



## From linear to circular

MAUSER Sustainability Report 2015/2016



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## Preface – From linear to circular

Since the publication of our first sustainability report in 2009, our products and services and our reporting on them have always centered around the life-cycle management of industrial packaging. With the concept of a ‘Circular Economy’ gaining more and more traction, this approach has become more prominent than ever.

With our activities of collecting, reconditioning and recycling of used industrial packaging contributing to 20% of our company’s revenues during 2016, we are proof positive of a successful business model beyond linear manufacturing only. Based on more than a decade of experience in the vertical integration of the manufacture and the reuse and recycling of industrial goods, we know how to make life-cycle management work.

It is about open communication, intense collaboration and valuing the business interests of all parties involved. It is about long-term trust that is built over time. It is something permanent, not here one day and gone tomorrow. At MAUSER we are committed to such an approach, and we are proud of having successfully pioneered the vertical integration of manufacturing and reconditioning to offer the most comprehensive life-cycle management in our industry.

Innovation in products and services is needed to give real meaning to the concept of the ‘Circular Economy’ and the resultant increase in reuse and recycling of industrial goods. At MAUSER we have a track record of leading our industry in creating innovations in industrial packaging like the latest MAUSER skInlining™ technology for the most effective avoidance of product and materials contamination to support high-quality mono-fractional recycling of container materials. New concepts such as the mobile washing line housed in only two ISO-containers to provide on-site washing services to our clients in South Africa showcase how we see innovation to contribute to a more circular handling of materials and goods.

2015 and 2016 were again successful and eventful years for MAUSER. They were years of strong growth driven by multiple acquisitions and successful business integration across all regions and business units. In line with our long-term strategy for selective growth, we strengthened our IBC manufacturing operations in Asia, Europe and North America, our steel drum operations in North America and our reconditioning activities in the regions of EMEA and North America. In the light of our holistic life-cycle management approach, we further vertically integrated significant plastic recycling capabilities to our North American reconditioning business.

Successful business integration is about aligning companies and each individual employee towards a common goal. At MAUSER we know we can achieve our goals only with the help of great people – our people. Motivating and empowering each employee and respecting each other’s contributions are as much key values of our company culture as our code of conduct. The results of our December 2016 employee survey (Organizational Health Index) prove MAUSER to be an eminently healthy and vital organization with a highly motivated workforce.

In April 2017 our ownership changed from Clayton, Dubilier & Rice (CD&R) to Stone Canyon Industries, LLC (SCI). Valued at approximately US\$ 2.3 billion, the transaction demonstrates MAUSER’s business model of managing the entire life-cycle for industrial packaging to be sustainable and attractive. With SCI also being the owner of BWAY, the market leader for rigid metal, plastic and hybrid containers for the general line packaging industry in North America, we see a great opportunity to further leverage our industry’s journey from linear to circular.

We look forward to receiving your ideas and feedback to the report of our initiatives at [sustainability@mausergroup.com](mailto:sustainability@mausergroup.com).

Sincerely yours,

Hans-Peter Schaefer



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## Sustainable growth – The MAUSER Group in 2015/2016

From its founding in 1896 MAUSER has always concentrated on effective industrial packaging solutions. Our ambition to be the leading specialist for industrial packaging has not changed. This is our core competence, and we will remain true to it. Today we are a global leader in both the production and reconditioning of rigid industrial packaging.

### Global presence and partnership

Customer proximity is a key element in providing timely sustainable packaging solutions. As of December 2016 we operated 111 facilities in 18 countries on five continents: Africa, Asia, Europe, North America and South America. Our group headquarters are located in Bruehl, Germany.

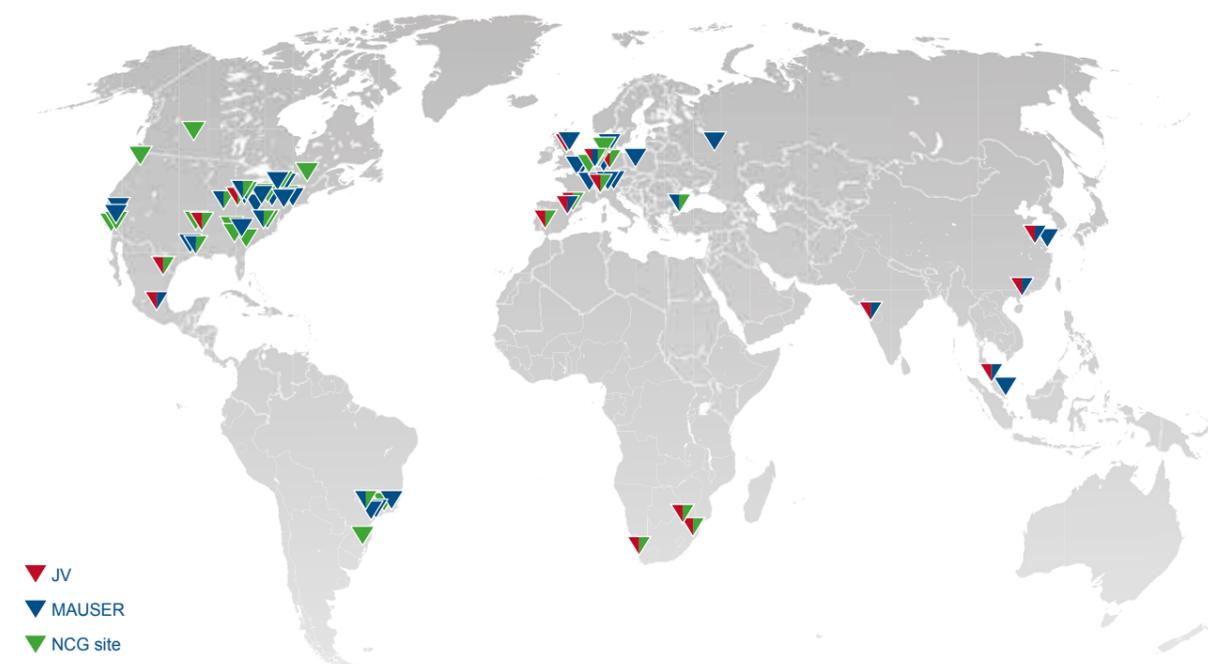
Aside from our own operation, MAUSER heads two global container producer networks: MIPI® (MAUSER International Packaging Institute) for plastic packaging and

Drumnet® for steel drums. In September 2016 the company's 24th International Know-How Conference took place in Vienna, Austria. Since its inception in the early 1970s, the bi-annual Know-How Conference hosted by MAUSER has developed into an acknowledged international expert exchange forum on latest developments in packaging design, raw materials, standardization, legislation and life cycle management.

### Growth and expansion

During the time period subject to this report MAUSER continued to follow its strategy of selective growth by regional expansion and acquisitions. The focus of acquisitions during 2015/2016 has been North America in terms of region and IBC and reconditioning in terms of product and service offerings.

### Global geographical presence as of December 2016



\*For exact addresses of all legal entities please refer to [www.mausergroup.com](http://www.mausergroup.com)

	Africa	Asia	Europe	North America	South America	Global
MAUSER sites (incl. joint ventures)	1	7	29	28	5	70 (+9)*
NCG sites (incl. joint ventures)	3	0	10	26	2 (-1)	41 (+10)*

\*Figures reflect the number of sites in December 2016 as contrasted to the number as of December 2014.



During the respective time period our global footprint grew by 9 manufacturing and 10 reconditioning sites. As of December 2016 we employed 5,257 people, representing a 20% growth in number of employees during the last two years.

### Major expansion projects realized in 2015/2016

November 2014	Start of IBC production in Turkey
March 2015	Acquisition of IBC North America, Inc. Manufacturing of Composite IBC in USA
March 2015	Acquisition of Clean Tide Container, Inc. Reconditioning of Composite IBC in USA
May 2015	Acquisition of Brazilian plastic drum and IBC Business from Greif S.A.
May 2015	Acquisition IBC cage line from Megapak. Start of IBC manufacturing in South Africa
May 2015	Expansion of JV with Janus Vaten B.V. Reconditioning of Composite IBC in France
July 2015	Acquisition of 50% shareholding of Fanshun Elan. Manufacturing of Composite IBC in China
March 2016	Acquisition of Berenfield Containers. Manufacturing of steel and fiber drums in USA
March 2016	Acquisition of Engineered Recycling Co. LLC. Plastics recycling in USA
June 2016	Start of JV with Manchester Drum Limited. Reconditioning of Composite IBC in the United Kingdom
July 2016	Acquisition of Daniels Healthcare, Manufacturing of plastic medical waste containers in the United Kingdom
December 2016	Acquisition of Advantage IBC. Reconditioning of Composite IBC in USA
December 2016	Acquisition of Total Container Group. Reconditioning of drums and Composite IBC in USA

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### Sustainable performance - finance

Our results are proof positive that our business model of managing the entire life cycle of industrial packaging is sustainable and future-oriented. In

terms of financial results 2015 and 2016 have again been outstanding years of robust financial performance for MAUSER.

### Key financial figures on MAUSER Group business 2013-2016

Figures in 1,000 Euros	2013	2014	2015	2016
Revenues	1,159,354	1,260,236	1,371,848	1,485,390
Operating costs	855,121	927,300	981,776	1,042,700
Employee wages & benefits	160,954	169,811	197,966	225,687
Payments to providers of capital	49,519	52,174	76,358	80,454
Payments to government	24,506	14,253	12,866	33,647

Formerly owned by Clayton Dubilier & Rice (CD&R), MAUSER was acquired by Stone Canyon Industries, LLC (SCI) in February 2017. Valued at approximately US\$ 2.3 billion, the all-cash transaction was completed

at the beginning of April the same year by SCI, through its subsidiary BWAY Corp. (BWAY), which is a leading North American manufacturer of rigid and plastic containers.



**New opportunities – strong shareholder support**

As it did with CD&R up to the time of being sold, MAUSER continues to enjoy strong and stable shareholder support through its owner Stone Canyon Industries, LLC.

