

Sustainability performance indicators

Group key figures	unit of measure	GRI-reference	2017	2018	2019	2020	2021	2022	2023	% variance
Model Group										
consolidated gross sales	MCHF	102-7	915	991	942	859	1 067	1 212	921	1%
investments	MCHF	102-7	86	54	48	57	156	152	246	186%
corrugated board production	Mm ²	102-7	1 361	1 349	1 396	1 453	1 527	1 328	1 235	-9%
laminated corrugated board packaging	Mm ²	102-7	43	49	49	52	65	51	41	-4%
cardboard packaging	tonnes	102-7	22 500	21 400	21 300	18 600	18 100	19 000	16 600	-26%
containerboard production	tonnes	102-7	388 600	399 600	404 200	408 382	407 700	466 000	474 000	22%
consumption containerboard	tonnes	Model indicator	785 858	771 951	766 433	779 536	786 876	682 775	632 808	-20%
Classification employees										
employees	FTE	102-8	4 285	4 320	4 287	4 225	4 473	4 541	4 335	1%
permanent	FTE	102-8	3 754	3 806	3 821	3 790	4 296	4 468	4 288	14%
temporary	FTE	102-8	205	148	132	141	177	73	47	-77%
full-time	FTE	102-8	3 842	3 851	3 880	3 867	4 387	4 462	4 231	10%
part-time	FTE	102-8	86	78	75	67	86	79	105	22%
apprentices	Headcount	102-8	88	84	76	56	56	57	66	-25%
model workers who are not employed at the factory**	Headcount	102-8	119	113	149	129	182	125	85	-28%
Integrity										
Confirmed incidents of corruption and actions taken	number	205-3	0	0	0	0	0	0	0	0
Legal actions for anti-competitive behavior, anti-trust and monopoly practices	number	206-1	0	0	0	0	0	0	0	0
Quality										
Product safety										
Proportion of external certified product safety system			50%	56%	63%	73%	80%	87%	87%	
factory with a external certified product safety system	number	Model indicator	8	9	10	11	12	13	13	63%
factory with a product safety system	number	Model indicator	16	16	16	15	15	15	15	-6%
Incidents of non-compliance concerning the health and safety impacts of products										
incidents of non-compliance with regulations resulting in a fine or penalty	number	416-2	0	0	0	0	0	0	0	0
incidents of non-compliance with regulations resulting in a warning	number	416-2	0	0	0	0	0	0	0	0
incidents of non-compliance with voluntary codes	number	416-2	0	0	0	0	0	0	0	0
Complaints for health requirements										
number of customer complaints for health requirements	number	Model indicator	0	0	0	3	0	0	1	0
Employees										
Work safety										
employees* and workers** who work and/or workplace is controlled by Model, who are covered by such a system	employees FTE	number	4 002	4 029	4 035	3 998	3 969	3 888	3 751	-6%
	workers FTE	number	137	128	167	148	228	194	142	4%
	Total FTE	number	4 138	4 157	4 203	4 147	4 196	4 082	3892	-6%
employees* and workers** who work and/or workplace is controlled by Model, who are covered by such a system that has been internally audited	employees FTE	number	4 002	4 029	4 035	3 998	3 969	3 887	3 751	-6%
	workers FTE	number	137	128	167	148	228	194	141	3%
	Total FTE	number	4 138	4 157	4 203	4 147	4 196	4 082	3900	-6%
employees* and workers** who work and/or workplace is controlled by Model, who are covered by such a system that has been audited or certified by an external party	employees FTE	number	197	312	916	893	47	23	56	-72%
	workers FTE	number	4	25	59	51	86	110	85	2204%
	Total FTE	number	201	337	976	894	133	134	141	-30%
occupational accidents	number	Model indicator	176	225	184	175	242	122	80	-55%
Human Resources										
investments for training and education	CHF	404-2	935 489	1 092 509	1 176 847	1 034 192	830 724	1 329 633	1 129 192	-21%
supported external training	number	404-2	216	242	455	322	180	234	297	-38%
apprentices	number		88	84	79	65	59	57	63	-28%

