasingly interconnected world. We have seen groups of young people taking part in the fight against climate change, such as in the Global Climate Strike, and COP25, the twenty-fifth annual UN Climate Change Conference, which, initially organized in Chile, was celebrated in Madrid in December 2019. This same year, a historic agreement was reached in the European Parliament: the adoption of the declaration of a climate emergency.

At Saica Group, **our objective is to offer solutions to the challenges faced by society in order to help our customers to respond to new demands with the best solutions.** We aim **to maximise the positive impact of our operations,** contributing, from all our businesses, to sustainability and market competitiveness.

As you are well aware, the integration of sustainability into our culture has always been made possible by a business model based on circular economy and the responsible and efficient use of resources. What we call Saica's **"DNA" is the very result of our business development, stemming from the responsible and efficient use of** our resources and the active and essential participation of all our staff throughout the process, in each and every one of the initiatives positioning Saica as the leading company it is today.



**Ramón Alejandro**  
Saica Group  
Chairman

At Saica, we are committed to the **Sustainable Development Goals (SDGs)** and the UN's 2030 Agenda. We aim to contribute to the objectives which may be directly impacted by our activity.

To this end, we aim to comply with **Goal 12 (Responsible Consumption and Production)** with initiatives such as the **Zero Waste to Landfill project**, which aims to make maximum use of materials and resources; we expect to contribute to **Goal 7 (Affordable and Clean Energy)** and **Goal 13 (Climate Action)**, fostering the reduction of both atmospheric emissions and the consumption of natural resources, while we simultaneously increase the use of alternative sources of clean energy, through, by way of example, our biomass boiler in Venizel.

We also work to improve our water treatment infrastructures, while we increase the reutilization of this scarce asset in the production stages, such as taking part in **Goal 6 (Clean Water and Sanitation)**. We invest in innovation and technology to further our commitment to **Goal 9 (Industry, Innovation, and Infrastructure)**, where year after year we offer new sustainable solutions to our customers, increasing the responsibility they can offer.

Finally, we aim to contribute to **Goal 8 (Sustainable Economic Growth and Employment)** and Goal 3 (Good Health and Well-Being) by working to improve our offer of employment which is fair, safe, and decent, through investment in a culture of health and safety. This aims to foster well-being within the Group, as well as the education and training of people through programs such as the Health and Safety Framework and Graduate Expert

This Sustainability Report exemplifies our spirit, our reason to be, and our responsible approach.



# 01 | The Saica Group Spirit

We are well aware of the environmental issues that we are facing worldwide. During the 75 years of Saica Group history, we have understood sustainability as a fundamental element in our strategy and values, and for that reason it is ingrained within the different

levels of our organization, as we believe that this is the only way to ensure the correct implementation of our business model and to respond to the needs of our stakeholders.

## Our Values

### We Care

We care about the future:  
Sustainable and profitable **growth**

Saica Group is committed to the future of coming generations through balanced, sustainable and profitable growth in the context of stable employment and respect for the environment with rigorous legal compliance. Our employees are proud of their work and our shareholders are satisfied with our profits, reinvesting at a level that is meaningful for the benefit of current and future generations.

### We Value

We add value  
Commitment and Teamwork

Everyone who forms part of Saica Group shares the same vision and we are committed to understanding the needs of our clients and to offering them the best service and product quality, anticipating their needs through our process of continuous improvement, participation, honest management and recognition, eliminating all processes that do not add value.

### We Challenge

We accept challenges -  
Innovation

We engage in open discussions with our stakeholders as a driver for innovation, growth and efficiency, promoting research processes and the development of new products and/or services that support consolidation of future growth of Saica Group beyond the search for short-term results.

## Our Mission

**We provide sustainable** solutions for the creation of recycled paper and packaging as well as waste management and recovery.







## SAICANATUR

We offer environmental services focused on reducing waste and increasing its value with the most efficient cost value and the objective of reaching Zero Waste to Landfill.



## SAICAPAPER

We produce recycled paper for corrugated cardboard with the best technology in the market.



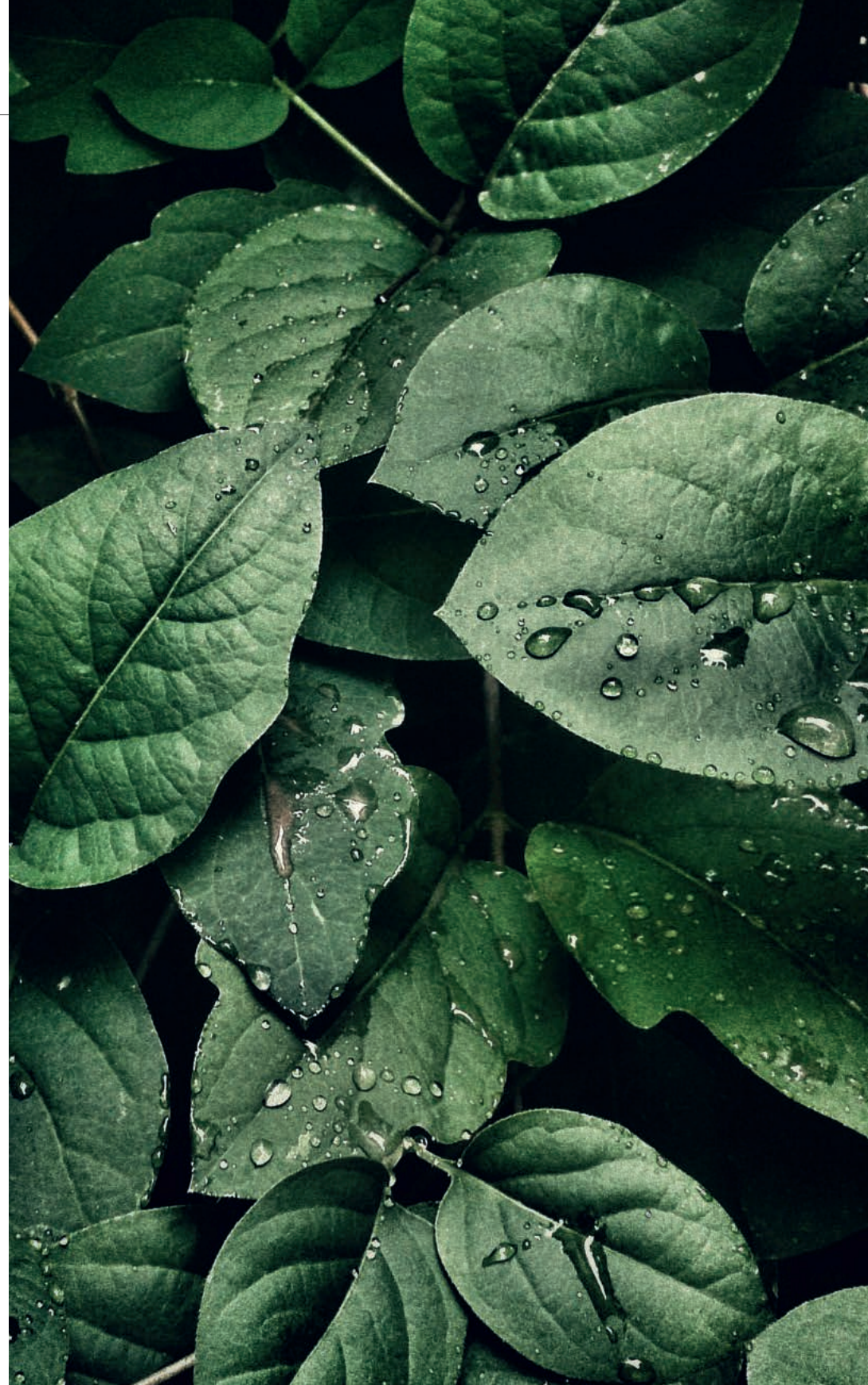
## SAICAPACK

We develop products and innovative corrugated cardboard packaging solutions for customers.



## SAICAFLEX

We produce high-quality, flexible packaging offering a wide product and service catalogue.



At Saica Group, we adhere to the **UN Sustainable Development Goals (SDGs)** in order to maximise the positive impact of our operations. We aim to benefit from the opportunity to improve our commitment to sustainability.

Following our objective of mitigating our impact on the environment, we have developed a productive model aligned with the EU's growth strategy which, at the same time, meets the standards of our Code of Ethics and Legal Compliance. Here, we define strategies, objectives, and action plans to foster projects that help to improve our economic, social, and environmental performance in one of the four divisions of our business.

*Integrating sustainability into our strategy has allowed us to expand our business model, turning the circular economy into our driving force, diversifying our services, and opening into new markets.*

## Fundamentals of Our Strategy

We pursue growth which is: **intelligent**, through knowledge and the development of innovation; **sustainable**, based on an economy which is greener, with more efficient resource management and more competitive; and **inclusive**, aimed at strengthening employment and social and regional integration, with the energy of a great team of workers who share the Saica Group values.

We reintegrate waste into the production cycle, reducing the consumption of natural resources and recovering the energy of those which are not recyclable, with the objective of Zero Waste to Landfill.



# Saica Group Around the World

We are present in **9 countries** and we are one of the leaders in the recycled paper and corrugated cardboard sector in Europe.

The United Kingdom  
and Ireland  
28 plants

France  
22 plants

Spain and Portugal  
57 plants

Italy  
3 plants

Luxembourg  
1 plant

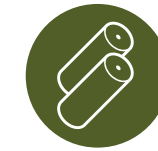
The Netherlands  
2 plants

Turkey  
2 plants



**SAICANATUR**

43 Plants



**SAICAPAPER**

6 Plants



**SAICAPACK**

54 Plants



**SAICAFLEX**

12 Plants

With the acquisition of the Emin Leydier Group in 2018, we increased our corrugated cardboard production capacity by **360 million square meters** and 800,000 tonnes of paper, reaching **3.1 million tonnes** and becoming the third-largest producer of recycled paper for corrugated cardboard in Europe.



## 02 | Global Challenges

Global socioeconomic changes are generating new market opportunities, but they continue exposing companies to new risks if they are not dealt with in time. To respond properly to the challenges and opportunities of our customers, markets, and consumers, we believe that it is important to be aware of the impact generated throughout the value chain, from extraction, passing through manufacture and consumption, to the end of the product's service life.

At Saica Group, we have added our management system into each one of the business divisions based on an analysis of risks and opportunities, taking into account the internal and external context, and identifying the needs and expectations of our stakeholders. Our professionals use it both in defining the strategic plan and in defining the "Master Plan" or annual management plans that define the priorities of each business.

They align them with our strategy and include measures intended to prevent risks detected

through our risk mapping, or how to benefit from the opportunities we have detected.

Once opportunities and risks are identified, we draw up action plans that guarantee an appropriate capacity of response to the uncertainty generated by global tendencies and the impact these have on our businesses. We are therefore more resilient against alterations in demand of products and services. There is no doubt that, in an increasingly globalised world, the critical factors we are facing acquire a global scale:

*We identify risks and opportunities to offer the best response by adapting to change.*



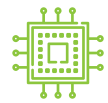


# Future Challenges



## Climate Change

In 2019, the UN Conference in Madrid, COP25, concluded with the adoption of the "Chile-Madrid Time for Action" agreement and the EU's commitment to climate neutrality in 2050. This is in order to prevent the increase in the global average temperature of the planet from exceeding 2°C with respect to pre-industrial-revolution levels, setting the path for global objectives to stop climate change and its impacts.



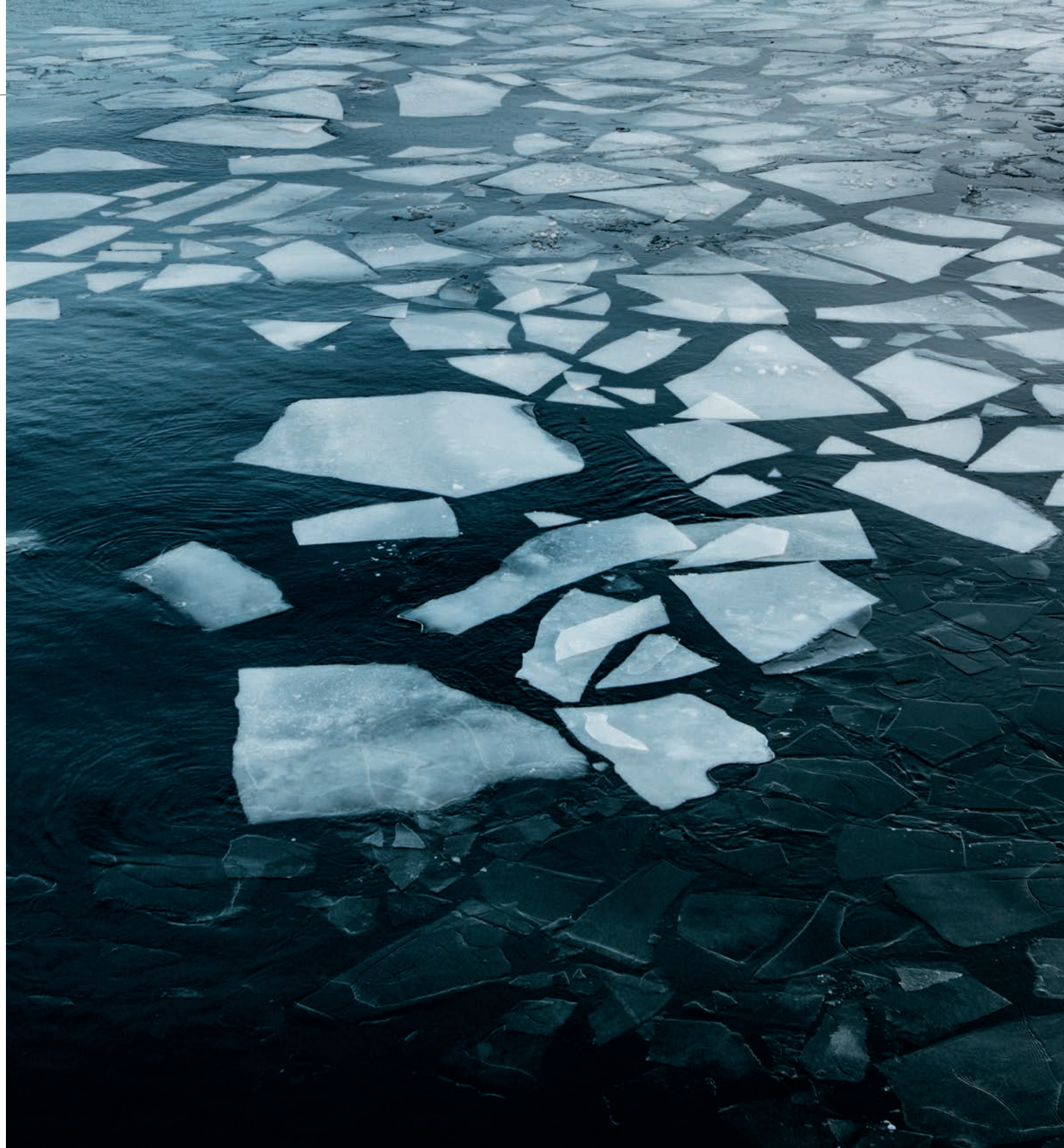
## Technological Disruption

The current growth of companies goes hand in hand with digital transformation, based on a culture of innovation that focuses on three fundamentals: people, processes, and technology. New big data and robotic and artificial intelligence developments are going to generate a disruption in the way we do business.



## Information Transparency

The European Directive of non-financial information and diversity opens the door to a new corporate transparency, asking companies to provide more information on key environmental, labour, social, human rights, anticorruption, consumer, supply chain, and fiscal issues and risks.



## Consumers

Consumers are promoting a positive change empowered by social networks, the exponential growth of e-commerce, and increased access to information. Consumer orientation and the search for solutions to their concerns regarding packaging, recycling and emissions are key in ensuring the future success of the sector.



## Business Model

The increasing global population together with demographic and economic changes are generating a greater demand in energy and materials as well as a generation of waste. The EU is leading the way to new and inclusive economic, social, and sustainable growth that develops the potential generation of value through circular economy.



## Natural Resources

The increasing scarcity of natural resources calls for greater responsibility in production and consumption. The unsustainable use of resources is a global concern, and therefore it is necessary to encourage a change in production models, moving towards circular models which conceive materials, energy, and water as circular goods and define new value flows.