SCI's ownership of BWAY and MAUSER creates a strong global leader with a complementary portfolio offering in containers and packaging for the chemical, industrial and food and beverage industries, among others. The combined revised midterm plan targets further organic growth as well as growth by acquisitions, green field investments and additional product lines in existing plants.

MAUSER's business model, with sustainability and life cycle management of industrial packaging at its core,

remains unchanged and has full support from the shareholders and the Advisory Board.

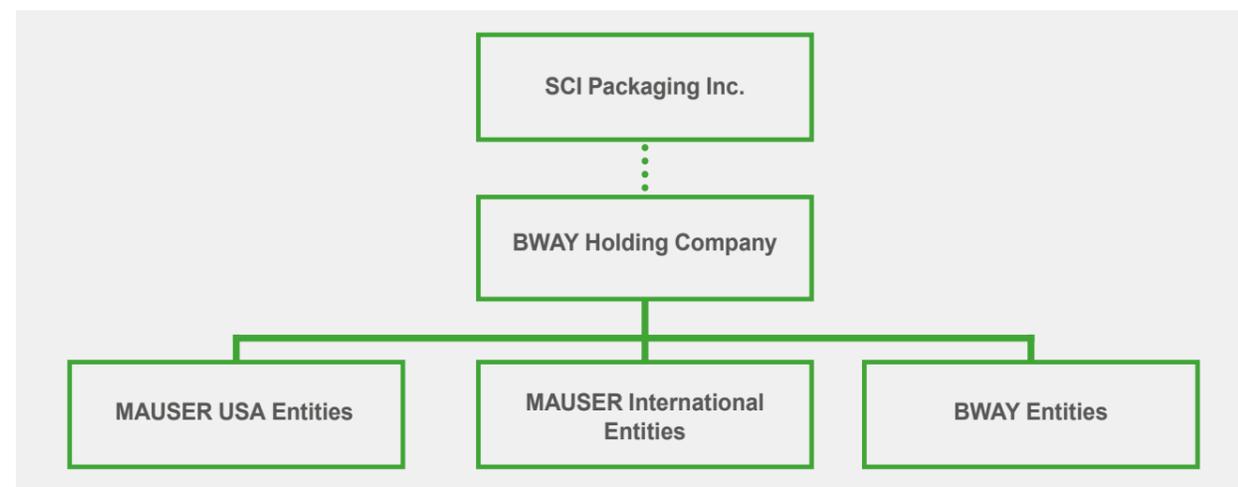
The joint Advisory Board consists of James H. Fordyce, Adam Cohn, Michael Neumann, Douglas W. Stotlar, Shawn Malleck, Sascha Kaeser, Peter W. Carlton, Kenneth M. Roessler (CEO BWAY) and Hans-Peter Schaefer (CEO MAUSER).

**Organizational structure – management approach**

Despite the superordinate structure of SCI Packaging Inc., MAUSER's organizational model of a matrix structure with strategic business units (SBUs) overseeing regional operating businesses, aided by a dedicated SBU overseeing the global reconditioning activities, remains unchanged. Global business and corporate functions coordinate activities between the regions and provide support with legal and cooperative framework. The central group functions include Sales and Marketing, Procurement and Supply Chain Management, Technology and Innovation, Accounting, Tax, Mergers and Acquisitions, Human Resources, Legal, Information Technology and Sustainability.

The MAUSER Management Board (Executive Committee) consists of Hans-Peter Schaefer as Chief Executive Officer, Bjoern Kreiter as Chief Financial Officer, and the

**SCI Packaging Inc. – levels of company structure**



SBU managers and selected global functionaries. For vitae on the members of the Management Board please refer to [www.mausergroup.com](http://www.mausergroup.com).

The Global Sustainability Manager reports directly to the CEO of the company. Most relevant sustainability matters are discussed within the monthly Management Board meetings.

**Stakeholder dialogue – understanding what matters**

At MAUSER, we believe that more than just our products

and services reflect our responsibility for what we are; our presence in active stakeholder dialogue counts as well. As leading members in multiple industry associations we do more than simply advocate for our regulatory interests and those of our customers; we also support and encourage sustainability-related activities. We see that only via association and cooperation with multiple stakeholders along the supply chain will we be able to address and find solutions to more complex environmental concerns such as “Marine Litter” or the “Circular Economy” of plastic materials.

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Exemplary initiatives supported by MAUSER during the time period subject to this report include our participation in the initiative “Null Granulatverlust/Operation Clean Sweep” on avoidance of plastic granulates in our operation; our engagement in the newly established Polyolefin Circular Economy Platform (PCEP) as a supply chain platform of the European polyolefin industry to encourage ‘innovation with a focus on circular economy’ and ‘enhanced collection and sorting systems’; our contribution to the “2016 Sustainability Report” of IK Industrievereinigung Kunststoffverpackungen e.V., published to communicate about fundamental positions, strategies and activities related to the important sustainability challenges faced by the plastics packaging industry in Germany.

The challenges as listed in the IK report match the main sustainability topics subject to exchange of ideas with our most important stakeholder group – our customers. We attend regular review meetings with almost all of our global key customers, receiving feedback on our performance; MAUSER, among others, provides detailed feedback on the environmental impact of different packaging solutions from our comprehensive portfolio and on achievements linked to “reduce-collect-reuse-recycle” initiatives jointly agreed to.

**Balanced portfolio**

MAUSER’s product portfolio covers the complete range of rigid industrial packaging. We provide plastic packaging, metal drums, IBCs, recondi-

tioning services, fiber drums and machinery for packaging production.

Based on an increase in customer industry-specific regulations and requirements, we see a trend from looking at packaging portfolios in terms of strict product categories towards a more flexible context targeting industry solutions, as for example the waste management of medical waste.

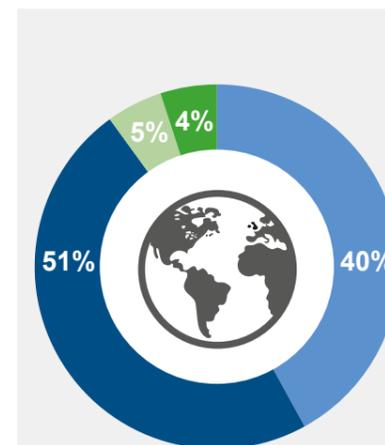
With its broad commercial portfolio MAUSER services a balanced customer base of international blue-chip companies and valuable regional/national accounts, with the majority of our customers being in the chemical and petrochemical industries.

Our biggest growth due to acquisitions during the time period of this report was with steel drums, IBC and re-conditioning services. As of the end of 2016 our activities related to the collection, reuse and recycling of used packaging contributed 17% to our revenue base.

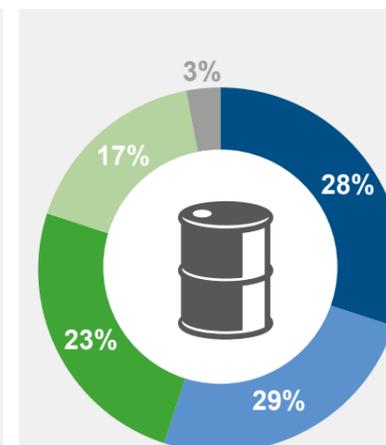


**Net revenue split 2016**

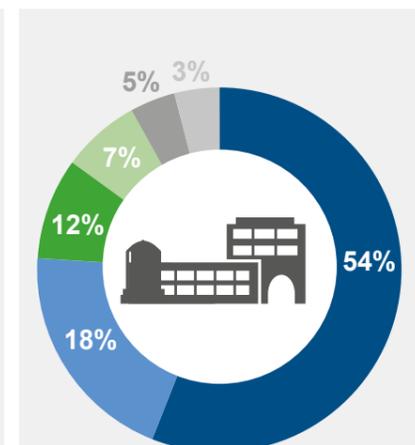
By region



By product



By segment



- North America
- Europa
- South America
- Asia

- Plastic
- Metal
- IBC
- Reconditioning
- Fiber

- Chemical
- Petrochemicals/Lubricants
- Other
- Food & Bev.
- Agrochem
- Pharma/Cosmetics

## Closing the loop – Products and Services

MAUSER believes in pursuing business opportunities that inspire change. With our Eco-Cycle concept, we started moving from a linear to cyclic management of industrial packaging and packaging materials.

For more than a decade MAUSER has demonstrated how to successfully integrate manufacturing and reconditioning into a full life cycle concept.

Throughout our journey we have experienced what it takes to 'close the loop' for a more circular economy in industrial packaging – innovation, openness to exchange of ideas and true collaboration along an extended production and after-use value chain.

By building our product and service initiatives around the five pillars of "Renew," "Reduce," "Recollect," "Reuse" and "Recycle" we demonstrate that environmental responsibility and economic benefit go along in multiple ways.

### Renew

At MAUSER innovation and sustainability go hand in hand. We envision ourselves as the frontrunner in investigating materials and packaging solutions for the future. At the same time we know that when it comes to the transport of dangerous and sensitive goods there is no room for compromise on packaging quality and regulatory conformity.

Having demonstrated the technical feasibility of bio-based plastic materials for the production of dangerous goods packaging in the recent past, at present we still see the relatively high cost and limited availability of such materials as preventing their widespread use in our industry.

In addition to the continuous screening, testing and qualifying of alternative HDPE grades in close collaboration with our supply chain partners, during the time period subject to this report we specifically focused on material and design solutions to add functionality without compromising the packaging's recyclability.



MAUSER skINliner™ IBC



MAUSER UL IBC

**»THE CIRCULAR ECONOMY IS GAINING GROWING ATTENTION AS A POTENTIAL WAY FOR OUR SOCIETY TO INCREASE PROSPERITY, WHILE REDUCING DEMANDS ON FINITE RAW MATERIALS AND MINIMIZING NEGATIVE EXTERNALITIES.«**

THE NEW PLASTICS ECONOMY – RETHINKING THE FUTURE OF PLASTICS,  
ELLEN MCARTHUR FOUNDATION

With the MAUSER skINlining™ technology we developed an innovative approach to combine the advanced barrier functionality of modern multilayer plastic film technology with the logistical and lifecycle benefits of rigid packaging. Based on its modular design approach, this new technology allows customizing advanced features like barrier functionality or light protection within standard industrial packaging in the most effective way. Positioned inside the container and closest to the filling, it not only protects the contained material but also prevents the migration of substances to the container wall. Easily removed and separated from the IBC bottle, it enables mono-fractional recycling of non-contaminated polyethylene IBC bottle material.