Group key figures	unit of measure	GRI-reference	2017	2018	2019	2020	2021	2022	2023	% variance
Paper cycle										
Proportion of recycled fibre-based materials used			77%	78%	83%	83%	81%	80%	81%	
total input recycled fibre-based materials used	tonnes	301-2	616 421	617 171	649 046	666 600	700 269	610 557	559 149	-9%
total input fibre-based materials used	tonnes	301-2	796 864	786 531	785 432	806 308	868 040	762 430	693 313	-13%
Proportion of FSC fibre-based materials used			76%	77%	85%	91%	90%	92%	92%	
total input FSC fibre-based materials used	tonnes	Model indicator	578 973	608 817	667 054	730 525	778 772	697 652	636 411	10%
total input fibre-based materials used	tonnes	Model indicator	766 539	786 441	785 432	806 893	868 040	762 431	693 313	-10%
Proportion of model recover			30%	31%	33%	34%	35%	37%	40%	
total input model recover (direct collection) waste paper used	tonnes	Model indicator	123 816	128 155	139 300	146 287	147 068	157 126	168 977	37%
total input waste paper fibres used for containerboard production	tonnes	Model indicator	406 501	419 698	423 078	428 230	424 931	430 148	423 892	4%
Resource efficiency										
Resource efficiency										
total specific resource use	%	Model indicator	100%	102%	98%	99%	99%	95%	92%	-8%
Energy consumption										
total energy consumption	kWh	302-1	985 364 875	999 006 199	964 349 784	925 145 473	948 605 341	898 620 716	847 597 475	-14%
electricity consumption	kWh	302-1	204 813 031	212 063 219	204 541 976	202 982 448	208 243 797	202 976 943	186 828 593	-9%
of this self-generated electricity	kWh	302-1	9 319 706	8 065 512	8 030 041	6 097 434	4 693 815	6 093 008	5 867 935	-37%
steam from district heating consumption	kWh	302-1	370 262 020	384 745 210	378 695 644	377 975 660	346 144 094	344 820 430	330 289 596	-11%
refuse-derived fuel consumption	kWh	302-1	126 537 805	129 166 717	119 409 395	89 308 466	93 884 503	98 020 412	94 069 540	-26%
natural gas consumption	kWh	302-1	183 423 954	175 379 608	177 141 596	174 520 243	189 983 256	156 578 381	160 271 450	-13%
heating oil consumption	kWh	302-1	12 769 133	25 422 168	22 059 566	22 232 534	48 835 483	44 655 580	24 906 259	95%
biogas consumption	kWh	302-1	28 037 736	22 431 019	14 744 714	14 620 271	13 818 533	12 617 321	11 066 959	-61%
diesel fuel consumption	kWh	302-1	55 121 195	46 428 258	44 094 893	39 574 584	43 450 703	41 193 040	38 732 373	-30%
liquefied petroleum gas	kWh	302-1	4 400 000	3 370 000	3 662 000	3 929 363	4 244 970	3 768 435	3 343 647	-24%
Energy consumption by area										
production locations area Paper	kWh	Model indicator	664 652 306	692 890 403	660 973 657	629 505 084	627 106 691	608 185 204	569 254 152	-14%
production locations area Packaging	kWh	Model indicator	320 712 569	306 115 796	303 376 127	295 640 389	321 498 649	290 435 511	278 343 323	-13%
of this fuel for delivery of finished products	kWh	Model indicator	49 304 593	40 859 699	38 491 821	35 385 424	37 020 817	33 626 357	31 084 464	-37%
Energy consumption by quality										
renewable electricity	kWh	302-1	1 518 080	1 644 873	1 509 389	1 076 309	1 861 136	6 178 720	8 862 607	484%
renewable energy	kWh	302-1	246 817 710	235 326 978	216 337 400	170 825 467	163 346 209	170 063 543	173 460 408	-30%
share renewable energy	%	302-1	33	31	29	23	21	23	26	-23%
fossil energy	kWh	302-1	738 547 165	763 679 221	748 012 384	754 320 006	758 259 132	728 557 173	674 119 404	-9%
Climate										
total greenhouse gases, marketbased (scope 1+2)										
fossil greenhouse gases scope 1, marketbased	tonnes _{CO2eq}	305-1/2	60 322	58 727	54 081	53 522	63 201	55 186	52 408	-13%
biogenic greenhouse gases scope 1, marketbased	tonnes _{CO2eq}	305-1/2	16 970	21 394	16 632	28 095	30 372	33 494	31 598	86%
fossil greenhouse gases scope 2, marketbased	tonnes _{CO2eq}	305-1/2	36 629	37 822	37 646	34 532	37 089	25 391	22 687	-38%
biogenic greenhouse gases scope 2, marketbased	tonnes _{CO2eq}	305-1/2	-	-	-	-	-	-	-	
Waste										
total waste	tonnes	306-2	186 996	190 251	185 504	229 766	208 493	190 418	176 362	-6%
non-hazardous waste	tonnes	306-2	179 938	183 382	178 771	224 413	202 841	185 296	171 536	-5%
of this recycled	tonnes	306-2	146 383	146 064	141 567	147 439	150 165	141 631	132 531	-10%
of this recycled paper fibres	tonnes	306-2	143 589	145 092	140 649	132 090	148 535	140 406	131 466	-8%
of this thermal recycled	tonnes	306-2	33 331	37 079	36 976	35 245	52 532	43 505	38 840	17%
of this landfill	tonnes	306-2	224	241	229	145	144	170	147	-35%
hazardous waste	tonnes	306-2	7 058	6 869	6 732	5 352	5 652	5 120	4 828	-32%
of this recycled	tonnes	306-2	69	86	98	88	32	42	44	-36%
of this thermal recycled	tonnes	306-2	838	731	640	559	597	472	498	-41%
of this landfill	tonnes	306-2	6 151	6 052	5 994	4 701	5 023	4 609	4 285	-30%
Water withdrawal										
total water withdrawal	m ³	303-3	2 968 822	2 873 427	2 884 929	2 632 459	2 639 268	2 787 672	2 889 521	-3%
of this third-party water	m ³	303-3	174 999	156 541	154 103	150 928	158 868	169 647	180 422	3%
of this groundwater	m ³	303-3	2 793 823	2 716 886	2 730 826	2 481 530	2 480 400	2 618 105	2 709 099	-3%
Water discharge										
total process waste water	m ³	303-4	1 603 834	1 715 547	1 587 681	1 405 027	1 341 797	1 395 811	1 441 591	-10%
of this to waste-water treatment plants	m ³	303-4	1 600 093	1 712 851	1 585 110	1 402 435	1 339 473	1 393 304	1 439 582	-10%

Supply chain	unit of measure	GRI-reference	2017	2018	2019	2020	2021	2022	2023	% variance
Supply chain (Scope Switzerland only)										
new suppliers that were screened using environmental criteria	%	308-1	96	96	96	96	96	96	96	0%
new suppliers that were screened using social criteria	%	414-1	96	96	96	96	96	96	96	0%
number of direct suppliers	number	Model indicator	1 740	2 491	1 584	1 492	1 631	1 654	1 637	-6%
number of self-audit at direct suppliers	number	Model indicator	27	46	156	111	217	157	78	189%
number of self-audit with category A at direct suppliers	number	Model indicator	23	36	88	74	144	81	71	209%

Glossary

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