# Our Response and Contribution to the **SDGs**

## 17 Sustainable Development Goals

In our day-to-day activity, we face challenges and changes all around us. Therefore, we take advantage of these as growing opportunities, through sustainable and responsible practice in all our business divisions. Our strategy is aligned with the goals set out by the 2030 Agenda for Sustainable Development, adopted by all Member States of the United Nations, which define **17 Sustainable Development Goals (SDGs)** with the aim of eradicating poverty, protecting the planet, and ensuring the prosperity of humanity. The goals defined in our 2020 Saica Strategic Plan (2015 -2025) are established in order to meet the following SDGs:



**Preventing Occupational Risks and Promoting Safety**

Reduce the Group's safety index to below 12.5

**22.6** Group safety index



**Reducing the tonnes of TSS emitted by 10% in comparison with 2015**

Reducing the amount of pollutants in effluent emissions at Saica Paper

Reducing the tonnes of N and P emitted by 20% in comparison with 2015

**-34.6%** Nitrogen  
**-32.8%** Phosphorus  
**-40.77%** Total Suspended Solids



**Reducing the use of fossil fuels and increasing the use of renewable energy**

Increasing the use of renewable energy by 25% in comparison with 2025

Reducing the use of natural gas by 3% in comparison with 2015

**+48.86%** renewable energy  
**-2.5%** natural gas consumption



**Developing Talent to Ensure Growth**

Ensuring that 1.5% of our staff come from the Graduate Experts scheme

**0.65%** of our staff from the Graduate Expert scheme



**Achieving Zero Waste**

Achieving Zero Waste in Group operations

**83%** recovery rate



**Reducing Air Pollutant Emissions**

Reducing absolute CO2 emissions (Scope 1 + 2) by 3% in comparison with 2015

Reducing 50% of Saica Paper's NOx emissions in comparison with 2015

**+2.7%** Absolute CO2 Emissions  
**-54%** NOx Emissions



**Recurrent investment in infrastructure, maintenance and R&D&I (excluding acquisitions and special projects)**

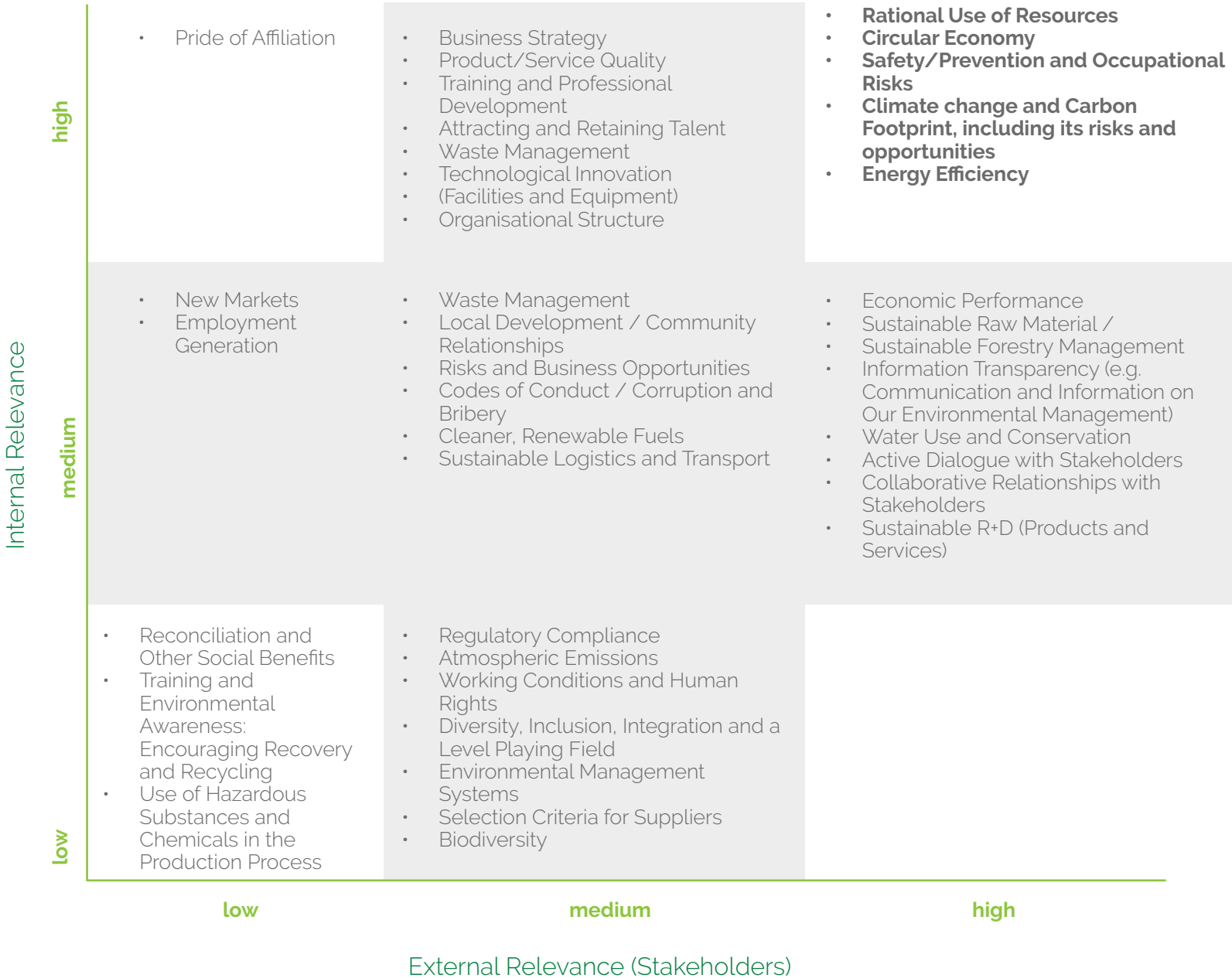
18% of EBITDA

**24%** of EBITDA for R&D&I and ordinary investments



# Materiality Analysis

For this Sustainability Report, we decided to update the materiality analysis carried out in 2018 in order to enhance the transparency of our performance. As a result of the analysis, we identified **5 material aspects** and **22 other relevant aspects** for the organisation to include in our 2019 Sustainability Report:





# Road to Sustainability

The best way to understand how a company works and where it is heading is to look back and contemplate each step of its journey. Since its foundation in 1943 with the construction of the first paper factory, later called **Saica Paper** in Zaragoza, Saica has had a clear vocation for **integrating sustainability into all its processes**, and expanding the only productive model capable of guaranteeing a better **future for everyone**: a circular, sustainable and innovating model set for the long run.

In 1943, it set off on a path of growth and continuous improvement that extends to the present day. Although we began to use straw as a raw material for our manufacture of paper, one milestone on our journey to a sustainable economy is that, by 1965, recycled paper made up more than 50% of the raw material used in our manufacturing process.

In 1975, we diversified our activity with the acquisition of our first cardboard factories and the foundation of our corrugated cardboard packaging division, **Saica Pack**. Just three years later, we took our concept of what a sustainable production model should be one step further, and began to collect and recycle paper and and cardboard waste, creating our **Saica Natur** division. As such, the circle was closed: Saica was producing corrugated cardboard with recycled paper, and taking care of its recovery and recycling at the end of its service life.



The years went by and we had the pride of becoming pioneers, developing the anaerobic treatment process together with a Scandinavian company. Thus, in 1983, we installed our water treatment plant using a mixed aerobic-anaerobic treatment process. Shortly after, in 1987, we installed the **first combined-cycle cogeneration plant at our factory in Zaragoza (Spain)**. Once again, we united the most cutting-edge technologies with sustainable development.

For us, 1997 was the year in which we finished a process which had started more than 30 years previously. We eliminated pulp production from straw, choosing waste paper as the raw material for our paper.

However, driven by our inquiring attitude and always ready to explore new opportunities, we went one step further in 2015, and we embarked on the flexible packaging market with **our Saica Flex division**. At the same time, we started to recycle plastic thanks to the installation of our Natur Cycle Plus plant in El Burgo de Ebro.

As a result of this effort, in 2019, Saica Group inaugurated its first biomass boiler at its paper factory in Venizel, an installation that contributes to a 71% reduction in CO2 emissions and an 89% reduction in the use of natural gas, replacing it with renewable energy.



**Pedro Gascón**  
Managing  
Director of Saica  
Group

Today, we aim to keep on improving. We continue to work towards sustainable and inclusive growth. To this end, we are working to continue pushing our objectives forward: **Recyclability of our products, Zero Waste to Landfill and Decarbonisation**.

Through acquisitions and continuous growth and with thanks to the knowledge of the great professionals that make up Saica Group, we have become one of the leaders in our field of work in Europe. Today, **the vocation to build a long-term future** is more present than ever in every decision we take and in every new project in which we invest. With sustainable development and innovation as our pillars, the more than 10,000 professionals across 9 countries who make up the 2019 Saica Group know that the foundations we have consolidated in over 75 years of our success mean that we can look to the future with optimism.



# Our Dialogue with Stakeholders

Our objective to characterise Saica Group as an organisation with a responsible model known for its transparency and communication with our stakeholders is the key to identifying, understanding, and responding to their concerns in terms of sustainability.

*The Relationships with Our Stakeholders help us to advance towards our long-term commitments and objectives.*

This way, we can jointly focus on responding to the challenges faced by society today, thus providing innovative and sustainable solutions and generating long-term value for all parties involved.

To achieve this, we identify our stakeholders based on several factors, including our level of dependence in our value chain, proximity to our operations, and the degree of influence on our decision-making.

# Our Customers Our Stakeholders Public

Our customers

Local communities

Our shareholders

Our suppliers

Public administration

Our employees

Industry associations



NGOs



Stakeholders

Our Commitment

Activities

<div>Customers</div> <div></div>	<p>We offer relationships based on trust and transparency to our customers, as well as on our capability to respond to their challenges.</p>	<p>We offer the most cutting-edge technologies as well as a highly-qualified professional team which allows us to respond to customer needs, developing integral solutions with high added value, always maintaining sustainability.</p>
<div>Shareholders</div> <div></div>	<p>We are committed to the founding values of our shareholders. We are as involved as possible in creating long-term value, in valuing different shareholder groups, and in innovation and sustainability.</p>	<p>At Saica Group, we have defined different communication channels with our shareholders. Through these channels, we evaluate our long-term growth and development plans, and share our economic, social, and environmental performance in line with our willingness to be transparent.</p>
<div>Employees</div> <div></div>	<p>We are committed to our employees: we offer them a project with a vision to their future; we commit to their professional development throughout their career; and we create a workplace where safety is a strategic priority.</p>	<p>We promote diversity, participation, and social dialogue as a basis for innovation and a healthy working climate; we encourage our employees' career development through development evaluations, we ensure team satisfaction by offering internal promotion opportunities to cover job openings and new staff hiring, and we do all this in a safe working environment paying special attention to risk prevention and the protection of employees.</p>

Stakeholders

Our Commitment

Activities

<div>Suppliers</div> <div></div>	<p>We work to promote long-term, stable, mutual-benefit collaborative relationships. We guarantee equal opportunities with our suppliers by applying impartiality in our criteria and objectivity in our purchases.</p>	<p>Our suppliers must be committed to the ethical, social and environmental principles of our Code of Ethics and Legal Compliance. We ask our suppliers for their commitment and compliance with applicable legislation to be certified according to the company's internal procedures, and we evaluate their performance periodically.</p>
<div>Industry Associations</div> <div></div>	<p>We maintain a commitment and participation with Industry Associations through open and constructive dialogue. Our presence is fundamental in order to maintain an open and transparent relationship with public administrations and our stakeholders.</p>	<p>We actively participate in several Industry Associations by taking part in their governing bodies and/or working groups. See more in "Collaboration with Associations and Entities".</p>
<div>Local Communities</div> <div></div>	<p>We get involved with the communities in which we are present through our employees. As such, we become familiar with their concerns, and we manage our operations responsibly, assuring community well-being.</p>	<p>We participate in projects in order to fight discrimination in employment and for decent employment for persons with disabilities, as well as projects to integrate persons with intellectual disabilities through leisure activities. We contribute to the communities around us through initiatives, such as: literacy offering basic education courses for adults, blood donations, food, school material, and more.</p>





On the other hand, the **growing demand for information from consumers**, customers and suppliers has led to the development of different commitments to transparency with our stakeholders. This is reflected in this Sustainability Report and in the annual evaluations carried out by external organisations of our sustainability performance:



The Supply Ethical Data Exchange is an NGO that promotes ethical and responsible business practices in the development of global supply chains, helping to reduce risks, protect companies' reputations and improve supply chain practices.



EcoVadis is a platform for rating sustainability in global supply chains, created with the aim of contributing to the improvement of social and environmental practices in companies.



Ecodesk is a platform that facilitates the creation of responsible business through sustainability data management, risk identification, and regulatory compliance. It incorporates options ranging from the calculation of the carbon footprint in a supply chain to the introduction of social performance to ensure greater control over corporate governance.



The Carbon Disclosure Project evaluates and classifies companies by their risk management and opportunities to fight climate change, as well as their management of water. Several multinational companies and their suppliers already rely on the CDP Supply Chain Programme to achieve the sustainable management of their supply chains.





03

Circular Economy:  
Our Reason to Be

Taking responsibility for the consumption of resources is more necessary than ever. For us, the key is to promote the transition to a more responsible model of production that takes into account the principles of circular economy. This is why we set it as one of our priorities as a company. If we can achieve this in the production of paper and cardboard, why shouldn't we be able to in energy generation and flexible packaging?

Our value proposition responds to initiatives that aim to promote change in the production model. These include the EU's measures to promote circular economy, on which we have been working for years:

EU Circular Economy  
Objectives

Advances 2018 - 2019

Waste packaging  
recycling of 70%  
in 2030

We have recovered **3,532,180 tonnes** of paper for recycling in Saica Paper processes in 2019.

Our Saica Flex business division has designed the first flexible packaging for industrial use that contains recycled plastic, which was first launched in December 2019. It is known as **Green Heart**, a type of post-consumption packaging containing **45% recycled LDPE** coming from the Natur Cycle Plus facility, which, in 2019, recycled **11,506 tonnes** of LDPE.

Reducing the  
waste taken  
to landfill to a  
maximum of 10%  
of all waste by  
2035

Through Saica Zero and Saica Circular, we help our customers to achieve their goals to send **Zero Waste to Landfill**. We seek out a second life for waste, using it as raw material or making the most of its value as energy. The recovery rate of our Group was **83%** in 2019.

Also, we participate in the **PaperChain** project, a European initiative focused on finding solutions for waste produced by the paper mill industry. We are studying the possible **use of ash in civil works** which comes from the non-hazardous waste of the Energy Recovery Plant located at Saica Paper El Burgo del Ebro.

Promoting  
eco-design to  
facilitate product  
recycling

We are aware of the importance of the design phase when increasing product recyclability, and, as such, we have joined CEFLEX, a European consortium of companies whose main objective is to improve the performance of flexible packaging in the field in order to increase the transition of circular economy. Saica Group is one of the cornerstones of this association, mainly because of its knowledge, vision and presence in every value chain of packaging (from design to the recycling process).

An example of this is Monoflex flexible packaging, a product for trays designed by Saica Flex which is made only from PET, making it a single-material product and therefore favouring its recycling process. Furthermore, in 2019, Saica Group launched a stand-up pouch designed to be recycled. **Saica Flex has set the objective of reviewing the composition of all its products so that in 2025, 90% of them will be recyclable.**



# Examples of Circular Economy Models

The circular economy is fundamental for Saica Group and so it has been integrated is fundamental for Saica Group, so it has been integrated into our four business divisions as a long-term strategy power. This work begins by finding synergies within processes to reduce the linear elements, maximising the recovery of resources, reducing waste generation, and reincorporating it into the productive cycle. We recover paper and cardboard waste from our customers to transform them into new products. Cardboard and paper waste are recycled in our factories and transformed into 100% recycled paper spools that will later become new packaging in corrugated cardboard plants. This way, we guarantee the circular reintroduction of the waste of this packaging into the systems of production and consumption and prevent it from going to landfill.

*Our goal is to improve the efficiency of processes and the recovery of waste in order to benefit from it, encouraging its recycling, with the objective of Zero Waste to Landfill. We are committed to using the best available techniques in the design of processes in order to optimise the consumption of natural resources and to reduce emissions, the generation of waste, and energy consumption.*

A few years ago, we decided to extend our circular recycling strategy to low-density polyethylene (LDPE) waste, transforming it into recyclable film used in the packaging, construction, agricultural, and automotive sectors, thus reducing the virgin plastic pellets consumed by our customers.

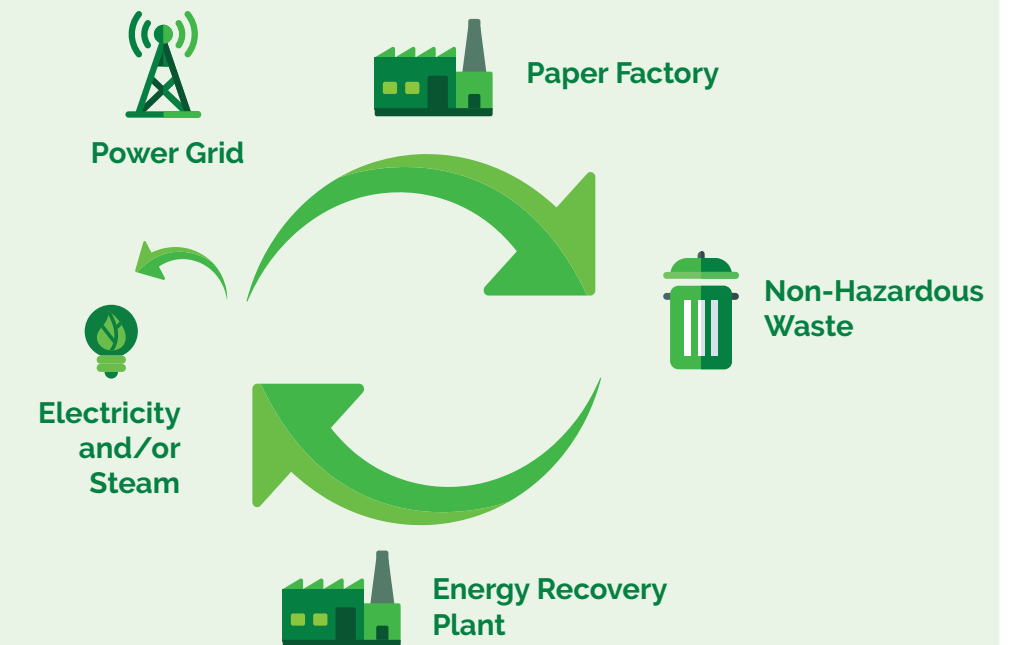
## Paper and Cardboard Cycle



## Cycle of Low-Density Polyethylene



## Waste Recovery:





# 04 | Innovation and Quality Our Response to Market Challenges

For a business model like ours, innovation is fundamental, and it is integrated into all our operations, allowing us to provide added value for our customers. At Saica Group, we rely on innovation in our operations, both in the design of our processes with a focus on sustainability that favours business growth, efficiency, and continuity, and in the products and services we develop for our customers. One of our challenges is to find innovative solutions for our customers by examining their needs, and studying the market, demographics, and new trends in the environment to provide a tailored solution with the highest-quality standards, meeting their expectations while minimising the impact on the environment. In the R&D&I Department, we seek to optimise our processes through continuous improvement, based on four development areas:

## 1. Product Development

We respond to the challenges set out by our customers by providing support through research in physics and chemistry. This is for the development of new recycled paper products for the manufacture of corrugated cardboard, corrugated cardboard packaging, and flexible packaging and structures.

We work hand in hand with the best technological institutes, which allows us to offer advice on packaging through advanced transport tests where we measure the resistance capacity of the packaging in a logistics chain by means of simulation tests.



## 2. Technology Development

We manage collaborative projects with supplier teams, original equipment manufacturers (OEMs), and machinery. This way, we have the best technology in order to create new products and services, as well as to improve the efficiency of our processes, ensuring the quality of the products. We also develop new technologies by means of original equipment design together with our external partners.

## 3. Development of knowledge and skills

We work in multidisciplinary teams that help us to achieve our goals in all fields, and to incorporate R&D&I into our staff's career plans. We proactively promote innovation by sharing knowledge with the rest of the organisation in order to facilitate synergies across all our processes.

## 4. Business Development

We gain access to new markets by diversifying our business.





## Case Study: An efficiency improvement project for the corrugating process

The corrugated cardboard process poses a large challenge in terms of the stability and control of the flexibility of the material, due to the complexity of how the paper reacts to changes in humidity. These changes lead to shrinkage, both in manufacturing and subsequent processing, as well as the possible loss of functionality of the final packaging. At Saica Pack, we initiated a process control project with the aim of improving the efficiency of the process, making better use of raw materials, maximising the functionality of the packaging for our customers.

The pursuit of improvement in the efficiency of industrial processes involves seeking synergies between our business divisions.

In terms of Saica Paper, there were technology and suppliers that could offer a technological leap in the cardboard manufacturing process, developing new technology through long-term partnerships.

The development and implementation of new technologies in the process, together with our experience and know-how, has allowed us to develop a system that allows us to measure the variables of the process and evaluate parameters on the flexibility of the material in real time, providing a more robust control system. In 2019, we completed the installation of a complete version of this new control system at our Saica Pack Viana plant, where we have subsequently seen greater efficiency in the use of raw materials.