Another good example of how innovative packaging design in combination with advanced materials results in packaging solutions that provide highest protection in harsh environmental conditions is MAUSER's UL fire-certified IBC. Launched in February 2016, this recent MAUSER innovation incorporates a fire-resistant blanket enclosing the IBC, including its valve, to avoid uncontrolled spillage of dangerous materials and the explosion of combustible liquids in case of fire. Based on its platform design, the container, including its cost-intensive fire blanket, is to be collected,

reconditioned and reused like a standard IBC. Consistently designed for reuse and launched as a combined product-service offering by MAUSER/NCG, the unit provides proof of how comprehensive life-cycle management and cyclic management of valuable materials support advanced packaging technology too expensive to be applied for single use.

Effective use of resources requires diversity. In a world of growing complexity and increasing regulatory requirements we see innovation in packaging more as focusing on industry solutions than on stringent thinking in terms of product categories. As one example of such a trend, during the year 2015 we started to introduce MAUSER FoodProtect as the umbrella brand on any packaging of ours that would end up with foodstuff-contact applications.



**Reduce**

Efficient use of resources starts with reduction. Effective use of materials is to reflect the minimum of resources needed to make packaging function as intended. At MAUSER we aim to best balance operational efficiency with the necessary portfolio diversity to offer our customers “fit for purpose” packaging as needed for each individual application.

The packaging experts in our technical service team are trained to stimulate active reflection on real packaging needs in an open and fair collaboration with our customers. To even better help MAUSER customers to thoroughly understand the total cost of ownership (TCO) of different packaging solutions to be selected from, during 2016 our experts introduced the comprehensive MAUSER-TCO tool.

In our European operations “fit for purpose” products with a dedicated performance level at reduced packaging weight and as described in detail in earlier reports continue to gain an increased share of the volume in most product categories. Sales for the year 2016 show a volume share for our “fit for purpose” products at 23.5% for IBC (+ 4.4 % compared to share in the year 2014), 8.8 % in plastic open-head drums (-0.6%) and 5.5% in plastic tight head drums (+0.5%). In total our

European initiative on “fit for purpose” saved 940 tons of virgin HDPE during the year 2016, complemented by an additional 320 t of virgin plastics saved in our Brazilian operations by successfully penetrating the market with a lower-weight 55 gallon (US) tight-head plastic drum.

**Recollect and reuse**

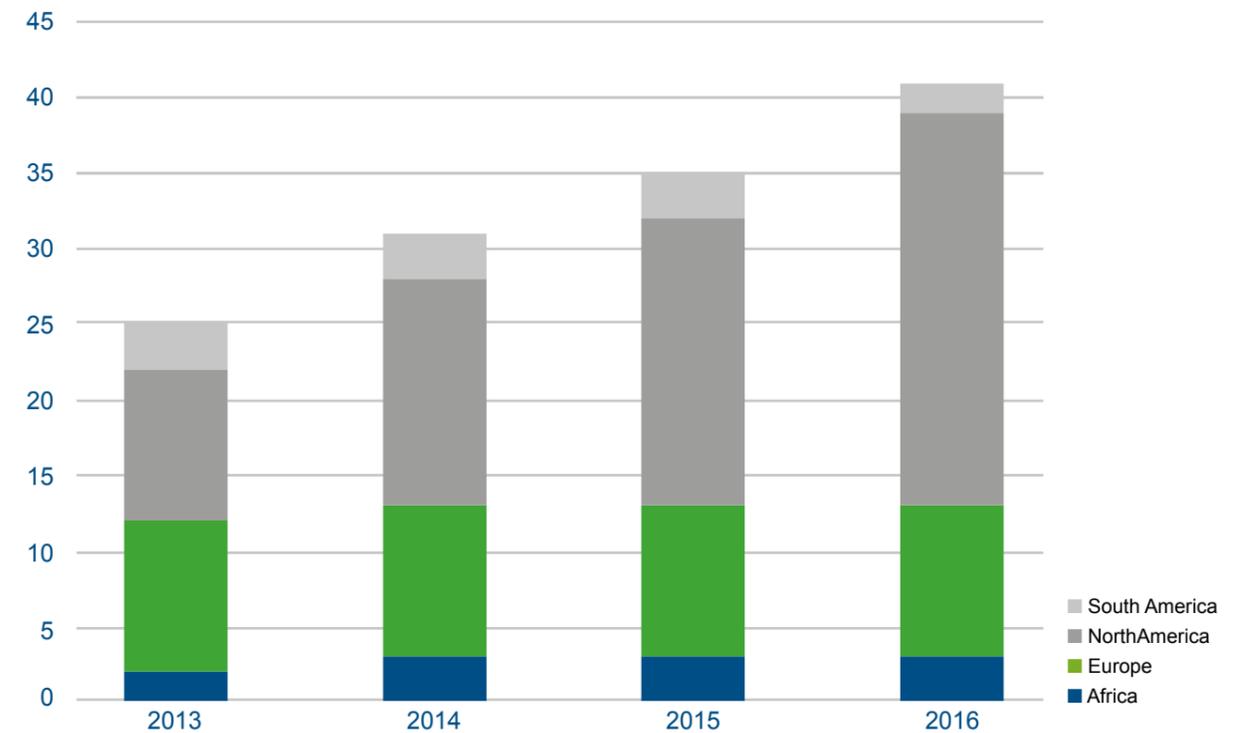
At MAUSER we are convinced that the implementation of robust and comprehensive collection and sorting systems for used goods and materials will be one of the key challenges to overcome on the journey towards a circular economy.

With more than a decade of experience in operating reconditioning and manufacturing businesses hand in hand, we know about the day-to-day challenges and their importance to well-balanced individual interests and business attitudes of all parties involved. Comprehensive and robust life-cycle management of industrial packaging is about collaboration, communication and trust.

Those things take time to build; they are not an in-and-out affair. Our subsidiary National Container Group (NCG) and the vertical integration of reconditioning and manufacturing businesses therefore from the beginning have been at the center of MAUSER’s sustainability program.



**Number of reconditioning sites operated within National Container Group Network**



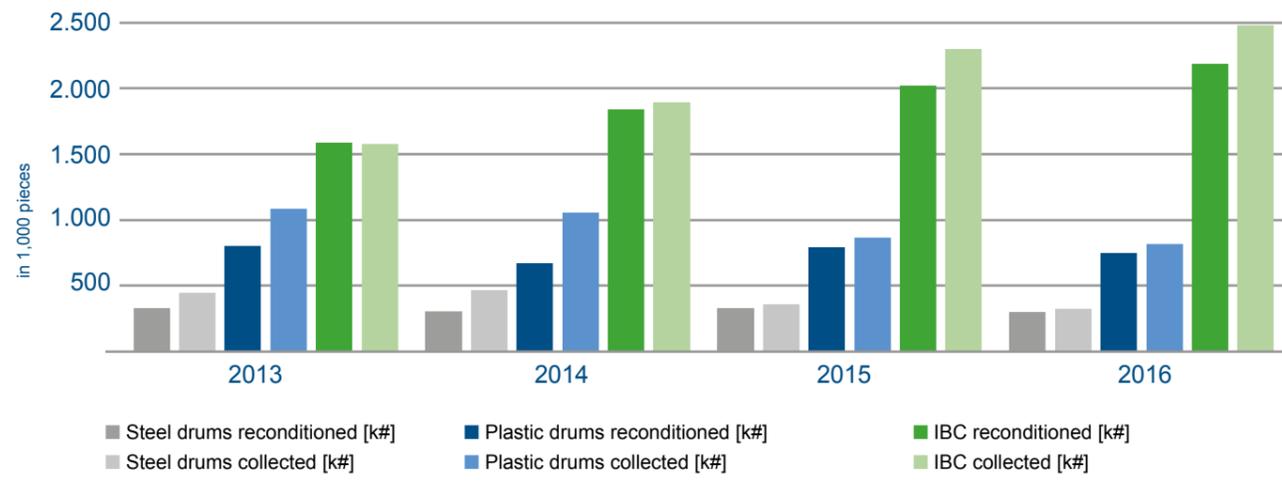
Regional coverage, customer proximity and good reverse logistics are key elements in providing high-quality reconditioning services. During the time period subject to this report we continued the extensive expansion of our NCG network. Within the last five years the number of sites operated increased by 64% to a total of 41 reconditioning sites and two service centers operated by the end of 2016. In the upcoming years we intend to further tighten our network in regions already covered and to establish our first reconditioning operations in China. For a detailed overview of the location of sites please refer to page 4 of this report or [www.nationalcontainer.com](http://www.nationalcontainer.com).