## Case Study: Persan – Commitment to the Circular Economy

Our goal is to offer our customers high-quality recycled products. To do this, it is essential to make use of good raw materials and to apply the best technology in the recycling process, as well as in the subsequent manufacturing of the packaging.

Our material recovery solutions have provided an alternative to landfill for Persan's various waste products. Cardboard and shrink film waste are recycled and returned as packaging for product transportation and presentation. At Saica Group, we have developed packaging for detergent tablets made from recycled low-density polyethylene, thus replacing 45% of the virgin material with recycled material, achieving packaging with similar characteristics to the original with optimal results both in the conversion of the packaging and in the packaging process.

In 2019, we recovered about 80 tonnes of low-density polyethylene for the production of high-quality



recycled pellets, with EuCertPlast certification as 100% post-consumer recycled material, authorised for use in the production of new primary flexible packaging products.



# 05 | Tailor-Made Solutions for Our Customers



## Saica Natur Environmental Solutions and Waste Management.

Saica Natur provides customised solutions for waste collection, classification, recovery, reuse, and utilisation of our customers' waste products, promoting a model based on Circular Economy. To this end, we have an extensive network of 43 plants across four countries: Spain, Portugal, France, and the United Kingdom, which enable us to offer sustainable management by improving our customers' competitiveness.

With our technology and knowledge, we take on our customers' challenge to send **Zero Waste to Landfill** as our own. We also seek out solutions to give waste a second life, reintroducing it into the value chain as raw materials or making the most of its value as energy, reducing the impact of its accumulation in landfill.

At our **Natur Cycle Plus** facility, we recycle low-

density polyethylene (LDPE) by manufacturing recycled pellets, which are then used as a secondary raw material in the manufacture of new plastic films. In 2019 alone, we produced **11,506 tonnes of recycled film**.

In addition, throughout 2018, we carried out a Life Cycle Analysis of the manufactured recycled pellets. This analysis showed that the impact associated with the manufacture of recycled LDPE pellets is much lower than that of virgin pellets. Thanks to our advanced technology, we manufacture high-quality recycled pellets, allowing our customers to substitute high amounts of raw material, reducing consumption and diminishing the environmental impact due to their lower carbon and water footprint.



## Saica Natur, Our Services: The Value of Zero

### Saica Value

We offer maximum value for waste products as well as their traceability, providing our customers with the quality standards of materials, our experience and market knowledge, and our own facilities and network of technology.

### Saica Zero

We take on our customers' challenge of depositing Zero Waste to Landfill our own. We seek solutions so that waste may have a second life as secondary raw material, or for waste to be energetically recovered, avoiding the environmental impact of landfill.

### Saica Efficiency

We analyse our customers' value chain, ensuring maximum waste recovery. We propose alternatives that improve operational efficiency, minimise recovery costs, and contribute to lowering their carbon footprint.

### Saica Circular

We work with our customer, both on the direct use of their own waste to be transformed into a product, and in the incorporation of any other recycled material into their production process.





## Case Study: Selective Collection in Manchester

In collaboration with the Suez Group UK, we will be recycling paper and cardboard from the Greater Manchester municipal waste and recycling collection services over the next 10 years. This is an exemplary case of partnership between global waste management companies and companies specialised in the recovery and recycling of recoverable materials. The Greater Manchester Combined Authority appointed the collection and subsequent management of all municipal waste to Suez Group UK. The company, in turn, agreed on the sorting and cleansing of this material with our Group, (which we carry out at our new Saica Natur plant), its corresponding final recycling (which we carry out at our Saica Paper Partington factory) and closing

the process with the manufacture of corrugated cardboard packaging at the Saica Pack plants. This agreement will allow for the recycling of 100,000 tonnes of paper within a radius of approximately 30 km from the city. The project, with an investment of over £8 million in 2020, will involve the construction of a new waste sorting plant in order to condition the material that will serve as raw material for the manufacture of 100% recycled packaging paper, with the creation of more than 50 jobs.

## Case Study: Salvesen – Improvement in Separation to Achieve Zero Waste to Landfill

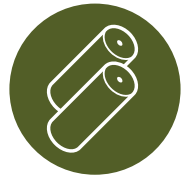
We help our customers to integrate the principles of Circular Economy into their value chain with our product, Saica Zero. In April 2018, we managed to get Salvesen's five main logistic platforms in Spain and Portugal to reach Zero Waste to Landfill. Thanks to the work on the separation of the waste generated, a total of 321 tonnes of waste destined for landfill were recovered and converted into products. We have been working on and developing valuable projects together with Salvesen Logistics for over 10 years, managing to turn their cardboard waste into recycled paper which is then used to produce new packaging. Furthermore, plastic waste is transformed into recycled pellets for the manufacture of packaging products, and organic waste is transformed into compost and clean energy.

Salvesen is carrying out a second phase, which entails the expansion of the separation solution to the rest of the platforms across the Iberian Peninsula.

Thanks to the work on the separation of the waste generated, a total of **321 tonnes of waste** destined for landfill were recycled and converted into new raw material.

*The success of the project arose from the involvement of the teams from both companies in the implementation of procedures, the separation of waste, and the correct management of each type, minimising their generation and maximising their recovery and use.*





## Saica Paper

### Recycled Paper for Corrugated Cardboard

Thanks to Saica Paper, we are the third-largest manufacturer of recycled paper for corrugated cardboard in Europe. We offer a wide range of qualities and a reliable service, which is capable of handling large volumes of orders thanks to our 10 paper machines located across 6 production centres in 3 different countries: Spain, France, and the United Kingdom, with a combined annual production of over 3.1 million tonnes of paper.

In a market that is increasingly demanding in terms of quality and sustainability, Saica Paper offers a portfolio of products that not only seek to satisfy the needs of customers, but also seeks to anticipate them. That is why R&D is fundamental, as is our commitment to put innovative and unique products on the market.

Our new developments include:

### Nature Kraft, the colour of sustainability

Nature Kraft, 100% recycled paper with a virgin fibre appearance, is our commitment to sustainable packaging.

It is an excellent alternative to traditional Kraft liners due to its high physical-mechanical performance and similar appearance to that of virgin fibre. Furthermore, its optimum printing quality allows for all types of finish and customisation of the packaging.

With a weight range from 115 to 245 g/m<sup>2</sup>, Nature Kraft is an FSC®- and PEFC™-certified paper suitable for contact with food.



## Infinite Range, building brands

In 2018, we launched our Infinite range of paper, made of 100% recycled white paper, and three brands with a differential value: **Infinite Innova**, **Infinite Coated**, and **Infinite Lithos**, with the aim of adapting to the needs of our customers, who increasingly request sustainable and attractive packaging solutions.

### Infinite Innova

This 100% recycled paper, due to its innovative characteristics, highlights and amplifies colours to achieve high-quality aesthetic packaging that enhances the brand. This paper has great versatility that makes it suitable for a wide variety of uses.

### Infinite Lithos

This 100% recycled paper benefits from the same advantages and characteristics as its counterparts, but in a version created specifically for use in offset printing in format and lamination.

### Infinite Coated

This coated white testliner offers optimum smoothness and uniform whiteness in a more environmentally-friendly version as it is made from 100% recycled paper fibre.



## Hidrosaica, the development of low paper weight

In the context of today, where reducing the waste generated in production processes is a huge challenge, reducing the weight of packaging becomes a priority. For this reason, we sought to be faithful to our long history of reducing GSM, extending the range of GSM of our **Hidrosaica** product, now available in 90, 95 and 100 g/m<sup>2</sup>.

For our customers, who are always at the heart of our decisions, this translates into significant savings in the weight and cost of their packaging, as well as a lower environmental impact due to the reduced use of material.

## Case study: Hinojosa Group - Packaging Solutions in High-Quality Print

"Hinojosa, one of the most dynamic companies in this sector in Europe and specialist in packaging solutions, has always been one of the most committed customers to innovation in paper and corrugated cardboard. We have collaborated with Saica Group from the beginning, rising to the needs and new challenges thanks to which innovative paper has been developed, with a high level of quality to reduce the weight of the packaging.

The latest example of this close cooperation is the development of applications for the new Infinite range of high-quality white printing papers: by combining the new Infinite paper with our high-level printing technology: flexo, offset, and digital, we are able to offer packaging solutions to our customers that enhance their brand image through packaging. Consequently, we offer differentiation and sustainability, with lighter materials, smaller, transportable formats, and materials that are recyclable or come from renewable sources."

**Eric Bacourt, Hinojosa Group CEO**







Having an efficient and agile supply chain is key in ensuring high-quality customer service.

Our company is committed to ensuring strong customer-orientated service excellence as well as product quality.

With this goal, we are strengthening the Supply Chain Department, which aims to offer our customers excellent attention and improvement in OTIF and lead time.

## Our Services



### Help in the definition of cardboard compositions:

The most efficient box requires the most suitable paper, so we help our customers to optimise their cardboard compositions.



### Audit and Advice:

We offer technical advice for the optimal use of our paper to gain efficiency in their runnability, and obtain optimal parameterisation of their machinery.



### Technical Assistance:

Our team of technical experts are at your service, as well as our advanced technology in instrumentation and testing and measurement equipment in order to provide the best internal and external (end-customer) technical assistance.



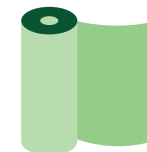
### Continuous Service Level Improvement:

We are developing our supply models, such as the Vendor Management Inventory (VMI) which allows us to reduce the lead time to the customer as well as to our stocks.



### Organisation - Customer Service and Supply Chain Office:

We offer our customers specialised offices in each market, with personalised contact, capable of meeting all demands in the customers' own language.



### Regular, Reliable Supply:

Our 10 paper machines in Europe and our extensive logistics network allow us to respond easily and quickly to emergencies, and also to manage large orders, guaranteeing the supply of paper.



In 2019, we initiated a new **automatic warehouse** in our factory in El Burgo de Ebro, with capacity for 31,000 tonnes of paper and with which we intend to help in the transformation of the current supply model, Make to Order (MTO), where manufacturing is driven by demand, into a Make to Stock (MTS) model, offering an integrated, proactive supply chain that is totally geared towards meeting the needs of the customer. This new model is based on establishing stock levels according to consumption forecasts, which allows us to reduce delivery time. To this end, we define service level indicators measured through information management and monitoring systems, which allow us to calculate shipping, stock, and production needs.

The automatic warehouse is also another milestone in the progress towards energy efficiency and decarbonisation, as it is operated by cranes and self-driving 100% electric vehicles, which also generate energy when performing descent and braking manoeuvres.

In addition to this, we have improved safety through the separation of workers and forklifts, using an innovative system that prevents them from coinciding in the same space, as such achieving a zero-accident zone.



## Saica Pack Corrugated Cardboard Packaging

At Saica Pack, we work day by day to develop packaging solutions that meet the different needs of each of our customers, always striving to be at the forefront of packaging solutions so that our teams may find and develop integrated solutions tailored to adding unique value for each customer.

We have 54 production plants across seven countries: Spain, Portugal, France, Italy, the United Kingdom, Ireland, and Turkey, with a combined production of more than **2.9 million m2 of corrugated cardboard**.

### Saica Pack Markets:

We develop specific and original products and services for all types of sectors, through analyses tailored to the specific needs of each client that allow us to offer an end-to-end sales proposal, providing solutions at each stage of the chain.

#### Industry

We increase the productivity and efficiency of the manufacturers' operations.

#### Spirits

By means of our packaging our customers convey the high quality and sophistication of their products which is demanded in the spirits market.

#### Fast Moving Consumer Goods

We develop packaging for food, drinks, perfumes, and detergents.

#### Logistics

We promote Circular Economy through recycled, recyclable, and biodegradable products that help to maintain a sustainable environment.

#### E-commerce

We develop packaging adapted to the requirements of the logistics chain for sending packages.

#### Fresh Pack

We develop fruit and vegetable packaging capable of withstanding extreme weather and transport conditions.



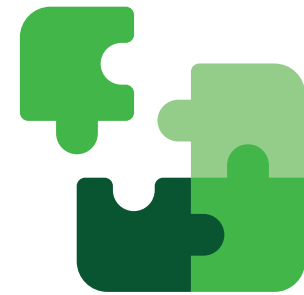
## Digitalisation Saica Pack in the Digital Age

Currently, Saica Pack's sales and marketing department are immersed in a digitalisation process that aims to improve our customer experience, while facilitating the day-to-day work of our sales force. With technology as an ally, Saica Group's continuous innovation is clear, as well as our commitment to personalisation, which is necessary in the sector.

We currently have 3 applications: Digital Briefcase, Solutions Catalogue, and End-to-End Cost of Ownership.



**Digital Briefcase** is a quick and easily accessible tool that contains all relevant information and documents, with the aim of keeping our sales team up to date with the latest information, and thus building a Unique Sales Proposal suitable for each customer's purpose.



The **Solutions Catalogue** is based on Saica Group's desire to demonstrate the solvency, competitive advantages, and characteristics of our products and solutions quickly and visually. It improves development with our customers through an innovative tool in the sector, which allows us to display the whole portfolio of products and solutions that we can offer to each sector.



Finally, our **E2E Cost of Ownership** tool allows us to demonstrate to our customers our knowledge and technical strength in the area of sustainable packaging solutions through the assessment of the economic impacts that our solutions have at any point in their value chain (end-to-end). All of this in an easy, agile and standardised way for our sales team.

Thanks to these applications, we are more efficient in our relations with our customers, and we step up to their challenges with a high professional standard.

## Case Study: Secure Corrugated Card- board Packaging for E-commerce

The continuous growth of e-commerce has generated a greater demand in the personalisation of packaging and, in turn, a greater awareness on the part of consumers of the impact of packaging. There is an increase in the demand for recyclable packaging, and for that which contains recycled material. At the same time, packaging is a fundamental element in the customer's shopping experience, and it is becoming increasingly relevant.

At Saica Pack, we have reinforced the design of packaging for e-commerce to increase the safety and protection of the products sent. Sustainability in packaging must always begin with the product arriving at its destination in one piece, and then, optimising the use of resources by attending to different levels of protection, cost, handling, and resistance, while providing the best customer experience.





**Saica Pack** offers solutions at every point in our customers' value chain:



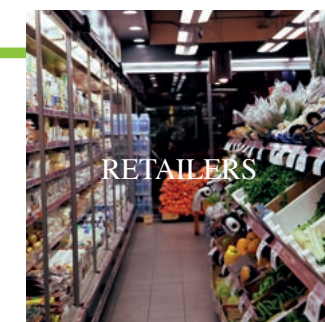
We optimise the internal logistics of our customers



We contribute in order to improve their external logistics.



We provide efficient mechanisation solutions to guarantee the productivity of our customers



Our packaging guarantees attractive shelf space for the consumer, and efficient for the retailer



We take care of the end user by providing the highest quality in our products



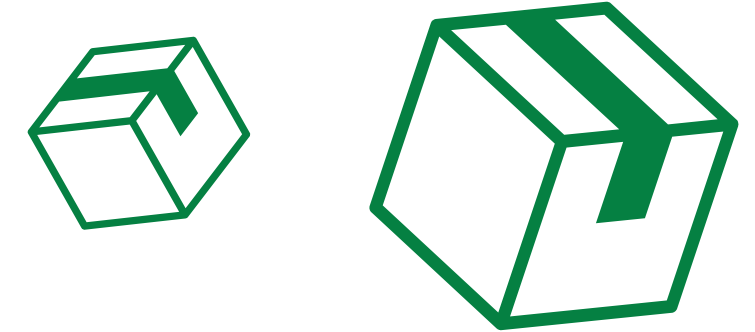
We provide value for the positioning of the brands



We take care of the environment and the communities where we operate



Our integrated cycle makes it possible to recover waste that was previously sent to landfill







## Saica Flex Flexible packaging

At Saica Flex we develop and produce high quality flexible packaging for the food and non-food market and labels, always with the vision of **"one need, one package"**. We currently have a total of 12 plants in 5 countries: Spain, the United Kingdom, the Netherlands, Italy and Luxembourg; with a production of **901 thousand square meters of flexible packaging in 2019**.

*Flexible packaging is an essential part of today's consumer products, playing a key role in their protection and preservation. At Saica Group we are committed to sustainability and have set ourselves the challenge of designing products that can be easily separated and then recycled and reintroduced into the chain value.*

### Food Industry



Bread, biscuits and baked goods



Fruit and vegetables



Pasta, dry foods and cereals



Cheese and dairy products



French fries, salty snacks and dried fruit



Confectionary, chocolate and ice cream



Pasta, dry foods and cereals



Frozen products



Ready meals, condiments and sauces



Meat and fish



Liquids and beverages

### Non-Food Industry



Pharmacy



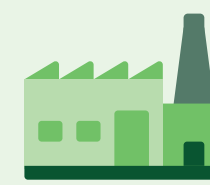
Pets



Personal hygiene and cosmetics



Household cleaning and detergents



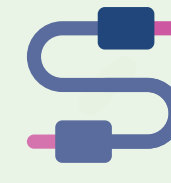
Industry



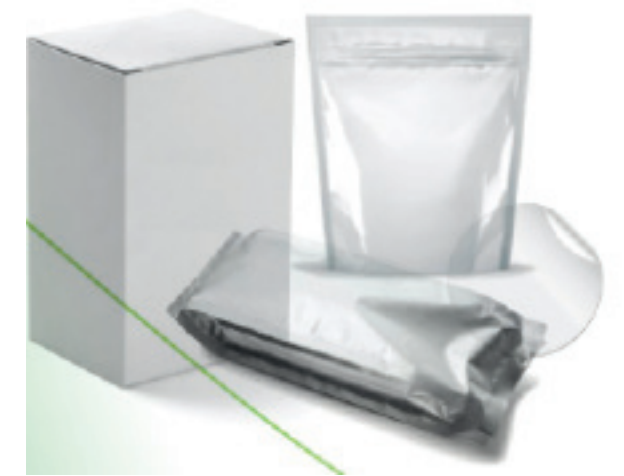
Tobacco



Labels



Other



There are many steps we have taken together with our customers to provide them with more sustainable solutions, such as reducing their packaging weight, eliminating PVC or chlorine from the structure of our products, designing recyclable structures such as **Monoflex**, or introducing recycled material into our products with the **Green Heart** packaging. Thanks to all of these and many other innovations, **72% of the flexible packaging structures put on the market by Saica Flex are recyclable**.

With the launch of **Monoflex**, we were pioneers in making available to the market a mono-material tray and cover for packaging fresh food products. A solution designed to be totally recyclable, with barrier properties tailored to the needs of the products it contains and with an improved finish in terms of gloss and transparency. Over the past two years, we have worked on optimising packaging costs and reducing their impact on the manufacturing process through collaboration with local suppliers.



## Case study: Polyolefin structure for stand-up pouch and the launch of the first detergent bag with 45% recycled plastic content

At Saica Flex we have developed and introduced to the market a packaging for detergent tablets with a metallic appearance that is specifically designed to be recyclable.

Our professionals started with a three-layer material (PET+ metallised PET+PE) and their objective was to find a material that would provide the necessary rigidity, good printing, thermal resistance, and good tearing and sealing.

Thanks to our experience and the innovation that characterises us, we have managed to find a polyolefin solution designed to be recyclable that meets all the specifications required by the customer and which is already on the market. The next step is to continue working on this packaging to introduce recycled material and to make this structure monomaterial.

Another example of our commitment to using recycled materials is the following product developed by Saica Flex and already on the market: a bag for detergent tablets that is produced using recycled low density polyethylene. It represents the first



project in which virgin resin has been successfully replaced by recycled resin by up to 45% of the total weight of the container, an important step towards the circular economy of plastic packaging.

This has been made possible by Green Heart, our new packaging line, which allows the replacement of virgin material with recycled material in a wide range of non-food applications. Only in this way we have been able to successfully introduce recycled content of up to 45% of the total packaging, obtaining bags with similar characteristics to those produced with virgin materials and with optimum results in both the conversion of the packaging and the form-fill-seal process.

In line with our commitment to the circular economy, recycled material is supplied from Natur Cycle Plus, which produces a high quality recycled low density polyethylene (LDPE) that can be used in the production of new primary packaging. Natur Cycle Plus resin is certified by EuCertPlast as 100% post-consumer recycled content.



## Case study: Sustainability in the slicing market

Flexible packaging has become a critical element in the slicing market, as it allows a longer conservation of a product that often has a short shelf life. It is important to find the balance between over-specifications or excess packaging, which goes against sustainability, and over reduction of the thickness or altering the properties of packaging because it can lead to a worse conservation of the product and, therefore, more waste.

In recent years, we have provided concrete solutions to the slicing market. Firstly, we have eliminated from our proposals chlorine compounds such as Polyvinyl chloride (PVC) and Polyvinylidene chloride (PVdC), incorporating more sustainable solutions and barriers adjusted to market needs.

What is more, we have been able to reduce the thickness of the rigid covers by approximately 15%, in addition to marketing a cover that can be sealed with a single-material PET (polythene terephthalate) tray, allowing the tray to be recycled.

The last step was to design a cover that was created to be recycled. The result of the work and research of our R&D&I team, together with a European leader in the manufacture of thermo-formable PET for rigid trays, is Monoflex. This provides the market for the first time with a monomaterial tray and cover for packaging fresh food products. It is designed to be recyclable with the optimum barrier for product conservation and an improved gloss and transparent finish.



# 06 | Efficient and responsible in our management

## Economic performance

At Saica Group we continue to be committed to long-term sustainable growth as the best strategy for achieving our goals. As leaders in the sector, we are committed to growth based on strategic acquisitions that provide us with differential value, both in terms of production and in our range of solutions. The incorporation of the French group Emin Leydier is an example of this commitment.

We understand that the company's growth must be inclusive, sustainable, and with a long term vision, as the only guarantee to continue creating value for all our stakeholders. In 2019, we have consolidated this growth, reaching a consolidated sales volume of 3,016 million euros, 10.6% more than in 2017. Furthermore, we believe that it is necessary to make responsible use of resources, both in our activities and in the solutions we offer our customers, always with our team at the centre, investing in their safety and development, providing the best tools for their work, with the modernisation of our assets and the development of R&D&I.



Turnover  
187 M€

[−13% compared to 2017]  
2.7 million tonnes of recovered waste  
[+0% compared to 2017]



Turnover  
1.616 M€

[+19% compared to 2017]  
2,962 million m2  
[+12% compared to 2017]



Turnover  
979 M€

[+10% compared to 2017] 3,1 million tonnes  
[+19% compared to 2017]  
2,082 GWh  
[−4% compared to 2017]



Turnover  
234 M€

[−14% compared to 2017] 901 million m2  
[− 8,2% compared to 2018]

## Distribution of Saica Group Economic Value by Concept

	2017	2019
Taxes	5%	6%
Staff salaries	12%	14%
Staff social security contributions	4%	4%
Investment and other	14%	8%
Suppliers	65%	68%

Our solid financial position allows us to continue innovating through the most efficient and modern technology, thanks to the investments we make to keep our facilities at the forefront of the sector.



José López



# Sustainable procurement

Five years ago, the European Union published the so-called Circular Economy Package with the aim of moving towards a competitive, low-carbon, resource-efficient economy. In tune with this, at Saica Group we take advantage of the synergies between our business divisions to move forward and build a solid circular model that contributes to the achievement of the **Responsible Consumption and Production goal (SDG12)**.

*We recover our customers' waste to transform it into secondary raw materials, promoting the recovery of materials and creating a more sustainable and lasting wealth over time.*

But we cannot carry out this huge task alone. We rely on our network of **suppliers** and their commitment to our ethical, social and environmental principles.



Cooperation with our supply chain is essential to align supply and demand towards products and services that have the least environmental impact. To that end, we are implementing mechanisms to ensure that purchasing decisions are sustainable, thus guaranteeing a balance between quality, price, and service, and carrying out control and monitoring audits of our procedures to ensure that the established objectives are met

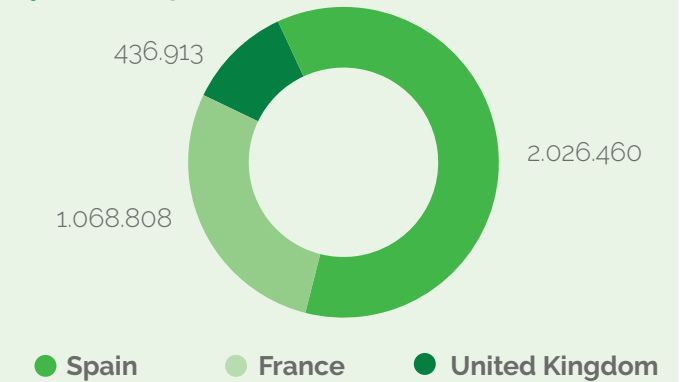
## Our performance

In 2019 we used a total of 3,532,180 tonnes of paper for recycling, as well as 1.64 million tonnes of paper for the manufacture of packaging.

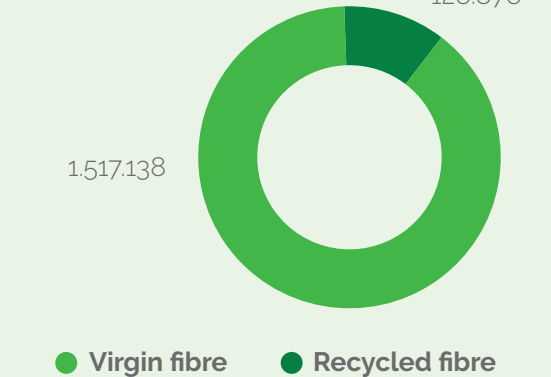
Our Saica paper mills supply more than 92% of the paper used in our Saica Pack facilities, ensuring the highest quality paper, certified in the FSC® chain of custody and PEFC™.

Likewise, 100% of the LDPE (low density polyethylene) waste recycled by Natur Cycle Plus come from Saica Natur. In the last two years, we have transformed more than 11,500 tonnes of LDPE waste per year into secondary raw material.

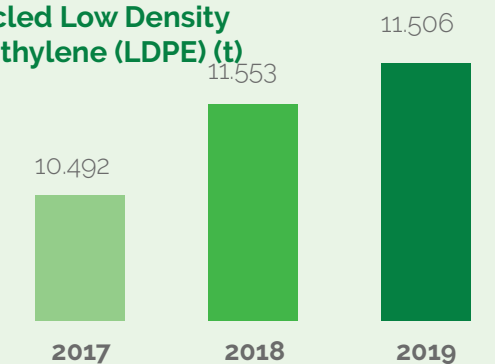
Paper for recycling used by Saica Paper (t)



Paper used by Saica Pack (t)



Recycled Low Density polyethylene (LDPE) (t)





## Case study: Beverage packaging recycling

Saica Group invested 30 million euros in a facility in El Burgo de Ebro to recycle cellulosic material from beverage packaging. Our treatment capacity is more than 100,000 t/year. In 2019, we recycled 114,000 tonnes

Currently, we recycle 75% of the content of the fibre of the packaging, which enters a process of circular economy, being incorporated into our cardboard boxes to be used and recycled again. The remaining 25% is not yet recycled because current technologies do not allow for effective recycling of part of the material that composes this type of packaging, which is a mixture of polyethylene and aluminium.



## Case study: Solvent recovery plant in Luxembourg

In 2019, the new solvent recovery facility at the Saica Flex plant in Rodange was opened. The process consists of the adsorption by activated carbon of the solvents evaporated in the printing and washing equipment, for subsequent desorption and purification, allowing them to be used again in the manufacturing process. This example of circular economy minimises not only the use of resources, but also CO<sub>2</sub> emissions, and strengthens our culture of reusing industrial sub products too.



# Our Purchasing Department is an Example of Sustainability

Through our Purchasing Department, our Group applies the necessary mechanisms so that all purchasing decisions are sustainable, therefore guaranteeing a balance between quality, price, and service, and also assuring the best Total Cost of Acquisition (TCO).



Definition of Long-Term Purchasing Strategy



Elaboration of Procedures



Planning and Negotiation of Main Purchasing Families



Development of Continuous Improvement System



Elaboration of Reporting & KPIs



Implementation and System Support, Processes and Procedures



Jorge Auria



Purchasing Volume  
€630M



Suppliers Used  
~9.000



Orders Handled  
>100K



Orders Automated  
36.900 (reducing the consumption of office paper)

## Commitment Sustainable Purchases

For 3 years we have been developing the internal objective **"The Purchasing Challenge"**, which is based on 3 main axes: Strategy, **Innovation and Excellence**



### STRATEGY

- Integration
- Procedure
- Master Plan

### INNOVATION

- Electronic Platform of Contract Management
- B2B Channels
- E-learning

### EXCELLENCE

- Supplier Management
- Automatization Processes
- KPI's



Case Studies:  
Project Management Excellence

Our suppliers' work has a direct influence on the quality of our products. For this reason, Global Supplier Management is such an important aspect for our Group.

In 2013, Saica Paper established provider management policies and models that define common methods within the Approval and






Assessment System and Management of Nonconformities.

Recently, we have implemented this method within some countries for the Saica Natur and Saica Pack business divisions. One of our goals for 2021 is to do so for the rest of the countries, and launch Saica Flex Global Supplier Management for the business division.

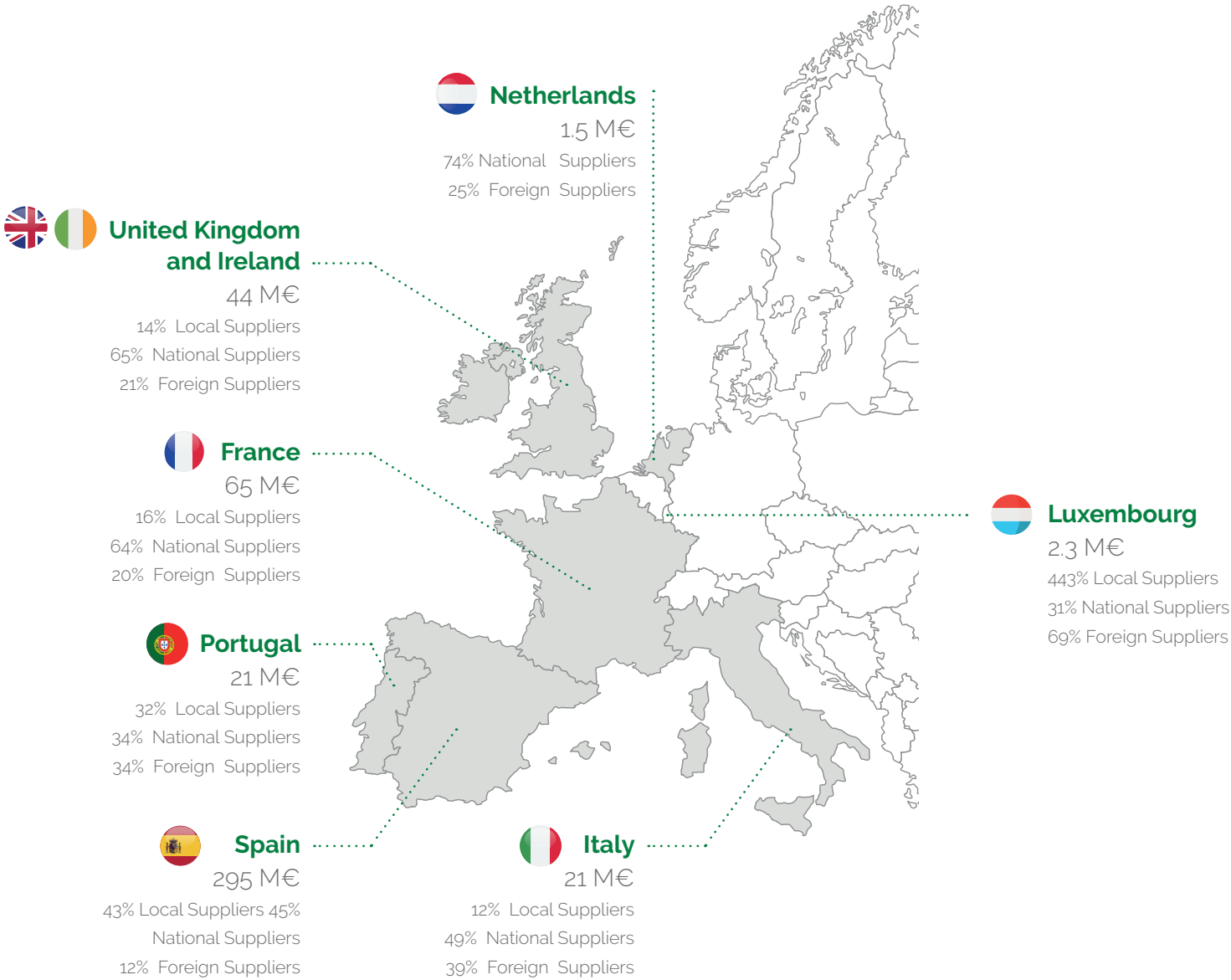
Anex 3



Suppliers

		 Saica Natur	 Saica Paper	 Saica Pack	 Saica Flex
Total Number of Suppliers Involved	8,721 (+6% vs 2018)	2,065 (+4% vs 2018)	3,559 (-1% vs 2018)	2,639 (+8% vs 2018)	1,314 (+56% vs 2018)
Number of Suppliers to Reach 80% in Number of Orders	722 (-5% vs 2018)	195 (-19% vs 2018)	309 (-14% vs 2018)	235 (-11% vs 2018)	130 (+49% vs 2018)
Percentage of Suppliers to Reach 80% in Number of Orders	8,19%	9,48%	8,68%	8,79%	9,89%
Number of Suppliers to Reach 1000€ Annual Turnover	1,946	455	852	479	383
Percentage of Suppliers Under 1,000€ Annual Turnover	23,16%	22,13%	23,94%	20,23%	29,15%
Number of Suppliers at 500€ of Annual Volume Turnover	1,157	249	537	286	229
Percentage of Suppliers Under 500€ Annual	13,79%	12,11%	15,09%	12,08%	17,43%





Case Study:  
Innovation: Electronic Contract Management Platform

In 2019, an Electronic Contract Management Platform was set up in order to process not only contracts, but also letters of intent, framework agreements, and appendices, or any other document that requires two signatures from the contracting parties.

Through this platform, we improve the sustainability and traceability of the purchasing process notably.

In 2019, the Purchasing Department handled over 500 Contracts (NDAs, framework agreements, contracts for goods and services, and rebates).

Throughout 2019, we have developed a platform through which all contractual documents are handled electronically, which improves:



- Sustainability.** Saving over 18,200 sheets of paper per year (-120kg CO2);
- Unified staff.** Standarization of clauses and documents.
- Traceability.** Following who, when, and where documents are created;
- Digitalization.** Centralizing the repository of contracts;
- Documental management.** Allowing for automatic tracking of events, obligations and alerts; and
- Security.** Enforcing authorization levels and responsibilities.





Laura Pascual



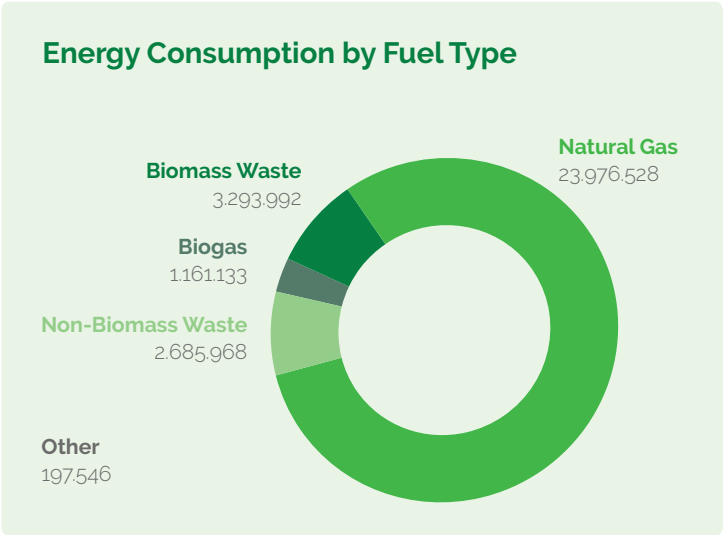
# Energy Management

Energy is a fundamental resource for achieving the global challenges of social and economic development of the 2030 Agenda. Ensuring access to affordable, reliable, sustainable and modern energy is essential to end poverty and inequality, as well as to meet the United Nations' Sustainable Development Goal of the same name **(SDG 7)**. The European Union is committed to decarbonisation, through the Strategic Energy and Climate Framework 2021-2030, which establishes a 32% minimum share of renewable energies in end-user energy consumption, and at least a 32.5% improvement in energy efficiency, which will undoubtedly entail profound changes in the economic growth model. Meeting these objectives must make it possible to increase the reliability of the supply, reduce dependence on imports, and generate new opportunities for growth and employment.