The installation of a new washing line in Villastellone, Italy in the beginning of 2015 and the implementation of a fully automatized bottle-cutting machine in Bickenbach, Germany in 2016 are exemplary proofs of our continued efforts to drive and expand the service portfolio of

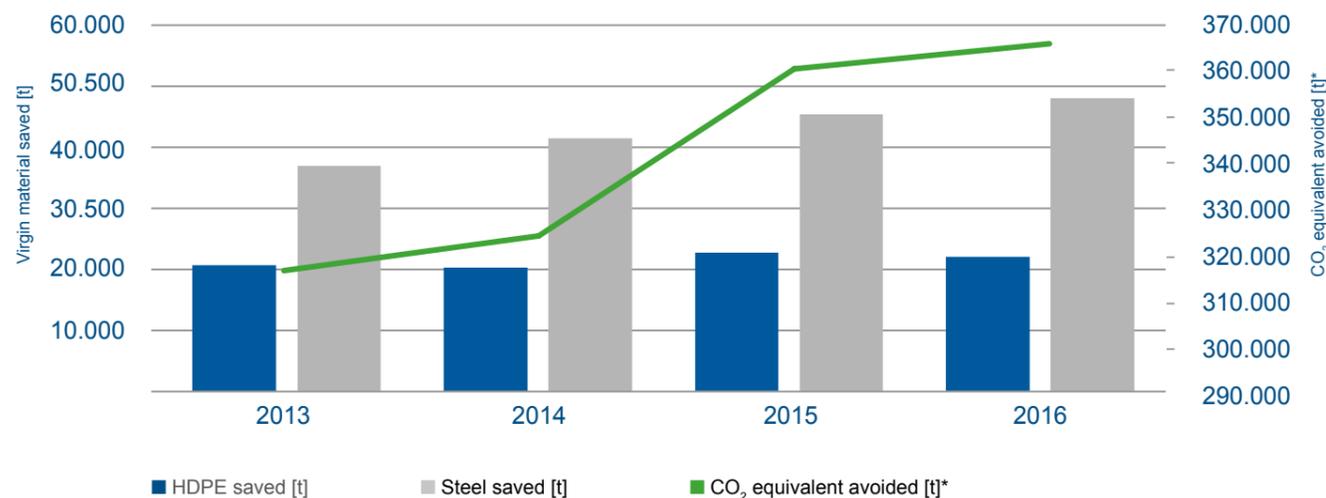
existing operations with innovative in-house-developed washing and rebottling technology. Leading reconditioning technology combined with a clear vision about offering our customers the best services possible made us develop and install during 2015 the first mobile washing line for composite IBC. The line is currently being successfully operated to provide laundry services in South Africa; we see huge potential in the concept of such mobility, as any on-site laundry service comes with a significant reduction of transport and its related costs and environmental burden.

To well integrate and align an expanding network of reconditioning locations to advance toward our common targets of safety, health, environment and quality, we strengthened the global NCG SHEQ-organization under the leadership of a newly hired senior vice president with direct reporting lines to the SBU management.

### Key figures on MAUSER/NCG reconditioning business



### Material/Emission saving related to reconditioning business

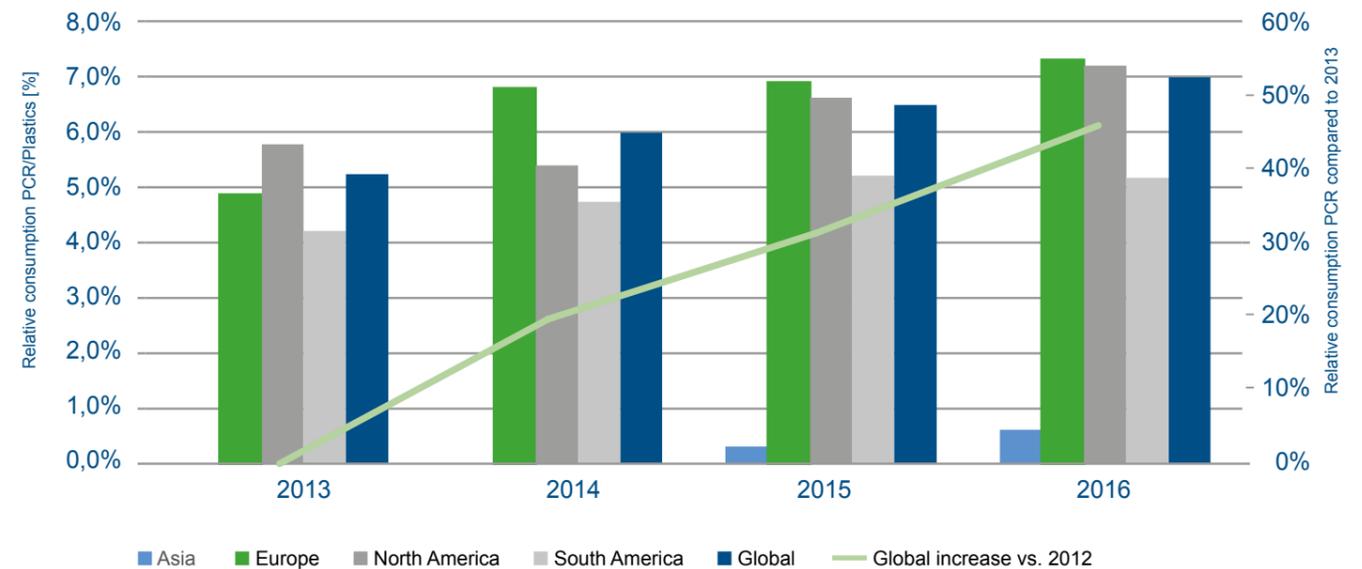


\*Based on comparative cradle-to-gate resp. gate-to-gate LCA excluding all downstream processes involved after packaging being produced/reconditioned.

There is continuous and stable growth in our reconditioning activities. During the year 2016 327,000 steel drums, 818,000 plastic drums and 2,477,000 IBC have been collected as used packaging via the NCG Recollect system. During the same time period we supplied almost 750,000 washed plastic drums and 2,188,000 reconditioned IBC to the market. These figures are supplemented by 300,000 steel drums reconditioned by affiliated partners.

In total these figures account for more than 2.4 million cubic meters in reconditioned packaging volume brought back to the market during the year 2016 alone. Using reconditioned instead of new packaging resulted in savings of virgin materials in the range of 48,067 tons of steel and 22,054 tons of plastic that year. In terms of reduction in carbon emission this figure accounts for more than 365 kilotons calculated on a cradle-to-gate basis.

### Use of post-consumer resin (PCR) in relation to total plastics consumption



### Recycle

Avoidance of waste and responsible materials recycling are key components of any complete approach to managing the life-cycle of containers. MAUSER strives to achieve the circular use of plastics materials by not only generating high-quality recycled materials out of collected packaging no longer suitable for reconditioning but also by using recycled plastics for the production of new plastic drums and components.

Market acceptance and the reputation of products produced from recycled materials unfortunately do not always agree with the consensus on the general need for an increase in materials recycling in the context of a circular economy. Continual marketing efforts and credible background information on the products' performance are required to make products made from recycled materials a success.

Besides making use of recycled plastics for IBC components like corner protectors and pallet blocks, we established the MAUSER Infinity Series™ as the brand name for blow-molded containers made from high-quality recyclates. From various sizes of open-top drums to mono- and multilayer tight-head drums, the MAUSER Infinity Series™ as of the end of 2016 also included a multilayer IBC bottle composed mostly of recycled plastics.

Following the inauguration of a new plastic recycling center in Erkelenz, Germany, in the year 2013, we further expanded our plastics recycling activities in April 2016 by the acquisition of Engineered Recycling Company, LLC (ERC), as one of the leading North American plastics recycling companies. With this acquisition the total output of our global recycling activities increased to a total 23,400 tons of high quality recyclates during the year 2016.

With a total usage of 16,350 tons during the year 2016, we have continued to successfully increase the amount of recycled materials being converted to new packaging or packaging components. In relation to absolute tonnage this number represents a 47% increase compared to the year 2013, and it accounts for 7.0% of our overall plastics consumption during 2016.

Envisioning an even broader use of recyclates in our products, we see the need not only for stimulating end-user acceptance but also for further advocating changes in standards and regulations, which today often explicitly exclude the use of any kind of recycled plastics. As part of MAUSER's intensive engagement in associative and regulatory expert working groups, we advocate the responsible use of recyclates wherever possible.

## Expertise & Engagement – The MAUSER people

MAUSER operates with a values-based and sustainable human resources policy that combines social responsibility with a performance-oriented corporate culture.

### Growing number of employees

As of December 2016 the total count of employees working for MAUSER was at 5,257. Mainly driven by the acquisition and integration of Berenfield Containers, Inc. (North America), IBC North America, Inc. (North America) and Daniels Healthcare Ltd. (Europe, UK), that figure represents an increase of 20% and reflects the company's strong global growth in the time period 2015/2016.

During the same period there was a need to consolidate individual units of our setup in reaction to unfavorable local business conditions. Due to negative overall economic development in Brazil we had to lay off a total of 55 people, in addition to 43 people affected by the closing of our Chinese steel drum operations in reaction to significant market overcapacity. MAUSER is doing its utmost to carry out these processes in a correct and respectful way, informing affected employees well in advance.

### Global and diversified

The regional split of people employed by the end of 2016 shows that a majority of our employees work in North America (44%) and Europe (40%), followed by Asia (8%), South America (7%) and Africa (1%). With MAUSER operating facilities in 18 countries around the world, our employees represent many nations having diversified cultural backgrounds. Our Global Leadership Team is represented by nine different nationalities. Females accounted for 7% of the

upper management level, approximately 20% of our indirect employees and 3% of our direct workforce.

In its hiring, retention and compensation processes MAUSER follows strict compliance guidelines. Job descriptions and benefit structures do not discriminate according to gender, nationality or other criteria. Any suspicion of discrimination is reported to the Chief Compliance Officer on a quarterly basis. There have been no reported cases during the time period subject to this report.

### Open and fair

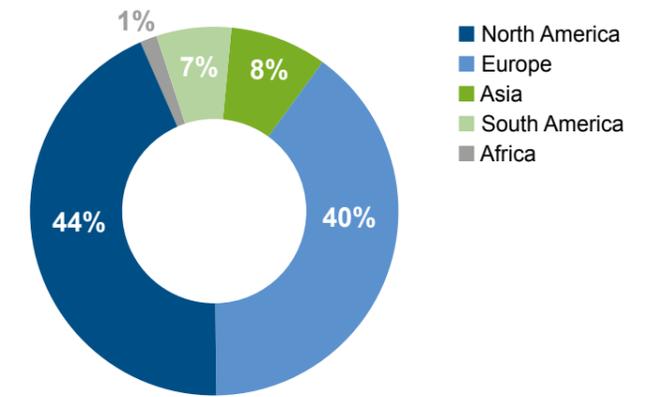
Where dictated by prevailing culture and governance, MAUSER embraces and works closely with all relevant local work councils and trade unions. In most of the countries where MAUSER operates, company employees are covered by collective bargaining agreements. Employee advocates represent the interests of the workforce in dealings with the management in the majority of locations.