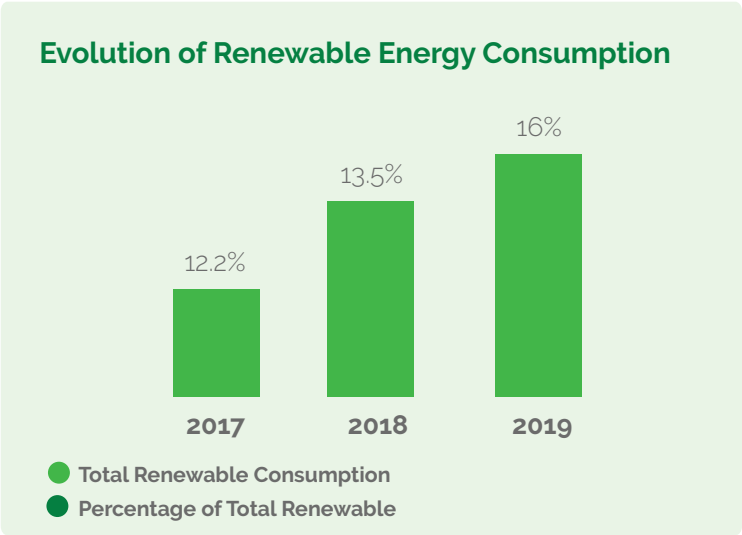
At Saica Group, we promote the best use of energy, seeking out continuous improvement in our

processes, applying the most efficient technologies, and increasing our capacity to self-supply at the same time as we reduce CO2 emissions and other polluting substances. Our strategy aims to increase renewable energy consumption and non-recyclable waste recovery, in line with our Zero Waste to Landfill goal. In 2019, **468,557 tonnes of non-recyclable** waste were used as fuel, avoiding it being taken to landfill.

Our energy management system allows us to carry out detailed monitoring of all consumption, as well as to identify possible areas for improvement in order to reduce our environmental footprint, as we simultaneously optimize our production processes.



Total Group fuel consumption increased to 31.3 million GJ. It is necessary to continue to grow, but sustainably. For this reason, we are committed to the consumption of fuels from renewable sources, reaching 4.7 million GJ in 2019; 16% of the total consumed by the Group. We use natural gas to generate steam for our boilers as well as to generate electricity and steam for our high-efficiency co-generations, producing 2,199,753 Mwh of electricity (7.9 million GJ) in 2019.



On the other hand, our electricity consumption has increased to 1,723 GWh (6.2 million GJ). It is worth mentioning that, in 2019, we consumed 273 GWh (983 thousand GJ) of renewable electricity, 47% more than in 2017, and 16% of total consumption.





## Case Study: Opening of biomass boiler in Venizel

In September 2019, we inaugurated the biomass boiler at Saica Paper in Venizel. This plant generates enough thermal energy for its own functioning from the energy recovered from 75,000 tonnes of waste wood and 26,000 tonnes of by-products which would have previously been disposed of, coming from the paper pulp preparation process.

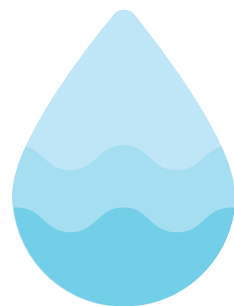
The installation, which saw an investment of 41 million euros, will contribute to a 71% reduction in CO<sub>2</sub> emissions as well as an 89% reduction in natural gas consumption, replacing it with renewable energy. This reflects our commitment to a sustainable production model that forms part of the United Nations Sustainable Development Goals (SDGs).

The Venizel complex has become a real showcase for our Group, both in terms of the use of the best available technologies for the fight against climate change, and our commitment to circular economy. The project has been supported by the French Environment and Energy Management Agency (ADEME) and the Hauts-de-France region. Also, the biomass boiler was acknowledged in the announcement made for the 2016 project "Biomass Energy for Industry, Agriculture and Tertiary Sector" (Biomasse Chaleur Industrie Agriculture Tertiaire, BCIAT).





## Water Management



Water is a fundamental resource that generates and sustains economic and social prosperity, and is a central element in the natural regulation of the ecosystem and the climate. In Europe, water is under heavy demand given its multiple uses in agriculture, tourism, transport, industry, and energy, as well as due to population growth and urbanization, which are putting an ever-greater strain on freshwater resources across the continent. The appearance of real threats coming from climate change and extreme weather, such as floods, droughts, and supply shortages, have highlighted the need for the responsible management of this resource. For this reason, the United Nations have established **"ensuring the availability and sustainable management of water and sanitation for all"** as its SDG 6. At Saica Group, we work to identify points for improvement, by reducing our water footprint and developing contingency plans to reduce the impact on supply in the event of floods and droughts.

*Environmental responsibility is part of our business strategy. For this reason, we carry out ongoing evaluations and stand for the best available technologies; we have highly qualified technicians; and we invest in R&D&I projects aimed to continuously improve our operations and foster the efficient use of water.*



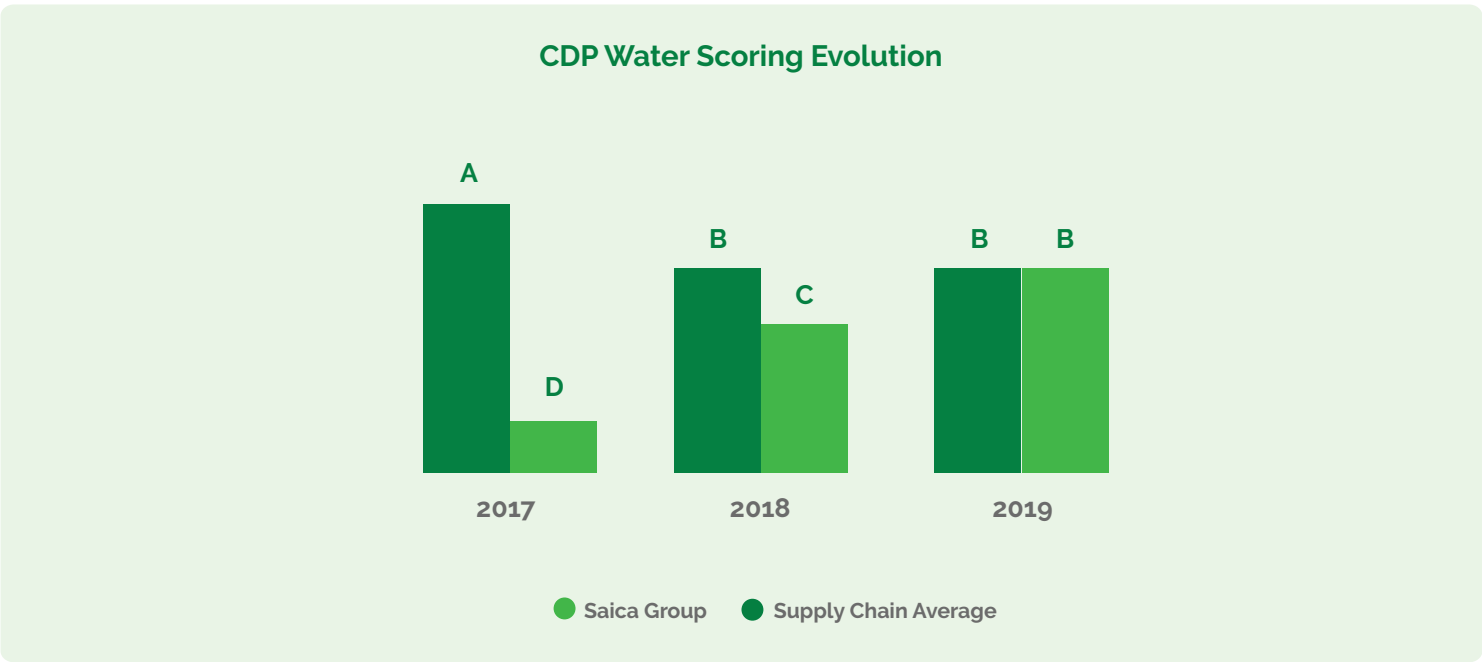
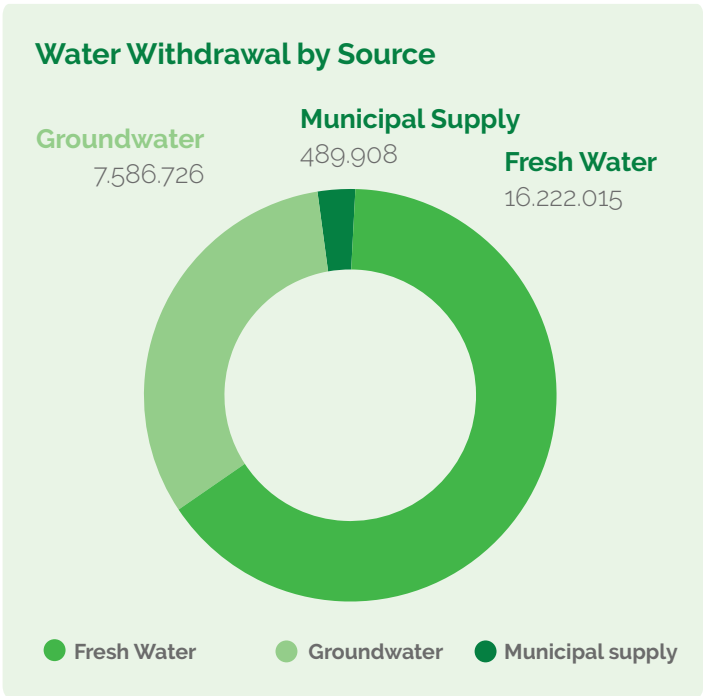
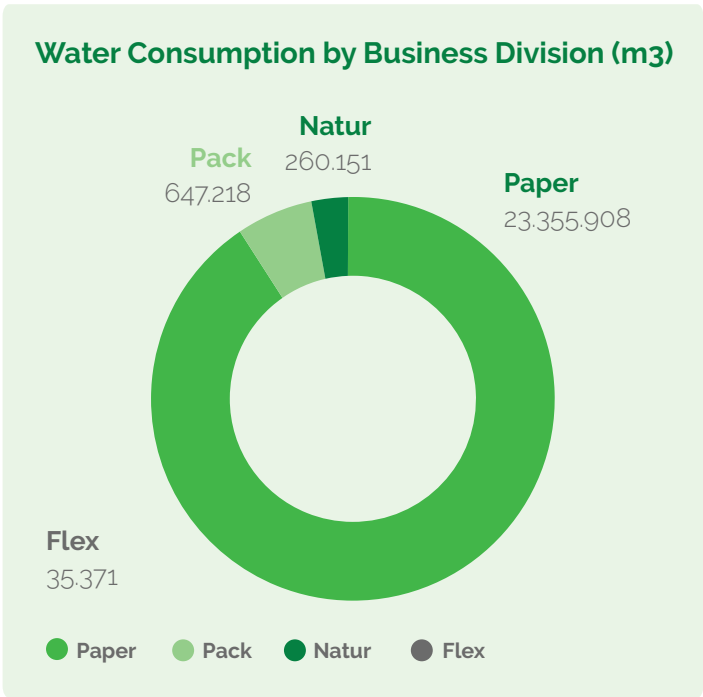


Our Performance

In 2019, our water use increased to 24,298,649 m3 due to an increase in activity at Saica Paper, which accounts for 96% of Group consumption. With an average consumption intensity of 6.7 m3/t. Saica Paper is also responsible for the entirety of the water reutilization process, which increased to 6.747.740 m3, and allowed us to minimise the impact caused by our activities in this area.

In the Saica Pack division business, we use water to generate steam for the manufacture of corrugated cardboards sheets, and, year on year, we implement measures in order to minimise its consumption. In 2019, our consumption increased to 647,218 m3, with a water consumption intensity of 0.205 m3 per 1,000m2 of cardboard produced.

The improvements implemented in our water treatment facilities over the years have allowed us to reduce the pollutant load in the discharge. In 2019, the discharge parameters were 2,679 tonnes of COD, 754 tonnes of TSS, 224 tonnes of N, and 22 tonnes of P.



We maintain our commitment to reporting our water management by responding to the CDP Water Supply Chain Questionnaire.

Every year, we run an analysis of current and future risks to water resources, and we provide information on our water use strategy, including our goals to improve its management. In 2019, we kept up our management level B, in line with the average sector.





## Climate Change and Air Emissions

Today, climate change is one of the greatest challenges we face, and the events of recent months have taught us that right now is the right time to take impact-limiting actions, despite the lengths to which every sector of our society will need to go. In 2019, the UN Climate Change Conference, COP25, was held in Madrid, and concluded with the adoption of the "Chile-Madrid Time for Action" agreement, by which countries are called upon to express greater urgency in submitting action plans in order to respond to the climate emergency. At the end of 2019, the EU agreed to a climate neutrality commitment by 2050: a long-term goal in response to the Paris Agreement, by which to reinforce efforts in order keep global warming from exceeding 1.5 °C, **in line with their commitment to take urgent actions to combat climate change and its effects (SDG 13).**

At Saica Group, we consider ourselves under the obligation to offer a response to climate change that is aligned with international agreements. Climate neutrality, which is part of the EU's goals for 2050, means emitting the same amount of CO<sub>2</sub> to the atmosphere as is removed through natural absorption, such as forests or oceans, bringing the balance to zero. To achieve these goals, we have to reduce global emissions by 70%, seeking out solutions that

contribute to this, and thus making the most of the opportunity to innovate in our products and services in order to reduce our environmental footprint. Our continuous improvement is based on a process of identifying risks and opportunities, which is used as a basis for drawing up our strategic plans in this area. It goes without saying, however, that we are not alone in this, and that, in order to achieve such an ambitious goal, both society and administrations must be aligned with industry and transport in channelling the efforts that we are to make.

The path to emission neutrality requires investment in new technological solutions, the constant optimisation of processes, and the development of products which pose a lower carbon footprint in their manufacture. Our willingness to reduce the greenhouse gas emissions is evident in the increase of Saica Paper Spain's "Guarantee of Renewable Origen" production, which is associated to the generation of electricity from biomass and biogas. Another example is the automatic spools at the stock warehouse in Saica Paper, El Burgo del Ebro, where a reduction in emissions estimated at 725 tonnes of CO<sub>2</sub>e/year is mainly owing to the removal of diesel forklifts.

Our response to climate change also involves taking advantage of opportunities which arise from the development of new products, as well the eco-redesign of existing ones, in which the manufacturing process incorporates waste as recovered raw material, minimising the carbon footprint.

A good example of this is the fresh products packaging solution, the GreenHeart range of Monoflex packaging, which is a monomaterial package that can be recycled.

In the interest of transparency and for the eighth consecutive year, we have responded to the **CDP Climate Change Supply Chain** Questionnaire. We have kept up our **B-level management** for four years in a row, which reaffirms our commitment to the management of greenhouse gas emissions.



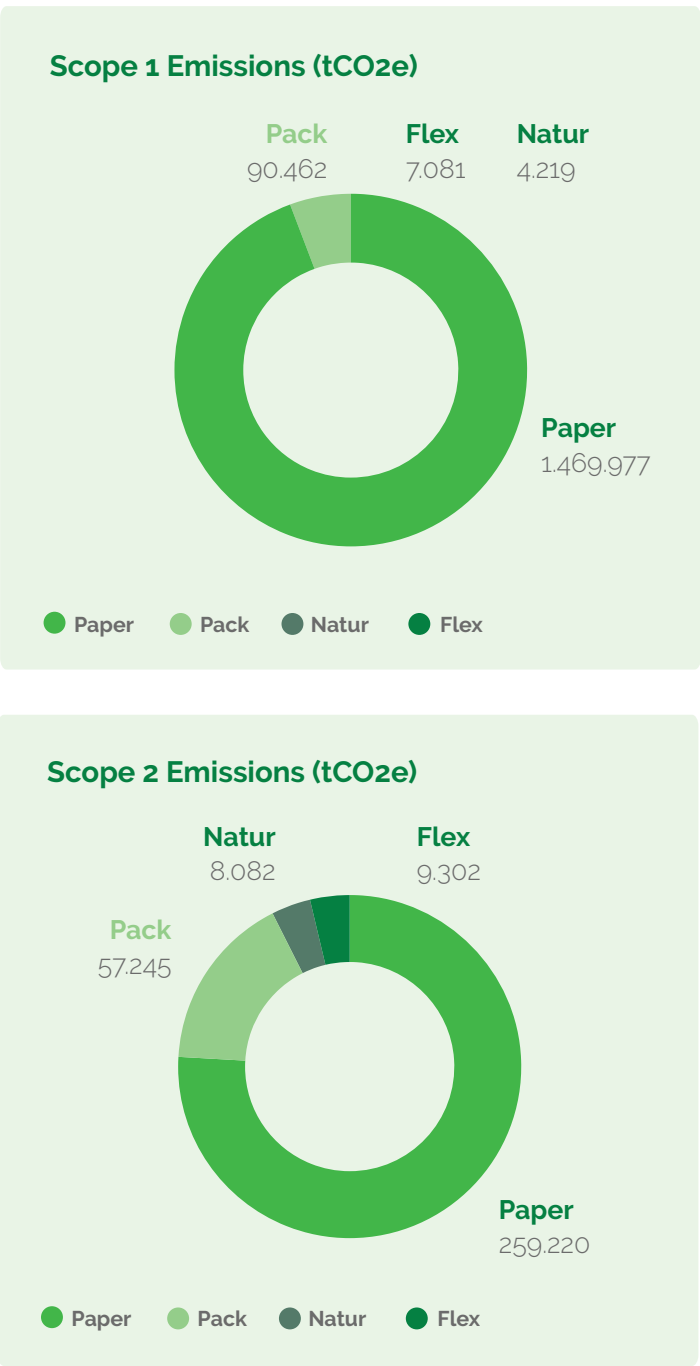
Andrés López



Our Performance

In 2019, we reduced our total greenhouse emissions to 1.89 million tCO<sub>2</sub>e, 83% of which are Scope 1 emissions, associated to the consumption of fossil fuels, and 17% of which are Scope 2 emissions, associated to the consumption of electricity. In terms of the different business divisions, 91% of our greenhouse gas emissions, **1.72 million tCO<sub>2</sub>e**, are generated by Saica Paper, whose activity comprises the majority of the Group's energy consumption. Our emissions intensity ratio for recycled paper production is 0.326 tCO<sub>2</sub>e/t. The Saica Pack business division has an emission intensity ratio of 0.0466 tCO<sub>2</sub>e/1,000m<sup>2</sup>, with total emissions of 147,531 tCO<sub>2</sub>e.

We also work to reduce the emissions of other substances coming from fuel consumption in our Saica Paper business division, such as nitrogen oxides (NO<sub>x</sub>) of which 993 tonnes have been emitted in 2019.



Case Study:  
We work with Carreras and IVECO to reduce carbon footprint in freight transport.

Collaborating with logistics company Carreras and truck manufacturer IVECO, we ran a pilot project to transport goods over medium and long distances with vehicles run on Liquefied Natural Gas (LNG), the most ecological fuel for internal combustion engines currently available. This project, which started running tests at the end of the summer, is part of the Lean & Green initiative, which aims to reduce CO<sub>2</sub> emissions in the supply chain by at least 20% over the next 5 years.

Among other actions, we worked together with Carreras to use IVECO Stralis NP trucks for all medium- and long-distance freight transport, thereby reducing CO<sub>2</sub> emissions by 22.3% in comparison with diesel trucks. For us, the Lean & Green project is very important due to its contribution to the decarbonisation of road-vehicle freight transport, and it demonstrates our commitment to working with suppliers and customers for the sustainable development of the entire value chain.