Unified compensation plans and a global target agreement process make sure that targets are consistent throughout the company. Annual performance appraisals and employee feedback are an integral part of this process, which guarantees a fair and competitive salary structure and supports the individual employee's career development.

### Train and develop

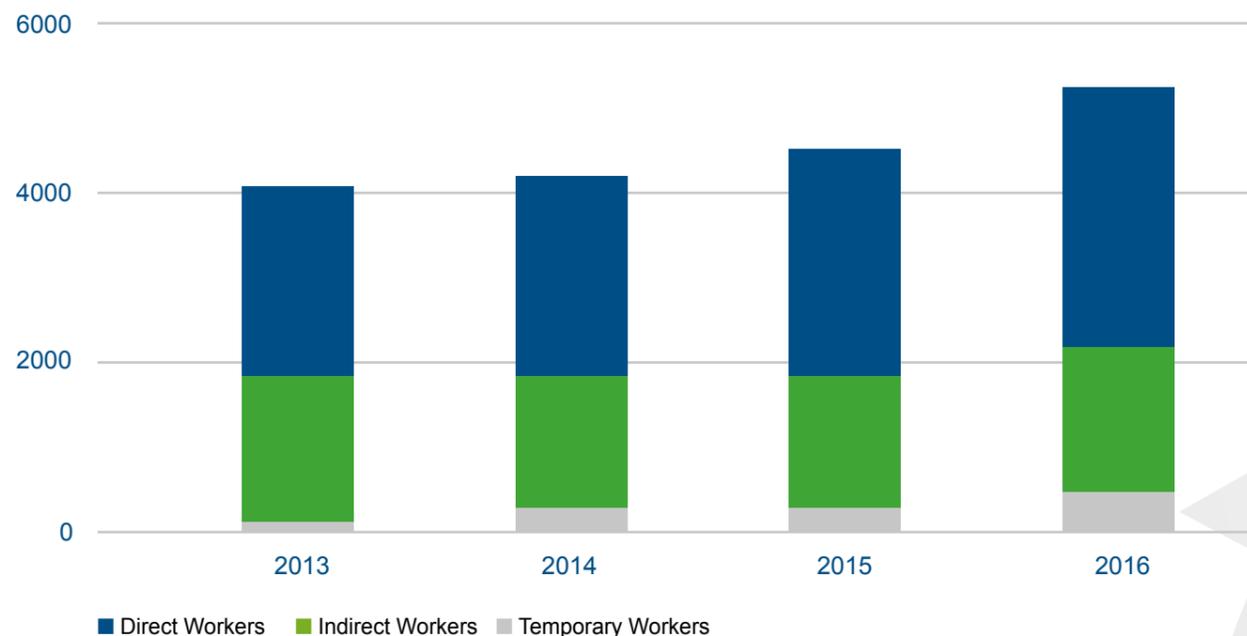
People make MAUSER the company what it is today and what it will be tomorrow. Employee motivation and empowerment of the individual are key elements in our company culture. It is a core interest for MAUSER as an employer to best encourage each individual by ongoing training and to provide the necessary support and infrastructure to do so. Besides fundamental training sessions on work

### Employees per Region 2016



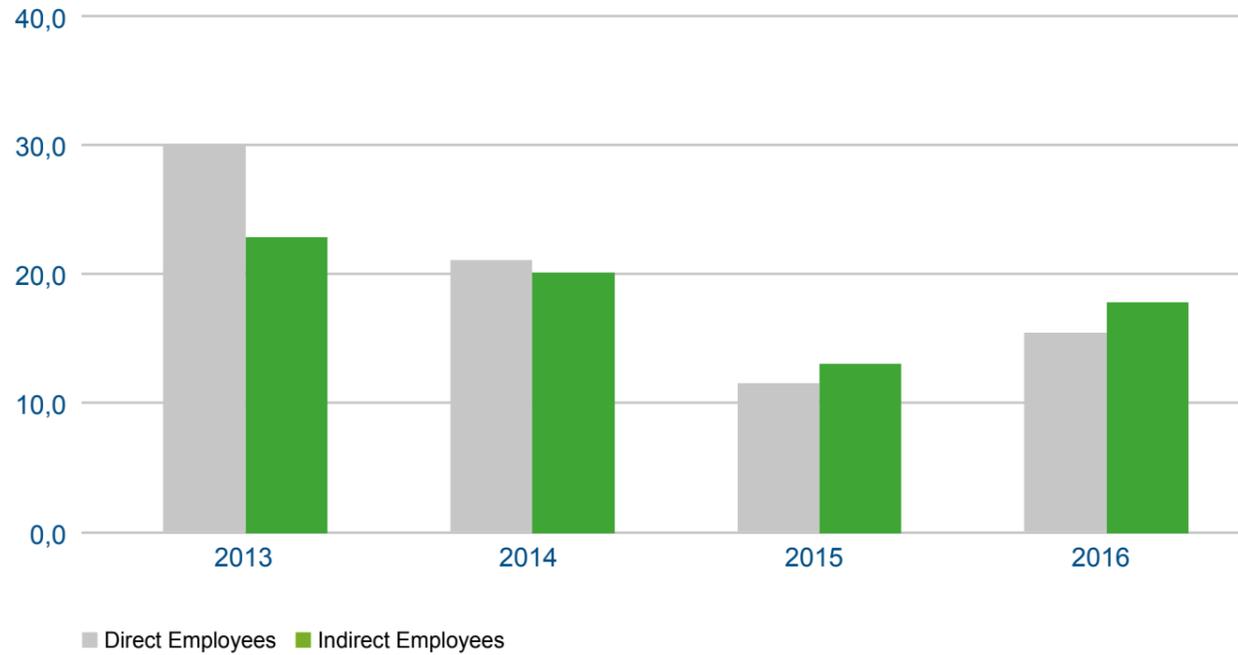
safety, obligatory for each of our employees, MAUSER's training system builds on a mix of outside sources and internally developed training methods to best support each individual employee's development. Based on their success and positive acceptance, we have continued to develop and extend our internal training concepts, especially focusing on areas of company-specific know-how and expertise. Examples to list include "The MAUSER School of Blow Molding," "The MAUSER School of IBC Manufacturing" and the dedicated "MAUSER 'Salesforce' Training" on our global customer relation management (CRM) software. Besides technical and function-specific training, we have started to better challenge and measure universal soft skills and management competencies by introducing 360° feedback cycles with individual follow-up sessions.

### Employees as of December 2013-2016



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**Training hours per employee 2013 - 2016**



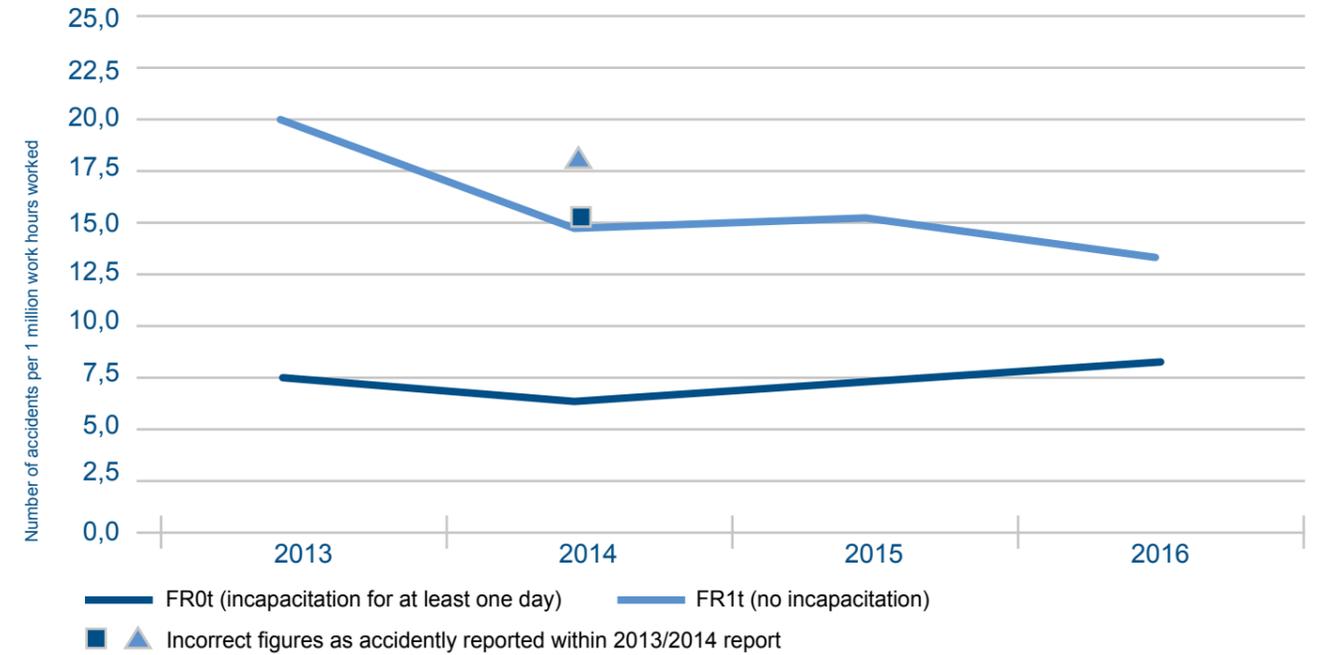
Due to multiple acquisitions, business integration and strong growth in number of employees, we see a decrease in the average number of training hours per employee during the time period subject to this report. Following a more detailed analysis of the training needs of the people new to the MAUSER organization, we target an increase in the average number of training hours spent per employee over previous years' levels.

The majority of training hours during the years 2015 and 2016 was spent on Safety, Health, Environmental and Quality topics, followed by foreign-language training (mainly English). Apart from SHEQ (Safety, Health, Environment and Quality) training, direct employees spent most training hours on forklift driver and technical/electrical training. Training activities for indirect employees differ and depend on the requirements of each specific function (e.g. training on tax issues for finance people) but also include generic training such as language courses or soft-skill trainings.

**Working safely**

The safety of each and every employee is the number-one priority for MAUSER as an employer. Within the time frame subject to this report, MAUSER

**Safety Indicators 2013 - 2016**



management, in close cooperation with the responsible functionaries in our regional operations, took action to re-emphasize the importance of a persistent culture of safety. Additional resources to strengthen our SHEQ organization, especially in our European and North American operations, were implemented in 2016. The number of accidents resulting in incapacitation for at least one day (FR0t) or without incapacitation (FR1t) are tracked closely on a monthly basis as mandatory elements of each site's operational score card.

Globally compiled figures record FR0t at a level of 8.0 and FR1t at a level of 13.2. Based on the actions taken, we aim to reduce the number of accidents by 10% per annum throughout upcoming years.

**Employee satisfaction**

To measure and benchmark employee satisfaction MAUSER conducted a third party-guided OHI (Organizational Health Index) survey in December 2016. Results prove our organization to be healthy and vital, with positive results in the areas of leadership (73% positive answers), competence and experience (80% positive answers) and customer orientation (77% positive answers). Identified

areas for improvement relate to better downstream communication about the company's core strategy, better work/life balance and collaboration among different parts of the organization, between MAUSER and NCG specifically.

**Social engagement**

The high level of our employees' commitment and engagement goes beyond daily work life. During the time period subject to this report MAUSER employees supported several social initiatives undertaken in the locality of their workplaces around the world, such as fundraising for refugees coming to Germany during the MAUSER summer festivity in Bruehl in September 2016, honorary engagement of NCG-teams with Ronald McDonald House Charities in Winfield, Illinois and Cologne, Germany during 2015/2016 and NCG's sponsorship of a Kenyan children's hockey team in 2015.



## Operative Awareness – Environmental Management

At MAUSER we strive to offer the market the most sustainable packaging solutions possible. We are aware that our responsibility goes beyond a portfolio promoting the circularity of industrial packaging only. Efficiency in conserving materials and energy, coupled with innovation in processes and products, are key elements of our manufacturing philosophy.

### Management systems

Environmental compliance and awareness of environmental issues are essential parts of our day-to-day operations. Appropriate management systems provide effective guidance to our employees. All our operations are subject to one globally integrated management

system (IMS). The MAUSER IMS and its associated integrated management manual (IMM) cover all relevant aspects and procedural elements set out in the international standards ISO 9001 for quality management, ISO 14001 for environmental management and ISO 50001 for energy management systems.

The integrated management system and its founding group policies on quality, environmental management and resource efficiency are put into effect at the executive management level. They are subject of continuous review. For a copy of the actual policies please refer to [www.mausergroup.com](http://www.mausergroup.com).

### Third-party certification

Global third-party certification of MAUSER locations proves the effectiveness of the systems applied. Operating our business in different regions of the world, we see strong variation in market acceptance and demand for 'official' ISO certification between the regions. As of December 2016, the share of third-party-certified locations within our global footprint of 111 facilities in total comes to almost 60% on ISO 9001 and more than 30% on ISO 14001 and ISO 50001. During the time period subject to this report we successfully gained external ISO 50001 certification for the energy management system implemented in 100% of our European manufacturing and almost 80% of our European reconditioning sites.

External environmental audits carried out in selected plants during 2016 reconfirmed the positive results of the comprehensive 2013/2014 global audit schedule, requiring all of our operations to respect applicable laws and regulations, have all necessary permits in place and adhere to the permits granted.

In line with our company's goal regarding open exchange on its sustainability achievements, MAUSER for the third time in a row participated in the annual EcoVadis online sustainability assessment. Our January 2016 assessment results rank MAUSER as "silver" and at an overall score of 54 (100) confirm that the company outperforms the average for assessed companies in each assessed category, namely Environment, Labor Practices, Fair Business Practices and Sustainable Procurement. At a score of 70 (100) our company's environmental performance ranked in the TOP 5% of the companies in the peer group 'Manufacture of plastics products'.

### Global coordination – Local execution

Environmental stewardship within MAUSER is managed by the global SHEQ network under global management leadership. SHEQ trustees are appointed for each legal entity and report to the SHEQ officers, who are in place for all business units. Since January 2015 a Senior Vice President, Regulatory Management, is in charge of coordinating all SHEQ activities related to our global reconditioning business as a complementary part of the group's SHEQ network. Key Performance

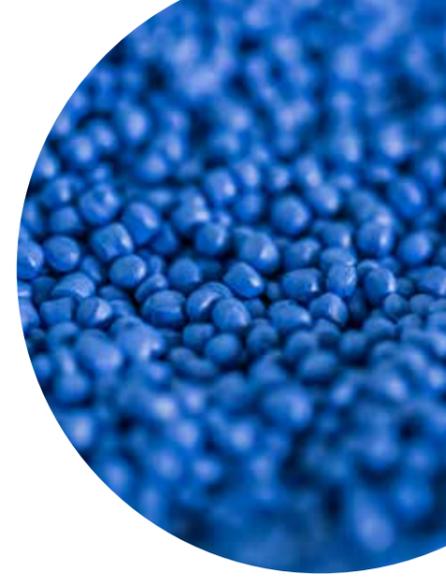
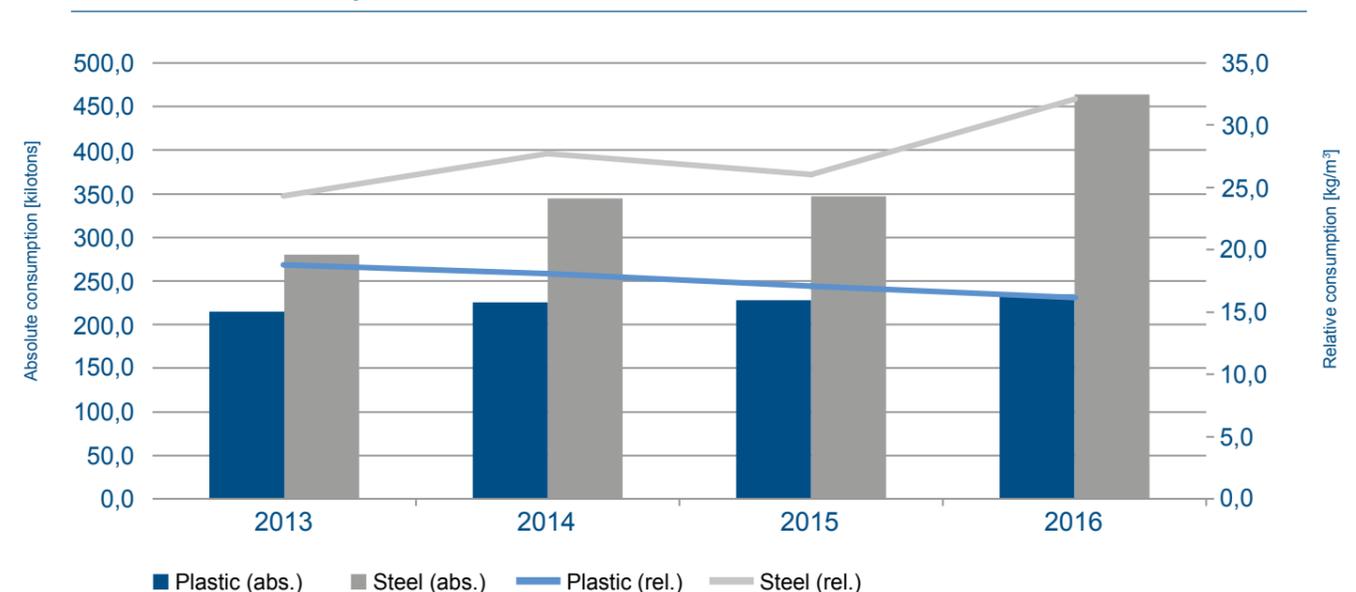
Indicators are in place to track and compare performance in safety, health, environmental and quality-related matters at each site as part of a globally harmonized operational scorecard.

### Responsible consumption

Raw materials and the amounts of raw materials used are of great significance for the economics of our products and their environmental footprint. Life Cycle Analysis (cradle-to-gate) of our main products shows raw materials to contribute more than 75% to the carbon footprint of the newly manufactured packaging leaving our sites.

The largest volumes of raw materials used by MAUSER are steel and plastic followed by craft paper used for the manufacturing of fiber drums. In 2016 we converted 234,000 tons of plastic materials, of which the majority was high-density polyethylene. During the same time period we consumed 464,000 tons of steel for the production of steel drums, metal covers, IBC cages, label plates and pallet components. The amount of heavy paper converted to fiber drums during 2016 adds up to 7,706 tons.

### Raw Material Consumption 2013 - 2016



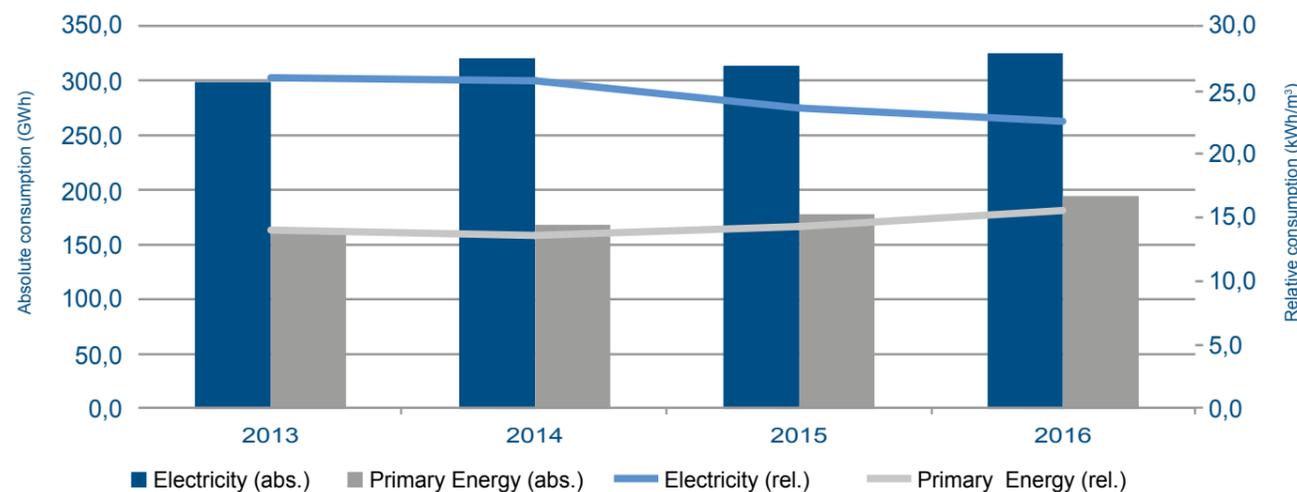
G4-EN3  
G4-EN5  
G4-EN8

During the time period of the last four years the absolute consumption of plastic materials increased in average by 3.1% and of steel materials by 12.6 % per year. In relation to the average annual increase of 7.1% in packaging volume sold – consolidated as total volume (m3) of goods to be packed – relative raw material consumption shows a 3.7% average decrease per annum in the consumption of plastic and a 4.9% average increase in the use of steel per year. The increase in steel consumption specific to the year 2016 relates to acquisition of the steel drum business of Berenfield Container LLC in North America and the inauguration of a new high-output steel drum production line in Bruehl, Germany.