## Waste Management

An increase in the consumption of resources means an increase in waste production, due to the linear nature of the current productive model. A transition is needed towards a model that, in addition to using resources responsibly, conceptualises waste as a recoverable raw material. We may therefore avoid it going to landfill through an eco-design which incorporates the recovery, reuse and recycling of waste, as well as collaboration between all actors in the value chain. At Saica Group, we believe that achieving responsible production and **consumption (SDG 12)** must be tackled from the point of view of responsible consumption as well as from that of providing solutions to the waste generated by this consumption.

In 2015, the European Commission adopted an action plan to contribute to Europe's transition to a circular economy, with a set of measures to urge industries to find new solutions for the use of secondary raw materials, such as the commitment to quality rules for managing secondary raw materials, especially in the case of plastics, as well as to foster the conversion of waste into resources.



Cristina Fustero

## Responsible Consumption

At Saica Group, we have set the goal of reaching **Zero Waste to Landfill at all of our facilities by 2024**. This goal will allow us to make the most of the experience we hold in order to provide more efficient, customised and innovative solutions for our customers, helping them to achieve our common goal. To do this, we analyse our flows from a circular perspective, and we look for solutions in order to avoid our waste being sent to landfill through its recovery and recycling. In 2019, we were capable of converting 83% of the waste we generated at our facilities into value.

*At Saica Group, we have set the goal of reaching Zero Waste to Landfill at all of our facilities by 2024.*

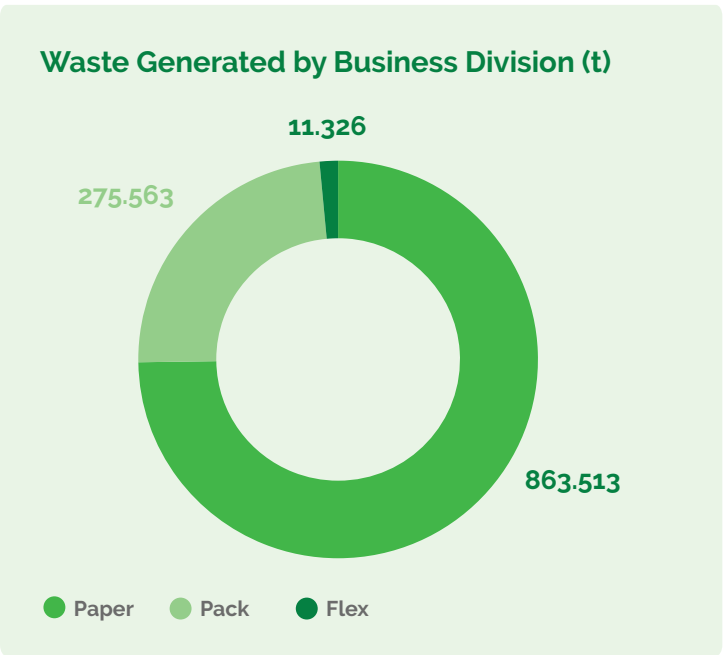
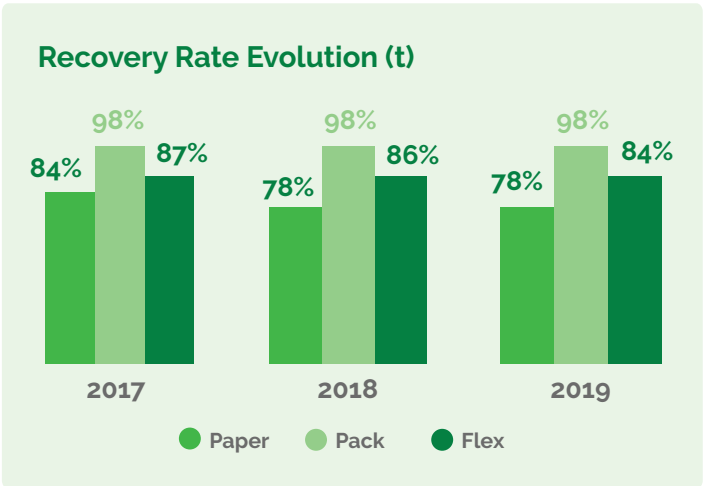


Our Performance

In comparison with the previous year, the waste generated by our activities has decreased slightly, dropping to **1,150,403 tonnes**. At Saica Paper, waste generation has decreased by 6.3% to 863,513 tonnes, with a 78% recovery rate. At Saica Pack, 275,563 tonnes have been produced, of which **98% was managed by recovery operations**.

Saica Flex has reached a recovery rate of 84.5%, avoiding 9,569 tonnes of waste going to landfill of a total of 11,326 tonnes generated.

Our Saica Natur division, dedicated to providing environmental solutions for our customers, is mainly responsible for waste management, innovating in order to improve recycling and the usage of waste, as well as researching new applications and collaborating with the Group's three business divisions in order to achieve the goal of Zero Waste to Landfill.



Case Studies:  
Commitment to Sustainability  
with Nestlé

Since 2015, we have worked with Nestlé in order to increase the collection of recoverable materials and to reduce those that go to landfill significantly. At Saica Group, we carry out thorough analyses in order to uncover the processes in which the company generated waste, and what its waste flows have been. Our goal was to improve waste classification and to look for different alternatives to landfill. These projects have been carried out across 8 factories in Spain, carefully analysing the 7,500 t/year waste by collected by Saica Natur.

As a result of these analyses, we have managed to maximise the recovery of those recoverable materials. This includes more than 530 tonnes of plastic, part of which was turned into recycled pellets through our Natur Cycle Plus plant, with which we proceeded to produce new shrink and stretch film. Furthermore, more than 3,000 tonnes of paper and cardboard waste were recycled by Saica Paper, turning them into 100% recycled cardboard boxes at Saica Pack.

*Thanks to this project, we have prevented more than 1,500 tonnes of waste going to landfill per year.*





# 07 | Long-Term Contribution

## Corporate Management

Our Board of Directors, chaired by Ramón Alejandro, is the highest governing body of the Group. The Board is in charge of approving the Strategic Plan. The Strategy and Corporate Development Department, headed by Susana Alejandro, is responsible for its preparation and subsequent deployment and execution throughout the Group.

The Group's Management Committees and those of each of the Areas are responsible for ensuring the correct implementation of the plans in their areas of impact, thereby ensuring that the objectives are met.

The Executive Committee, located in the organisational chart between the Saica Board and the Group and Area Management Committees, acts as the highest governing body between Boards. It is made up of the Chairman, Ramón Alejandro, the Managing Director, Pedro Gascón, the Assistant Managing Director, Enrique de Yraolagoitia, and the Director of Strategy and Corporate Development, Susana Alejandro.

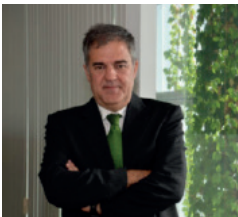
In terms of the management of the Group's sustainability, the Sustainable Development and

Human Resources Department aims to integrate sustainability into all areas of the company, working closely with the Financial Department, the R+D+i Department, and the Industrial Projects Department, in order to meet the goals and expectations of our stakeholders.

All of these functions report to General Management, and their managers are members of either the Group Management Committee, Saica Paper Management Committee, or both, along with the Managing Directors of the various businesses (Saica Natur, Saica Paper, Saica Pack and Saica Flex), and the members of the Executive Committee.

Our commitment to sustainability seeks to improve economic, social and environmental performance through responsible management.

*At Saica Group, we have set ourselves the ambitious goal of achieving Zero Waste to Landfill at all our facilities by 2024.*



**Ramón Alejandro**  
Chairman



**Pedro Gascón**  
Managing Director



**Enrique Yraolagoitia**  
Assistant Managing Director



**Susana Alejandro**  
Director of Strategy and Corporate Development



**Víctor Sanz**  
Managing Director, Saica Natur



**Federico Asensio**  
Managing Director, Saica Paper



**Pascual Giraud**  
Managing Director, Saica Pack



**Javier Fernández**  
Managing Director, Saica Flex



**Pilar Franca**  
Director of Sustainable Development and HR



**Carlos Mancholas**  
Chief Financial Officer



**Cristina Cardona**  
Legal Director



**Francisco Carilla**  
Industrial Project Manager



# Code of Ethics

Our responsible business model can be no other than that which allows us to improve our economic, social, and environmental performance within the current legal framework, as well as following our Code of Ethics and Legal Compliance. **Our Code is a guide that all professionals must take as a reference in order to make ethical and legal decisions in the development of their profession** at Saica Group, in line with the responsible and ethical management guidelines established by our Administrative Council.

We undertake to comply with and respect the United Nations Human Rights by means of non-violation of risk prevention, as well as to eradicate any type of discrimination.

Our Code provides information about a variety of subjects that help us to transmit and teach Saica Group's values to all employees, including **health and safety, the prevention of occupational hazards, the fight against corruption and fraud, the prevention of bribery, promoting diversity, inclusion and non-discrimination, respect for human rights, guaranteeing data protection, and preventing conflicts of interest**, among others.

We want to ensure that we create an environment

in which all workers and company members feel comfortable expressing their ethical concerns to their colleagues, their supervisors, the human resources department, or any other department. For this reason, we are continuously improving **our compliance management system in order to comply with our ethical standards, as well as to ensure the prevention of illegal acts**. We do so by extending its scope, designing new procedures and policies, implementing control measures, and encouraging all our employees to sign up to and commit to our Code of Ethics and Legal Compliance.

*Saica Group's Code of Ethics and Regulatory Compliance is available on the website*  
**[www.saica.com](http://www.saica.com).**

*For any queries, please write to us at:*  
**[compliancegroup@saica.com](mailto:compliancegroup@saica.com)**

In order to establish a responsible body for ensuring the application of our Code, we have created the **Ethics and Legal Compliance Committee in all countries, as well as a Committee for the Group**. The composition, functions and responsibilities of this Committee are defined by the compliance management system, and include the investigation of all cases that have been reported for alleged non-compliance through all channels. Likewise, each country's Committee is to identify, evaluate, and manage risks, putting forward specific measures in order to minimise them.

The creation of the Group's Ethics and Legal Compliance Committee, led by the Group's Legal Management, reporting directly to Saica Group's Audit Committee as well as the different countries' Committees, has been fundamental in reaching the global implementation of our responsible and sustainable business model.

In 2019, we have received 6 complaints. Five of them have been related to workplace harassment, and one of them was in a trade association. All of them have been investigated and transferred to the corresponding departments to take action, implementing the measures established in our Code and in the applicable local legislation.



Peter Eisenhaure

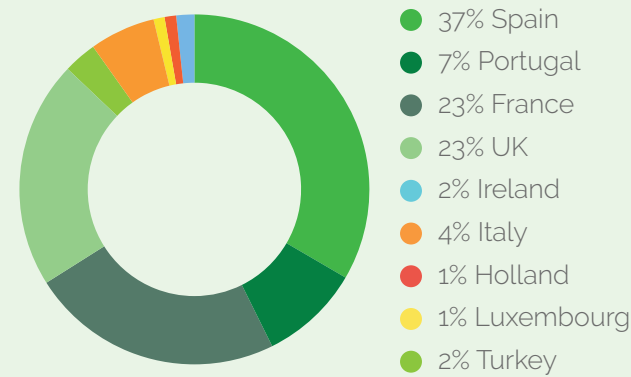


# Stable, High-Quality Employment

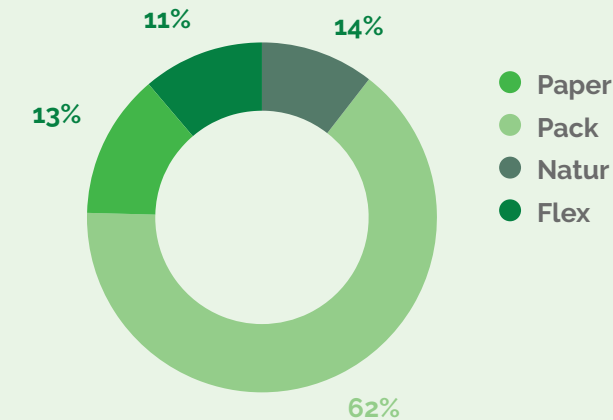
Upon closing in 2019, the Group's staff increased to 10,345 employees across a total of 9 countries. This figure reflects a growth of more than 10% in comparison with 2017 (9,379 employees). In line with our commitment to provide stable and high-quality employment, as well as the opportunity to

develop a long professional career, the majority of our employees have full-time, permanent contracts. Furthermore, we show our commitment to them by reviewing the organisational structures annually, in order to meet the needs of the team and to provide development opportunities to all who those who make up Saica Group.

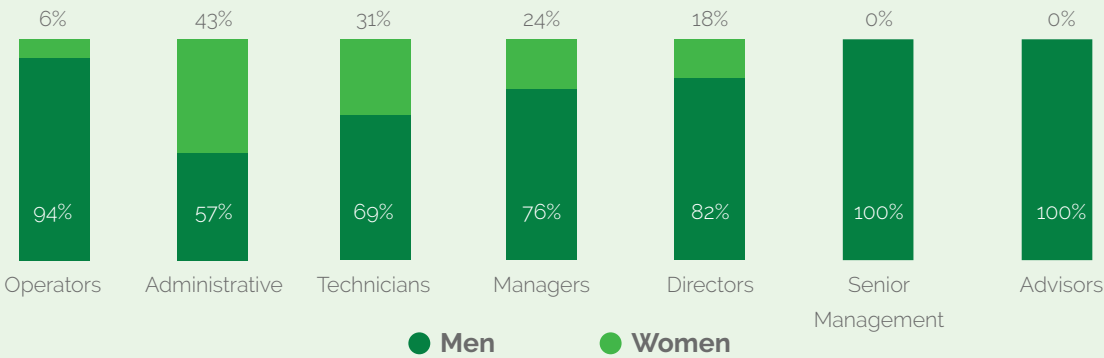
Workforce Breakdown by Country



Workforce Breakdown by Business Division



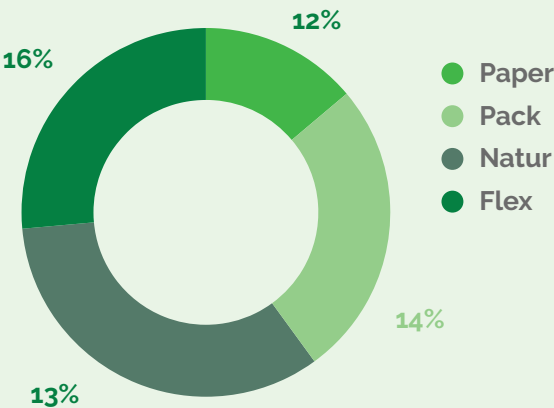
Workforce Breakdown by Gender and Professional Category



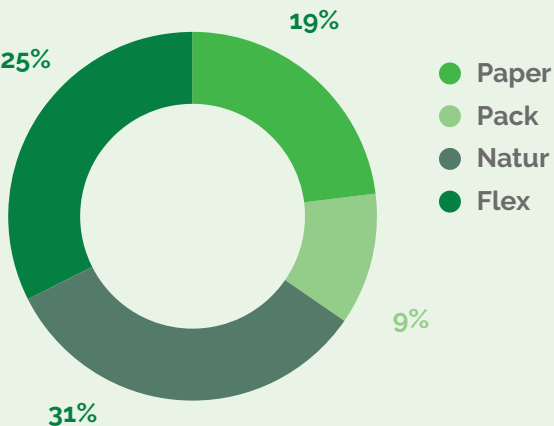
Our commitment to employee development is demonstrated by the internal organisational changes in 2019 on both management and executive levels, which have mostly been internally covered, a practice which we have put into place over recent years. 59% of the positions have been covered by internal

promotion to positions of greater responsibility; 16% have been by horizontal movements to develop new skills and abilities at the same professional level; and just the remaining 25% have been covered by external recruitment.

Percentage of Women by Business Division



Percentage of Women in Management Positions by Business Division







We cannot consider quality employment if all the groups that make up our team are not treated equally. For this reason, at Saica Group, we have signed an agreement with the Government of Aragon (Spain) in order to increase the presence of women in management, middle management, and supervisory positions to 24% by 2020. Women in management and middle management are currently 22.9% of the total, and over the last year we have seen the presence of women increase to 17% of the total workforce.

At Saica Group, we have adhered to the agreement for equality, non-discrimination and diversity

established by the Adecco #CEOPorLaDiversidad (CEOs for Diversity) Foundation. This alliance allows us to strengthen our commitment to guaranteeing equal opportunities, diversity, and human rights, which are integrated into our sustainability strategy.

*We join the #CEOPorLaDiversidad Alliance to promote diversity and inclusion.*

The **#CEOPorLaDiversidad** coalition aims to unite the CEOs of the leading companies across Spain under a common and innovative approach to diversity, equity and inclusion by acting as drivers and ambassadors who will help accelerate the development of strategies that contribute to business excellence, competitiveness in talent, and the reduction of inequality and exclusion within society.

Saica Group has signed the Adecco Foundation's agreement for equality, non-discrimination and

diversity. Ramón Alejandro, Chairman of the Group, signed our commitment together with other CEOs of large companies operating in Spain who have decided to accompany the Adecco Foundation and the CEOE Foundation. Joining this alliance is another example of Saica Group's commitment to equality, diversity, and human rights.



## Occupational Health and Safety

After years of intense work on Health and Safety, we must emphasise the important achievements that have been made. These changes include the integration of health and safety into day-to-day work at all levels of the organisation, the cultural change in plant safety, the improvements made to facilities and working conditions, and the proper management of everything related to legal compliance, among others. All of this forms part of our commitment to improve the safety of our workers and company members, as well as to continue to reduce the number of accidents.

Furthermore, Saica Group has a motto which has been with us from the start: "continuous improvement". This continuous improvement is part of our very personality and touches every aspect of our activity: production, quality, environment, customer service, and, of course, health and safety.

To this end, and aligned with our commitment to maintain safe, secure, healthy workplaces, Saica Group seeks to take a step further up the "ladder", with the objective of eliminating accidents. In 2017, we defined a new health and safety management system called Saica H&S Framework, which lays out clear expectations in health and safety across all levels of the organisation. This Framework will aid us in focusing on the main risks through our principles of continuous improvement and proactivity.

Saica H&S Framework is a global, essential approach

for the expansion of a multinational company based on the following values:

### **Health and life are fundamental:**

Taking care of ourselves and others is a personal responsibility.

### **We maintain continuous improvement:**

Improvement is not a project with a start and a finish; it's the way we work.

### **We foster sustainability:**

It is important to ensure that our developments are sound and long-lasting.

### **We promote active participation:**

The participation of all levels of the organisation is necessary. We must strengthen the involvement of all workers in order to develop from mere recipients to actors in this change.

This cultural change requires time, resources, and an appropriate environment. This is why we will all work together in order to provide the plants with necessary resources and support needed to take on such an improvement project, which covers both the documental and technical aspects as well as the cultural aspect, adapted to each one's needs.

The new Saica H&S Framework involves two types of



standard: management - relating to leadership and the handling of health and safety; and operational control - more related and focused on, technical control requirements.

Previously, between 2006 and 2013, the Zero Accidents project was put in place, which resulted in the improvement of occupational health and safety and a very significant reduction in accident statistics, based on monitoring the Health and Safety Rating.

Our accident data shows the fluctuating levels in the control of Health and Safety across all our business divisions through 2018 and 2019, although overall, at Group level, we are pleased to see progressive improvement.

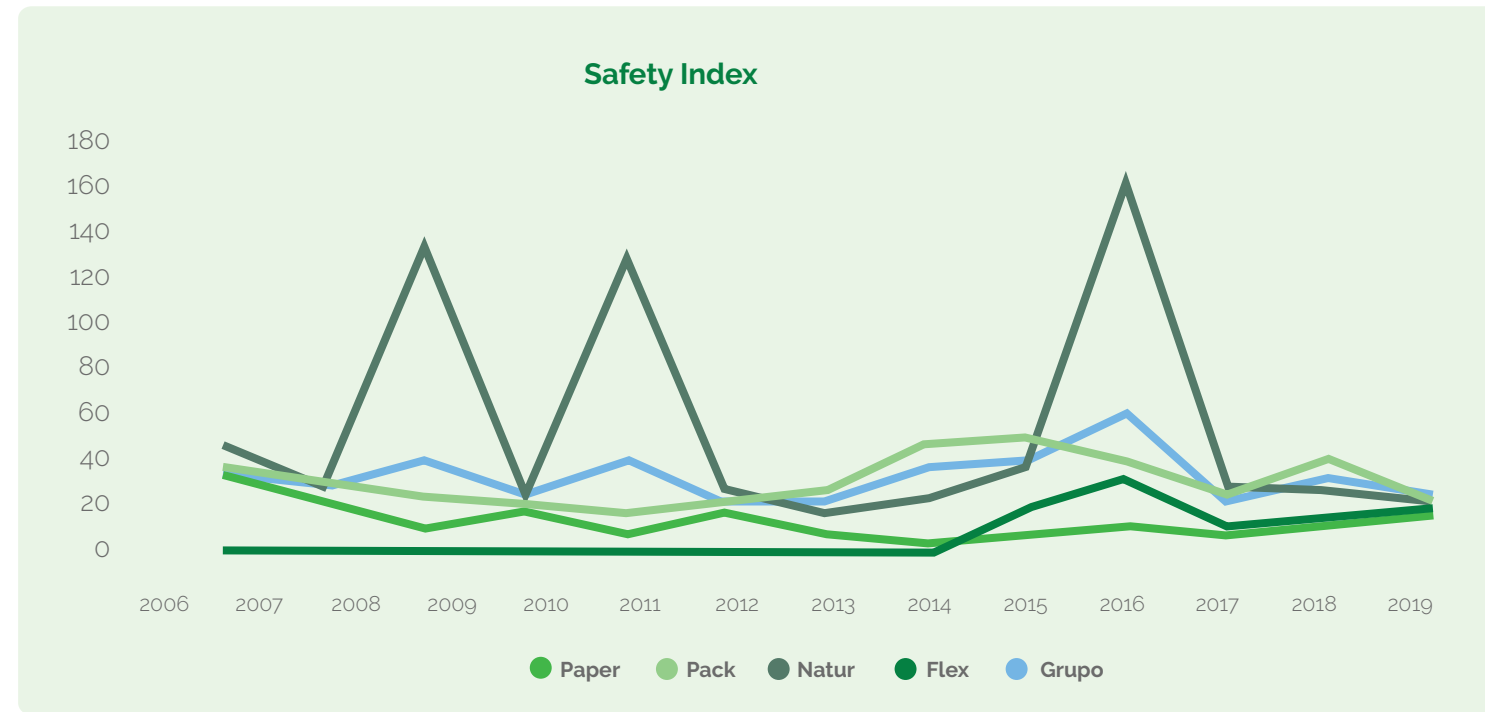
The H&S Framework is leading us to greater visibility through our 4 business divisions of the health and safety risks that exist at the plant level, as well as the adequacy of the controls established to mitigate

those risks. This visibility allows each business division to be better and better at prioritising, planning, providing resources, and fostering consistent levels of risk control at all plants.

Although the H&S Framework has been increasingly adopted and effective since its launch in March 2018, we are sad to report that, in 2018, we suffered two major incidents within our Saica Pack business division in Spain.

Following these incidents, the H&S Framework ensures that we recognise any weakness in control, and respond quickly and consistently at all plants.





## Safety Index evolution: 2006 to 2019

Due to the constant growth and diversification of the business, our Health and Safety Rating rose to 62.4 in 2016. However, thanks to our culture of continuous improvement and the implementation of the new Saica H&S Framework, which will help us across the next years to maintain and improve our health and safety as well as our welfare standards, we have achieved a drop in our Health and Safety Rating, down to 22.6 in 2019.

Our day-to-day life, experiences, and business have demonstrated that teamwork achieves the best results. For this reason, we are committed to involving everyone at Saica Group in matters of safety.

**Zero accidents is not a goal...  
It's the way forward!**

## Staff Training and Development

At Saica Group, we are committed to the professional development of our staff through continuous training and education. To this end, we provide all those who belong to this great family with professional training courses. The training activities are coordinated through our Saica Campus, where we carry out technical and management programmes that allow our staff to keep up to date with new industry trends, and to receive training on the latest solutions and the best technologies. In 2019, we achieved **a ratio of 1.95% training hours against hours worked.**

To achieve our commitment, we use the **Training Within Industry (TWI)** methodology, ensuring that our staff receive the knowledge required for adequate performance, a methodology aimed primarily at operational staff (the production, logistics, sales, and technical departments, and so on). We have in-house trainers who use the **Four-Step Method of Instruction:** train staff; introduce them and show

them how to undertake their duties; check what they have learnt; and monitor their learning. In this way, we ensure the correct transfer of knowledge and working habits, as well as increasing productivity, safety, and quality, while reducing costs.

*Our team is our main value. We work to ensure that our employees have a customer-oriented approach to solving their problems and providing added value.*



Our search for solutions that allow us to train our staff in an efficient yet effective way has motivated us to review two of our key training programmes:



## Graduate Expert Program

As an evolution of our Graduate Scheme, we started the **Graduate Expert Program** in 2019. This scheme focuses on training while on the job, for which a total of 28 Training and Development Itineraries were previously defined for each of the functions identified within the Saica Group.

The programme, which runs for 2 years, is centred on the acquisition of relevant technical knowledge and provides transversal knowledge of non-technical areas. In 2019, a total of 28 people were selected and started the programme.



## Leadership Program

The **Leadership Program** was reviewed in 2017 with the aim of creating a common language and style of Group leadership, aligned with Saica Group's values and focused on:

- **developing the individual capacities of people at the same organisational level, oriented towards their functions as team leaders;**
- **increasing the efficiency of natural work groups aligned with business challenges; and**
- **the collaborative leadership of project teams in order to ensure their success.**

Over the last two years, we have focused on natural work groups, helping them to improve team cohesion and teamwork, in order to achieve the best individual and collective results.



# Local Development

We want to be active members of the local communities in which we operate, and we therefore maintain a constant, transparent dialogue through regular meetings that allow them to voice their concerns. Only this way can we respond through responsible management that ensures their welfare and maximises the economic and labour impacts of our activity, such as the creation of jobs as well as supporting local supplier networks and the use of local services.

Our social approach stems from the "good neighbour" principle, expressed through active participation in local communities and the involvement of our employees. From this starting point, we have mainly acted to:

- offer assistance to people at risk of exclusion and taking action against discrimination of any kind;
- carry out activities which contribute to community sustainability in the areas of health, safety, and the environment; and
- promote culture and sport, especially for children.

All this allows us to set up paths for two-directional development, integration, and improvement, generating a positive impact both on the communities around us and on the Saica Group employees who participate in local affairs.





We collaborated with CaixaBank on the Arrabal Inclusive Leisure project.

We contributed to the fight against employment discrimination and for the decent employment of people with disabilities.



At Saica Flex Enniskillen, we brought Christmas to the underprivileged.

We delivered 20 food baskets to the local food bank as part of the Christmas campaign. The baskets were filled with food donated by the workers themselves, and were distributed to the underprivileged.



We joined “el Filtro del Empleo” (the Employment Filter) project.

On the International Day of Disabled Persons, we adhered to this campaign, which aims to raise social awareness in order to bring more people with disabilities into employment.



We rejoined CaixaBank in donating to the Classroom Computer Equipment project, run by the Picarral Foundation.

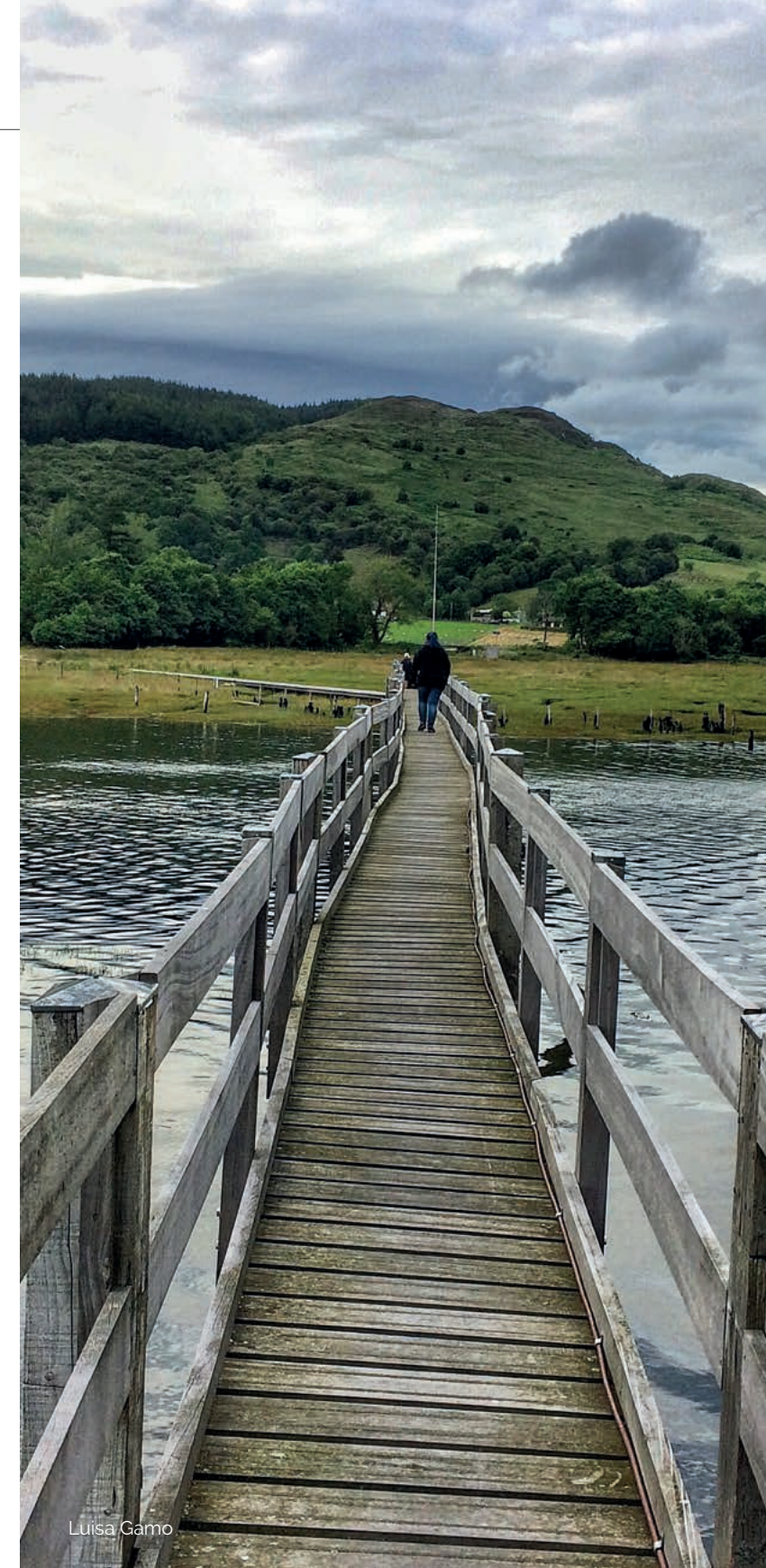
We help to improve ICT knowledge and encourage the students' socio-linguistic and cognitive development.



We renewed our support for the Be Free festival against gender violence.

We collaborated with local entities to raise awareness of violence among young people and adults, through the support of the annual short film contest against gender-based, domestic violence, and any other type of violence.

We also promote a healthy environment among our staff by supporting sports activities and other volunteer actions, such as blood donation campaigns, the donation of school material, and food banks, among others.







## 5th Edition of the Saika Award

With the aim of bringing the company closer to the university, carrying out research projects, and contributing to the improvement of the labour market, we collaborate with the School of Engineering and Architecture, University of Zaragoza with the Saika Professorship of Sustainable Solutions since 2013. This award **encourages and incentivises research projects in the field of energy sustainability** and its application in industry, and offers annual distinctions to the students who show high motivation to work in this field.

The winning project in 2019 was a study into state-of-the-art industrial processes for the use of plastic waste, and an analysis of the feasibility of a pyrolysis installation for fuel production. This award offers a cash prize of €1,000 to enable the winner to work on the project presented for the award as well as a six-month paid internship at Saika in order to carry out the final master's project on a technical project within the company.



## Basuraleza Litter Collecting Days

Together with the Spanish Ornithological Society/ Birdlife, we encourage our staff to participate in the Basuraleza litter collecting days. At the first one organised (as seen above), fifty employees, friends, and family members held a meeting with the aim of raising awareness on the importance of the environment and caring for it, collecting around 100 kg of plastic, glass, paper, and cardboard waste, among other things. The activity, which took place on the banks of the River Ebro in Zaragoza, was organised in collaboration with the nature organisation **SEO/**

**Birdlife.** The children, and those who are a little older too, had the opportunity to build wooden birdhouses with their own hands for the different species of birds that populate the green areas of the Aragonese capital. The older ones learnt a little more about the species we can find around us, including some as unusual as moorhens. The participants were able to see first-hand the waste that pollutes nature, and how, with the smallest of actions, we can show our commitment to caring for the environment and sustainability.



# 08 | Prizes and Awards

In line with our commitment to our customers and with an innovative approach to the design and manufacture of our products and packaging solutions, Saica Group has received several awards throughout 2019:



## City of Zaragoza Medalla de Oro (Gold Medal)

By way of recognition for our work and contribution to the Aragonese society since our foundation in 1943, we received this award from the Mayor of Zaragoza, Jorge Azcón. This distinction is one of the most important granted by the city, and is a recognition of our firm commitment to sustainable development, the reduction of air emissions, circular economy, innovation, technological progress, and attention to the training and development of our employees.



## Prix Pyrénées Award

In recognition of our strategy and commitment to the French market with the acquisition of the French group **Emin Leydier**, as well as our growth through innovation and internationalisation, we were awarded the **Prix Pyrénées** award by the French Chamber of Commerce in Barcelona. This award is in addition to the fact that we are the European leaders in the manufacture of recycled paper for corrugated cardboard.



## Government of Aragon Environmental Award

Our **Saica Natur Cycle + project and plant expansion in 2019**, in line with our commitment to fostering circular economy and the recovery of low-density polyethylene (LDPE) waste, has earned us **Aragon's Environmental Award** in the category of **Contribution to the Urban Environment**, awarded by the Government of Aragon's Department of Rural Development and Sustainability. This project is aligned with our Saica 2020 strategic objectives, as part of our contribution to the United Nations' SDGs, which include, among others, SDG 12 (responsible production and consumption), SDG 6 (clean water and sanitation), 8 (decent work and infrastructure) and SDG 13 (climate action).



## Award from the European Carton Makers Association (ECMA)

Our packaging made to meet the requirements of the agricultural sector has been awarded the **Platinum Award by the European Carton Makers Association (ECMA)**, one of the most prestigious in the packaging industry. Saica Pack's award-winning **Fresh Pack Tray** design is a sustainable, image-enhancing alternative for agricultural producers to distribute their food. The package, which has a specially designed lid that enables it to be opened and closed with a perfect fit maintains and improves the protection and handling performance demanded by customers. This range of packaging has been manufactured with 100% recycled and recyclable papers, contributing to the efficient use of resources and to Saica Group's commitment to the environment and long-term sustainability.





## FlexTech International Print & Innovations Award

Our combination printing for Reckitt Benckiser's Airwick has seen Saica Flex Deeside once again win a Best Label award at the FlexTech International Print & Innovations Awards. This product has been highlighted as a prime example of how high-end technology can be used to enhance colour performance and combine multiple jobs in the same colour palette. This award is a true reflection of our commitment to continue investing in technology and innovation, in order to be at the forefront of technology and offer the best solutions to our customers.



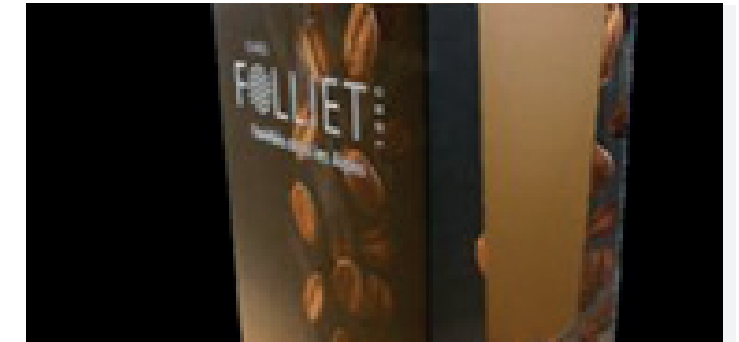
## Lean & Green Award

In addition, we have been awarded the **Lean & Green** prize, which acknowledges companies that deliver action plans to reduce greenhouse gas emissions in the supply chain by at least 20% over a maximum of 5 years. Lean & Green is a Europe-wide initiative that aims to help organisations achieve greater sustainability in their logistics processes, through collaboration between members of the supply chain. Our participation in this initiative has helped to reinforce our commitment to sustainability, as well as to promote our practices among our customers and in the market.



## Starpack Awards 2018

Our business division Saica Pack received four Starpack Awards from the Institute of Measurement, Minerals and Mining. Our company was recognised as an industry leader for its range of products and services.