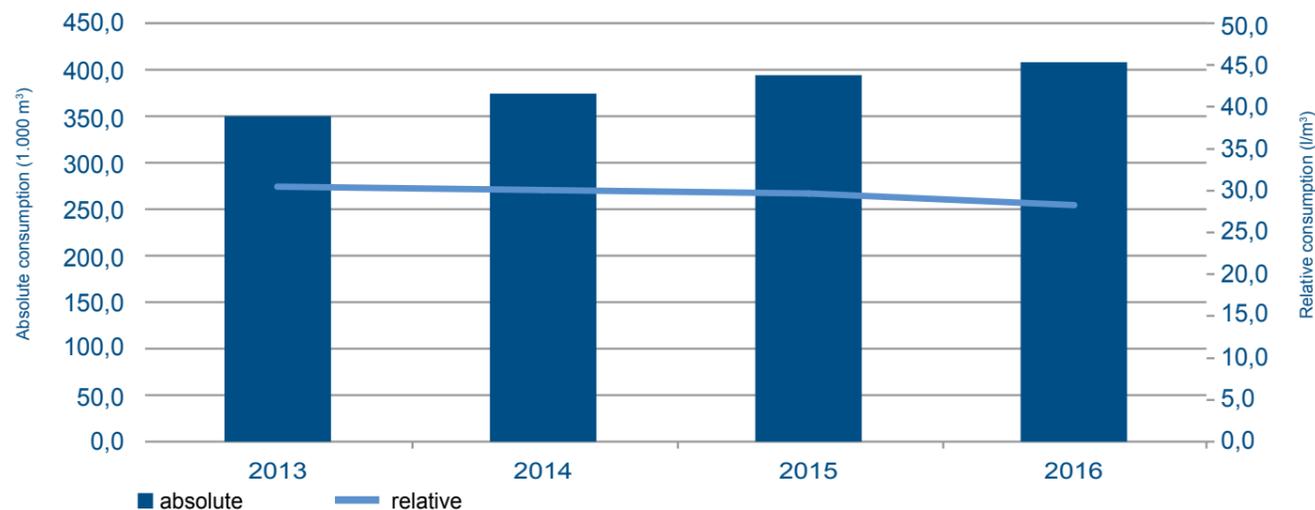
Most of the electricity used in our operations relates to the conversion of plastics into plastic packaging, IBC bottles and plastic components. In total the consumption of electricity during 2016 was at 325,000 MWh. Over the time period of 4 years the relative consumption of electricity decreased at an annual average of 4.1% (absolute increase of 2.7%).

The majority of consumption of primary energy in our operations is of natural gas used for heating the paint ovens in our steel drum factories. In total the use of primary energy, including natural gas, fuel oil, propane and butane gas during 2016 was at 194,000 MWh. Over the time period of 4 years the relative consump-

### Energy Consumption 2013 - 2016



### Water Consumption 2013 - 2016



tion of primary energy increased at an annual average of 2.0% (absolute increase of 5.1%).

In our manufacturing operations, water is used mainly for cooling purposes during the manufacturing of plastic products and the cleaning of steel coil material prior to its conversion to steel drums. In the reconditioning plants water use is linked to washing and cleaning processes. Most systems in place are closed-loop systems reusing water multiple times. Sophisticated in-house-developed container cleaning technology and wastewater treatment systems installed in our reconditioning locations are designed to reduce to a minimum the amount of water needed. The amount of water consumed in 2016 was 408,115 m3. Over the time period of 4 years the relative consumption of water decreased at an annual average of 2.4% (absolute increase of 4.5%).

For optimum supply security, product quality and cost efficiency we continuously benchmark supply-chain options on a global scale. During the time period subject to this report we further enhanced our global supply-chain organization and logistical resources. Because we produce mainly “bulky” large-volume products, transport and transport efficiency are of specific importance. Moving from linear to circular management of industrial packaging and packaging materials, including the recollection of used containers, efficient logistics be-

come even more important. Despite establishing more advanced global supply-chain options for our incoming goods, truck transport has remained as by far the most relevant mode of transport. Combined inbound and outbound truck transport in the year 2016 was approximately 87.9 million km, of which about 29% are related to inbound transport linked to increased collection of empty packaging.

### Emissions and waste

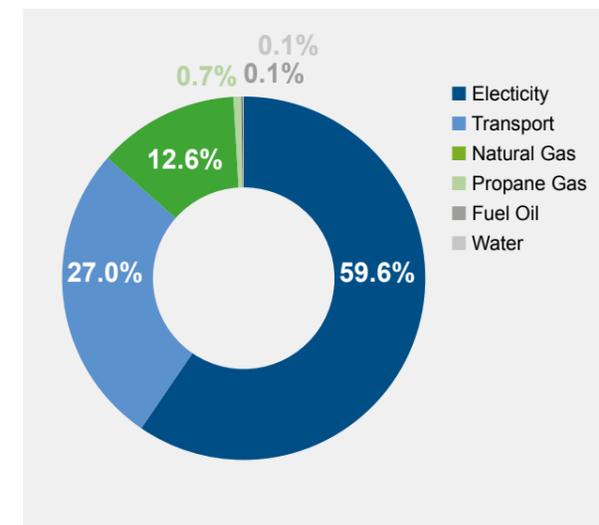
The use of electricity, primary energy and the transport of finished goods contribute the majority of carbon emissions related to our operations. Total CO<sub>2</sub> emissions for the year 2016 amounted to 267.2 kilotons of CO<sub>2</sub> equivalents, of which the majority is linked to our North American (58%) and European (47%) operations.

There is no explicit tracking of ozone-depleting substances used within the MAUSER organization. An earlier environmental assessment identified about 6,200 kg of refrigerants used in our operations in 2011 for cooling purposes as the main source of such substances. During the year 2016 we generated about 69 kilotons of solid and liquid waste, of which about 32% is classified hazardous. The majority of the waste classified as hazardous relates to waste and residues from our reconditioning activities. Only licensed and approved contractors are allowed to remove materials from MAUSER sites in accordance with local authorities and regulations.

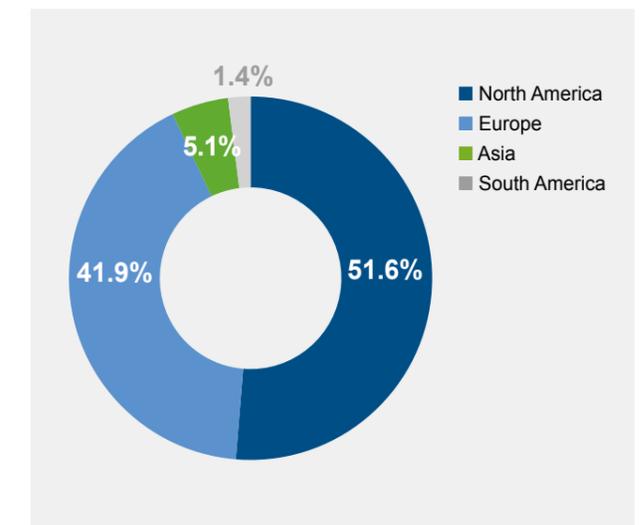
G4-EN8  
G4-EN15  
G4-EN16  
G4-EN20  
G4-EN3

### Emissions 2016

#### CO<sub>2</sub> equivalent by Category



#### CO<sub>2</sub> equivalent by Region



## Responsibility in business – Compliance

MAUSER expects the conduct of every employee to be characterized by the principles of integrity, reliability, openness and respect for each individual as dictated by the company's Code of Conduct.

### Fundamental rules of doing business

The MAUSER Group Code of Conduct and the accompanying Compliance Guidelines are in line with the OECD Guidelines for Multinational Enterprises and cover obligatory guidelines for our business processes in regard to company safety, corruption, trade law, cartel law, data and IT security. To ensure that the messages contained in these documents are relevant to all levels, a complementary set of illustrations addressing the most common compliance topics was made available in all of our group's languages and posted in all facilities globally. These illustrations also highlight each country's Compliance Trustees as well as our compliance hotline. The documents are the subject of frequent refresher training sessions and have to be signed by all new employees as part of the company's new-hire orientation program.

In 2015 and 2016 a review of all group guidelines was conducted by Global Internal Audit to ensure consistency in both content and appearance of all group guidelines regardless of scope. During this review a central group policy portal was created to allow for efficient cascading of guidelines within the group. The updated guidelines are stored in this portal, which is housed on our company's intranet. Additionally, a new Policy Approval guideline was implemented to ensure that all future policies undergo a rigor-

ous review by multiple levels of management before issuance. The underlying goals of this project were to add more robustness and control to our group policies and to further increase awareness.

MAUSER supports the United Nations' Universal Declaration of Human Rights and endorses the principles of the United Nations Global Compact Initiative. Our commitment to the determined observance of human rights in our sphere of influence is manifested in the *MAUSER Group Human Rights Position*.