## Flexostars Award 2019

This year marks our sixth consecutive year as Flexostars winners with a gold medal in the Corrugated Cardboard Post-Print on Uncoated Stock, with our customer FOLLIET's 50 kg box. Thanks to Saica Pack Beaune, we are a recognized player in flexographic cardboard packaging printing with machinery that allows us to print up to 6 colours on matte, semi-covered and coated paper, thus offering a complete range and consistent print quality.



# Annexe 1: About the Report

## Reporting Principles

The information in our second Sustainability Report includes the results of the economic, social, and environmental activities carried out on a global level from the 1st of January to the 31st of December 2019. The scope of this report covers all countries where the company has significant operations, including Spain, France, the Netherlands, Ireland, Italy, Luxembourg, Portugal, the United Kingdom, and Turkey.

The economic-financial information includes the data of the companies in which we have a majority shareholding, in accordance with the principles for the preparation of consolidated annual accounts, and listed in the table below:



Luis López

Sociedad Anónima Industrias Celulosa Aragonesa (Saica)	Saica Pack Ireland U.c.	Saica Pack Transformateurs
Saica Pack, S.L.	Saica Pack Dublin	Saica Natur Sud, S.a.s.
Daniel Aguiló Panisello, S.a.	Saica Paper Uk Ltd	Sci Lias
Papelera Del Ebro, S.a.	Saica Pack Uk Limited	Sci Chemin Des Margis
Saica Natur S.L.	Saica Natur Uk Ltd	Saica EL, S.a.s.
Saica Natur Baleares S.L.	Americk Ni Ltd	Saica Paper EL
Saica Natur Norte S.L.	Pp Global Ltd	Bertrand Nigra
Natur Cycle Plus 2020, S.l.	Americk Advantage Ltd	Cartonnages Devret
Saica Flexible, S.a.u.	Saica Flex Uk Ltd	Saica Pack Turkey
Aragocias S.a.	Asp Flexibles Ltd	Saica Pack Sakarya
Saica Pack Portugal	Webtech Ltd	Saica International, B.v.
Cartonarte - Indústria De Cartonagem, Lda.	Primopost Ltd	Lemapack
Saica Natur Portugal	Saica Paper France, S.a.s.	Saica Flex Netherlands Bv
Saica Pack Italia	Saica Pack France	Hellema
Saica Flex Italia, S.p.a.	Saica Services	
Saica Flex Luxembourg, S.a.	Saica France, S.a.	



With regard to the information on activity/production, human resources, and environmental indicators, the information reported corresponds to the companies in which the Saica Group exercises operational control, with hired personnel assigned to the Group, and with the capacity to have a significant impact on the environment, with the exception of those indicators whose scope and coverage is specified differently within this Report.

Previously, Saica Group had published different environmental reports for the financial years 2015-2016, 2012-2014 and 2011-2008. Coinciding with the Group's 75th Anniversary, we published our first Sustainability Report, and with the aim of maintaining our commitment to transparency through corporate reporting on a biannual basis. Every year, we publish an executive summary highlighting the most relevant milestones of the year and the evolution of our commitments and goals on our corporate website.

**Compilation process:** All information contained in this report was gathered and extracted from the different company systems available, such as SAP, Enablon, and our internal process management software.

**Depth:** The organisation of content has been defined through the participation of the persons responsible for the different business divisions and management areas of the company, ensuring that the main aspects and impacts of each of Saica Group's areas of activity on its surroundings and on its businesses have been considered.

**Accuracy:** All the information described in this report is essential and given in as much detail as possible to ensure that all company stakeholders can adequately assess its performance.

**Balance:** : This report clearly displays all positive and negative aspects of the organisation's performance in order to allow for their reasonable assessment.

**Clarity:** : All information provided is presented in a comprehensible and accessible manner. We have avoided the excessive use of technical jargon for

a proper understanding. Likewise, we have used graphs, diagrams, tables, and indicators to describe the company's most relevant impacts to make for easier reading.

**Comparability:** Saica Group has also included data corresponding to financial years 2017 and 2018 in this report, so readers can gain a better understanding by comparing its performance. Some of the indicators published have been recalculated retroactively with respect to previous years in line with company production adjustments.

**GRI-based reporting:** : Saica Group's Sustainability Report was prepared in compliance with the Global Reporting Initiative (GRI) standards published in 2016 and with the Core option of compliance with reporting principles. Pursuant to the above GRI standards, this Report was prepared from material topics identified by Saica and our stakeholders, offering a complete overview of all company operations. Any omission or partial information report required by the GRI Standards has been included in the GRI indicators table available in the annexes to this document. Saica's Sustainability Report has not been subject to external verification.

*For further information regarding this report and its contents, please contact us at:*

**sustainability@saica.com**



# Annexe 2: Industry Associations

Our presence and participation in industry associations and organisations is key to maintaining an open, transparent relationship with public administrations and our stakeholders.

Organisation	Purpose	Presence in Governance Bodies	Participation in Committees and Work Groups
The Confederation of European Paper Industries (CEPI)	A non-profit organisation determining the key issues faced by the paper manufacturing industry, finding common ground and communicating them to the European sector.	✓	✓
European Paper Recycling Council (EPRC)	An industry initiative to monitor progress towards meeting the paper recycling targets set out by the European Union.	✓	✓
Asociación Española de Fabricantes de Pasta, Papel y Cartón (ASPAPEL)	Contributing to the sustainable and competitive development of its member companies and promoting the image of the sector, its companies, and products.	✓	✓
Union française des Industries des Cartons, Papiers et Cellulose (COPACEL)	Trade association representing French companies producing pulp, paper, and cardboard.		✓
Confederation of Paper Industries (CPI)	Aims to unify the UK's paper-based industries to promote the value of paper as a renewable and sustainable raw material, enhancing its competitiveness through reducing the legislative and regulatory impacts and in spreading best practice.	✓	✓
Asociación Española de Cogeneración (ACOGEN)	Driving and supporting cogeneration across the entire Spanish territory, defending the interests of existing installations and promoting the construction of new installations in the industrial sector.	✓	✓
The European Federation of Corrugated Board Manufacturers (FEFCO)	A non-profit organisation representing the interests of the industry across Europe and addressing a wide range of issues, from technical topics to economical questions.		✓
Asociación Española de Fabricantes de Envases y Embalajes de Cartón Ondulado (AFCO)	Promoting the use of corrugated cardboard in the transportation of products and packaging, as well as promoting knowledge within the paper industry through the preparation of relevant research papers.	✓	✓

Organisation	Purpose	Presence in Governance Bodies	Participation in Committees and Work Groups
Forética	Forética is the leading organisation in sustainability and corporate social responsibility. Its mission is to integrate social and environmental aspects and good governance into strategy and management of companies and organisations.		✓
CEOE Aragón	The Confederation of Employers of Aragon (CEOE Aragón), representing the Aragonese business community, working for the socio-economic development of the Autonomous Community and acting as the voice of companies in social dialogue.	✓	✓
Carton ondulé de France (COF)	Promoting and encouraging the installation of a corrugated cardboard production network in France.	✓	✓
Gruppo Italiano Frabbricanti Cartone Ondulato (GIFCO)	Italian corrugated cardboard manufacturers association, representing over 90% of national corrugated cardboard production.	✓	✓
Oluklu Mukavva Sanayicileri Derneği (OMÜD)	Turkish corrugated cardboard manufacturers association, representing industry interests, as well as increasing international technical knowledge and the exchange of expertise.	✓	✓
Ecoembes	As RECIAPAP members, we are represented by Ecoembes, with the aim to provide society with a collective response from financial actors in environmental concerns related to the consumption of household packaged products.		✓
RECIAPAP	A non-profit organisation representing the paper and cardboard packaging production and recycling chain and ensuring their recycling in Spain.	✓	✓
REVIPAC	Representing the paper and cardboard packaging industry concerning its management at the end of the life cycle, ensuring the proper operation of the Eco-Packaging system and observance of the industry's commitments		✓
Flexible Packaging Europe (FPE)	Representing the European flexible packaging industry on a European level and internationally, dealing with a wide range of issues relevant to the flexible packaging industry, such as food contact, sustainability, and environmental issues.		✓
Circular Economy for Flexible Packaging (CEFLEX)	A European consortium of collaborating companies and associations to further enhance the performance of flexible packaging in circular economy through new and better packaging solutions, and the implication throughout the entire value chain.		✓
Asociación Española de Profesionales de Compras (AERCE)	A professional association that communicates, publishes and shares knowledge and experience, and carries out research on purchasing management, hiring, and procurement.		✓



# Annexe 3:

## Performance Information

### Our Social Performance

No. OF STAFF			
	2017	2018	2019
Spain	3.840	3.820	3.793
Portugal	712	745	747
France	1.474	2.414	2.405
Italy	409	422	434
United Kingdom	2.439	2.380	2.372
Ireland	217	229	223
Turkey	145	141	210
Luxembourg	59	75	81
Netherlands	84	82	80
Total	9.379	10.308	10.345

	2017	2018	2019
Saica Natur	1.530	1.447	1.401
Saica Paper	905	1.343	1.388
Saica Pack	5.734	6.371	6.437
Saica Flex	1.210	1.147	1.119

Diversity and equal opportunities (% staff)			
	2017	2018	2019
Men	16%	17%	17%
Women	84%	83%	83%

	2017	2018	2019
<30 years old	11,05%	11,76%	12%
30-50 years old	61,53%	59,63%	58,01%
>50 years old	27,42%	28,61%	30,43%

	2017	2018	2019
Operators	66,91%	67,26%	65,77%
Administrators	15,44%	12,30%	19,59%
Technicians	11,90%	8,65%	9,07%
Managers	4,32%	10,06%	4,31%
Executives	1,43%	1,69%	1,21%

Employment Quality (% Staff)			
	2017	2018	2019
Permanent Contracts	92%	91%	94%
Temporary Contracts	8%	9%	6%

	2017	2018	2019
Full-time	N.D	N.D	95%
Part-time	N.D	N.D	5%

No. of Employees = Individuals on 31/12/17, 31/12/2018 and 31/12/2019



Our Safety and Health Performance

	2017	2018	2019
GROUP			
Safety Index (SI)	23,6	33,6	22,5
Frequency Index of Accidents with Discharge (IFAB)	14,6	13,5	11,8
Severity Index (IG)	0,49	0,75	0,48
SAICA NATUR			
Safety Index (SI)	27,2	28,1	22,7
Lost Time Injury Frequency Rate (LTIFR)	14,3	15,7	11,8
Severity Index (IG)	0,54	0,59	0,48
SAICA PAPER			
Safety Index (SI)	5,8	11,8	16,6
Lost Time Injury Frequency Rate (LTIFR)	4,2	4,9	5,3
Severity Index (IG)	0,11	0,26	0,38
SAICA PACK			
Safety Index (SI)	25,2	42,4	23,3
Lost Time Injury Frequency Rate (LTIFR)	14,3	12,5	11,9
Severity Index (IG)	0,54	0,98	0,5

Our Environmental performance

Raw Material Consumption			
	2017	2018	2019
Paper for Recycling	2.903.005	3.426.613	3.532.180
Recycled Fibre Paper	1.362.047	1.496.602	1.517.138
Virgin Fibre Paper	130.452	130.531	126.876
PEBD for Recycling	10.492	11.553	11.506
Virgin Plastic	37.177	39.597	36.753
Starch Powder	205.271	234.340	236.515
Starch Slurry	32.489	31.616	28.567
Carbonates	7.341	14.418	26.608
Binders	7.094	8.200	8.602



Fuel Consumption			
	2017	2018	2019
Non-Renewable Fuel Consumption (GJ)	23.825.151	27.212.903	26.860.041
Natural Gas	21.020.578	24.544.076	23.976.528
Gasoil	84.426	218.671	68.751
Fuel-oil	1.398	1.836	3.262
LPG (Liquefied Petroleum Gas)	30.215	31.417	23.943
Non-Biomass Waste	2.688.535	2.416.904	2.685.968
Renewable Fuel Consumption (GJ)	3.454.988	3.862.139	4.455.125
Biogas	846.235	1.139.368	1.161.133
Biomass Waste	2.608.753	2.722.771	3.293.992
Electricity Use (MWh)	1.366.472	1.741.489	1.723.424
Steam Use (MWh)	2.948.460	3.716.452	3.763.071
Electricity Sold (MWh)	1.999.302	2.007.539	1.934.229
Total Energy Consumption (GJ)	24.041.008	29.166.110	29.650.166

Water Management			
	2017	2018	2019
Water Withdrawal by Source (m3)			
Total Extraction	18.803.943	24.576.829	24.298.649
Fresh Water	12.436.915	17.437.659	16.222.015
Groundwater	5.846.046	6.617.390	7.586.726
Municipal Supply	520.979	521.780	489.908
Recycled and Reused Water (m3)			
Recycled and Reused Water	5.401.817	6.363.981	6.747.740
Water Discharge and Destination (m3)			
Total discharged	13.384.091	18.110.495	18.262.740
To surface	13.316.432	18.032.156	18.178.713
Water Discharge by Quality (t)			
COD	2.083	2.718	2.679
TSS	540	720	754
N	174	247	224
P	19	26	22



Climate Change and Air Emissions			
	2017	2018	2019
Greenhouse Gas (GHG) Emissions (tCO2e)			
Direct (Scope 1) GHG Emissions	1,423,976	1,581,198	1,571,428
Indirect (Scope 2) GHG	292,310	273,822	326,849
Other Significant Emissions (t)			
NOx	1,516	1,000	993
SOx	173	293	279
Waste Management			
	2017	2018	2019
Waste by Type and Treatment Method (t)			
Total Hazardous Waste Produced	13,369	24,015	15,923
Recovered	1,673	13,661	3,491
Sent to Landfill	11,696	10,354	12,432
Total Non-Hazardous waste	993,438	1,177,481	1,134,480
Recovered	881,321	976,539	948,938
Sent to Landfill	112,117	200,942	185,542

# Annexe 4:

## GRI Content Index

GRI Standard	Contents	Relevant Section within the 2019 Sustainability Report	24.298.649
GRI 102: General Disclosures 2016			
Organisation profile	102-1	Name of the Organisation	Back Cover
	102-2	Activities, Brands, Products and Services	pp. 21-30
	102-3	Location of Headquarters	pp. 4
	102-4	Location of Operations	pp. 4
	102-5	Ownership and Legal Structure	pp. 45 y 59
	102-6	Markets Served	pp. 4
	102-7	Scale of the Organisation	pp. 4, 8 y 31
	102-8	Information on Employees and Other Workers	pp. 47 y 62
	102-9	Supply Chain	pp. 26,29, 62-63, 66-70
	102-10	Significant Changes to the Organisation and its Supply Chain	pp. 8
	102-11	Precautionary Principle or Approach	pp.. 9
	102-12	External Initiatives	pp. 16
	102-13	Membership of Associations	pp. 61
Strategy	102-14	Statement from Senior Decision-Makers	pp. 5 y 13



GRI Standard	Contents	Relevant Section within the 2019 Sustainability Report	24.298.649
Ethics and Integrity	102-16	Values, Principles, Standards, and Rules of Behaviour	pp. 46
Governance	102-18	Governance Structure	pp. 45
Stakeholder Participation	102-40	List of Stakeholder Groups	pp. 14-15
	102-41	Collective Bargaining Stakeholders	pp. 48
	102-42	Identifying and Selecting Stakeholders	pp. 14-15
	102-43	Approach to Stakeholder Engagement	pp. 14-15
	102-44	Key Topics and Concerns Raised	pp. 12
Reporting Practices	102-45	Entities Included in the Consolidated Financial Statements	pp. 59
	102-46	Defining Report Content and Topic Boundaries	pp. 59-60
	102-47	List of Material Topics	pp. 12
	102-48	Restatements of Information	pp. 60
	102-49	Changes in Reporting	pp. 59
	102-50	Reporting Period	pp. 59
	102-51	Date of Most Recent Report	pp. 59
	102-52	Reporting Cycle	pp. 59
	102-53	Contact for Questions Regarding the Report	pp.. 60
	102-54	Claims of Reporting in Accordance with GRI Standards	pp. 60
	102-55	GRI Content Index	pp. 65-67
	102-56	External Assurance	pp. 60

Material Aspects			
Rational Use of Natural Resources			
GRI 103 Management Approach	103-1	Explanation of the Material topic and its Scope	pp. 12, 31 y 64
	103-2	Management Approach and its Components	pp. 31 y 64
	103-3	Evaluation of the Management Approach	pp. 31-32 y 64-65
GRI 301 Materials	301-1	Materials Used by Weight or Volume	pp. 32 y 63
	301-2	Recycled Input Materials Used	pp. 31-32 y 63
	301-3	Reused Products and Packaging Materials	pp. 32
GRI 303 Water	303-1	Water Withdrawal by Source	pp. 39 y 64
	303-3	Water Recycled and Reused	pp. 39 y 64

Energy Efficiency (Including Cogeneration)			
GRI 103 Management	103-1	Explanation of the Material Topic and its Scope	pp. 12 y 37
	103-2	The Management Approach and its Components	pp. 37
	103-3	Evaluation of the Management Approach	pp. 37-38
GRI 302 Energy	302-1	Energy Consumption within the Organisation	pp. 37 y 63
	302-2	Energy Consumption outside the Organisation	pp. 37 y 63
	302-5	Reduction in Energy Requirements of Products and Services	pp. 23-24 y 29-30
Climate Change and Carbon Footprint, Including Risks and Opportunities			
GRI 103 Management Approach	103-1	Explanation of the Material Topic and its Scope	pp. 10, 12 y 42
	103-2	The Management Approach and its Components	pp. 42
	103-3	Evaluation of the Management Approach	pp. 41-42
GRI 305 Emissions	305-1	Direct (Scope 1) GHG Emissions	pp. 42 y 64
	305-2	Indirect (Scope 2) GHG Emissions	pp. 42 y 64
	305-5	Reduction of GHG Emissions	pp. 42 y 64
	305-7	Nitrogen Oxides (NOx), Sulphur Oxides (SO), and Other Significant Air Emissions	pp. 42 y 64

Circular Economy			
GRI 103 Management	103-1	Explanation of the Material topic and its Scope	pp. 12, 17, 39 y 43
	103-2	The Management Approach and its Components	pp. 17, 39 y 43
	103-3	Evaluation of the Management Approach	pp. 17, 39 y 43-44
GRI 306 Effluents and Waste	306-1	Water Discharge by Quality and Destination	pp. 39 y 64
	306-2	Waste by Type and Disposal Method	pp. 43 y 64
Safety and Occupational Risk Prevention			
GRI 103	103-1	Explanation of the Material Topic and its Scope	pp. 12 y 49
	103-2	Management	pp. 49
	103-3	Evaluation of the Management Approach	pp. 49
GRI 403 Health and Safety at Work	403-2	Injury Type and Rates, Occupational Illness, Days Lost, Absence, and No. of Work-Related Fatalities and Occupational Illness	pp. 49