Our expectations towards our suppliers with regard to ethics, labor practices, employees' health and safety, the environment and implementation of respective management systems are shared with our global supply chain partners via the MAUSER Supplier Code of Conduct. The document is the subject of any supplier audit.

To better incorporate our suppliers' environmental and sustainability performance in our strategic procurement decisions, we implemented a revised supplier audit scheme by the end of 2015. Based on a revised supplier audit form, we aim to have all our supply chain partners self-evaluated by the end of 2017 and to audit twenty (five per region) suppliers per annum in person.

Please refer to [www.mausergroup.com](http://www.mausergroup.com) for the full text of the above-mentioned documents.

### Play by the rules

Proven to be effective throughout the years, the general setup of MAUSER's compliance organization has not seen any change during the subject period. Supplemented by a "whistleblower" hotline, any suspicion that company policies are being violated is handled and followed up by either the Head of Global Internal Audit or specified resources as determined by the Chief Compliance Officer and management.

In 2016 there were 35 matters registered, with 25 out of those being in the category of fraudulent email attempts by third parties. Due to increased awareness of fraudulent emails, all of these attempts were successfully prevented.

All items were dealt with in accordance with the guidelines of the group, and none were deemed to have any material impact on the company.

The compliance organization is supported by the group's Global Internal Audit organization's actively reviewing the correct application of defined business processes and identifying potential risks based upon the COSO Enterprise Risk Management methodology.

During the time period subject to this report Global Internal Audit completed a number of audits of varying scope across the group. Audits and issues identified are tracked and analyzed with the help of a centralized database. Global Internal Audit completed 20 engagements during the subject period.

**»ACTING WITH INTEGRITY AND DOING BUSINESS THE RIGHT WAY WILL ENSURE THAT WE ARE ALWAYS AT OUR BEST IN THE MOMENTS THAT MATTER.«**



G4-16  
G4-EN29  
G4-EN34  
G4-PR2  
G4-PR3  
G4-PR4  
G4-PR5  
G4-PR9  
G4-S07  
G4-S08

**External proof of the absence of abnormalities**

During the time period subject to this report MAUSER was not subjected to any significant governmental fines or penalties for anti-competitive behavior or antitrust or monopoly practices.

External environmental audits carried out in selected plants during 2016 confirm that our plants continue to operate in accordance with applicable local regulations, to have all necessary permits in place and to adhere to the permits granted. All earlier identified environmental risks, namely the contamination of soil by past operations in our Woodbridge, USA, and Bammental, Germany, sites, have been cleaned up and are being monitored without revealing any apparent problems.

**Collaborate and communicate**

At MAUSER we are aware of our responsibility to actively collaborate on the future development of our business and the regulatory framework it operates in.

Our involvement in trade associations and expert working groups enables us to take a proactive, cooperative and compliant stance to ensure that we follow both the letter and spirit of the applicable laws and standards that govern proper use of our products. MAUSER experts spend significant time and resources to take leading roles in more than sixty working groups and expert forums organized by more than twenty industry associations and regulatory bodies. Most relevant topics covered in these working groups include *Regulations on the Transport of*

*Dangerous Goods, ISO-Standardization and Sustainability/Circular Economy.* For a full list of our advocative work please refer to [www.mausergroup.com](http://www.mausergroup.com).

In the timeframe subject to this report, MAUSER was not cited for any significant incidents of non-compliance with regulations concerning the health and safety impact of our products and services or the labeling and service information provided with them.

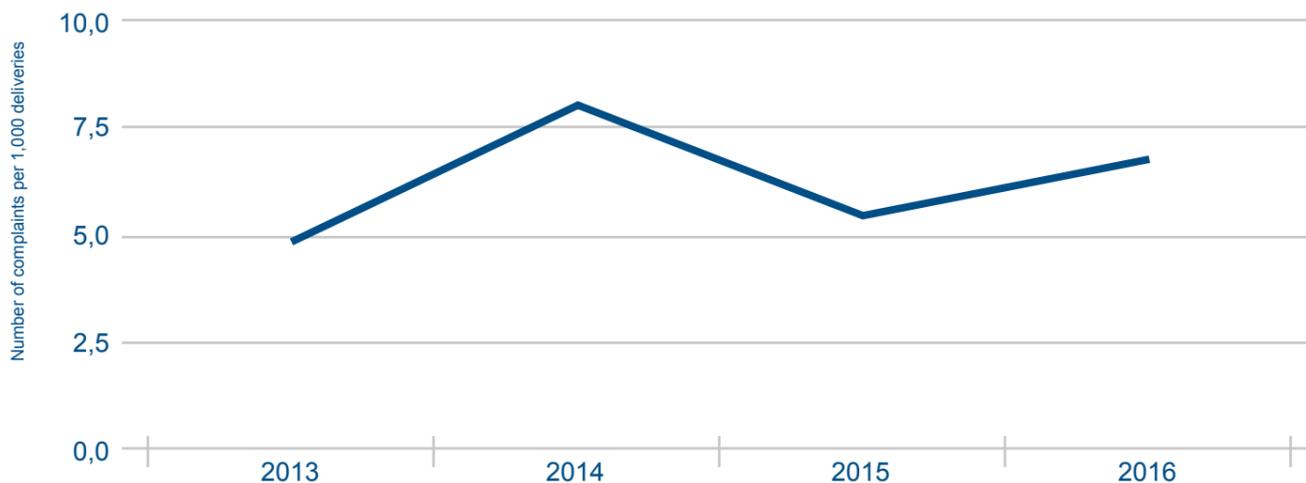
All of our packaging that is intended for use with hazardous goods is marked with regulatory information regarding the appropriate use of such containers. Referring documentation like UN-certificates or closing instructions are publicly available. For our hospital waste containers we provide comprehensive animated closing and handling instructions on our homepage or via QR-codes attached to dedicated containers.

To specifically promote the responsible collection of used industrial containers, all of our Composite IBC and the majority of plastics drums produced in our American operations are labeled with the NCG return label. For detailed information on the NCG recollection service refer to [www.nationalcontainer.com](http://www.nationalcontainer.com).

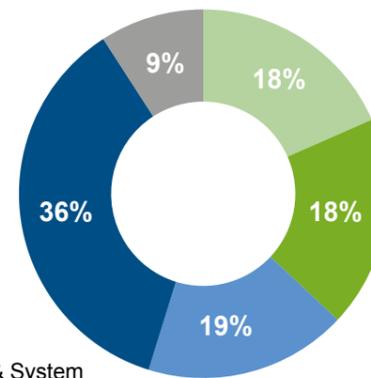
**Learning from mistakes**

As an organization and as each individual working in it, we are aware that only by consistently living up to the highest standards of quality with our products and services will we maintain our leading market position and business success.

**Number of complaints per 1,000 deliveries 2013 - 2016**



Cases per category



- Logistics & System
- Function
- Cleanliness
- Leakers
- Others

Although being steadily monitored as a focal point of our activities, the number of complaints per 1,000 deliveries compiled on a global basis within our CRM-system did not decrease. After a drop to 5.4 complaints per 1,000 deliveries, this specific KPI in 2016 increased to 6.7 again.

Despite experiencing an increase in customer sensitivity as reflected in a growing number of “additional, non-product related” complaints recorded, the overall trend is not satisfactory. After having focused on and successfully established a globally aligned method for reporting complaints about quality via our CRM system, as of our most recent analysis there is still a need to reduce variation in support data, increase the focus on root cause analysis and sustainable implementation of corrective

actions, which are to be pro-actively shared as best practice throughout our organization.

Though not positive in overall numbers compared to previously reported failure categories, we managed to reduce the share of directly product-related failures (Leaker, Function and Cleanliness) from a 61% share in 2014 to a 55% share in 2016. Despite clearly aiming to reduce the overall reported-complaint rate, we will continue to give the highest priority to the reduction of product-related failures.

For the purpose of better reflecting production quality and to better align with common industry practice, starting in 2017 we intend to report the quality KPI as PPM (parts per million products sold) instead of the occasionally non-transparent reference to deliveries.

## Reporting Principles

This report is the biannual sustainability report for the MAUSER Group during 2015/2016. The “MAUSER Sustainability Report 2015 /2016” (CR Report) was prepared in accordance with the core option of the Global Reporting Initiative's G4 Guidelines for Sustainability Reporting. Report content has not been reviewed by an independent third party. The CR Report 2015/2016 was published in English in June 2017.

### Scope and boundary

Activities and data reported include all 100% MAUSER/NCG-owned operations. Joint ventures in which MAUSER holds only a minority share are excluded. This scope is the same as with MAUSER's previous financial and sustainability reporting. Information inapplicable to MAUSER/NCG as a whole is marked as such in the pertinent section of the report. Information and data reported refer to business activities during 2015 and 2016, except the information about company ownership and organizational structure on pages 5 and 6, which is to reflect the situation at the time of this report's publication.

### Data source

The report follows the “MAUSER Sustainability Report 2013/2014.” Historical development of most quantitative data covers the time period reflected in previous and current reports. Quantitative data as reported is derived from the company's ERP (financial, sales quantities, headcount), CRM (complaints) and operational scorecards (materials & energy consumption, waste, safety). As with previous reports, any calcu-

lations on the company's and its products' carbon footprint reflect the same method and generic data as used in the LCA study and carbon footprint evaluation by BECO in 2010.

### Reporting process

This report has been produced under the leadership of MAUSER's sustainability management. Its content has been gathered in cooperation with the regional and functional managers in the organization and reflects the sustainability interests/challenges that have the greatest relevance for us and our main stakeholder, which are those expressed by our customers, our employees and expert working groups during the time period subject to this report.

- Responsible operations in full compliance with regulations and common guidelines
- Effective use of raw materials without compromising on quality and transport safety
- Innovation in products and services towards a circular economy
- Operational awareness regarding employee safety and use of natural resources
- Open and transparent collaboration and communication along the supply chain

The report has been reviewed and agreed with by the members of the Management Board.

MAUSER/NCG welcomes your feedback to this report. Please send your comments to [sustainability@mausergroup.com](mailto:sustainability@mausergroup.com).

# GRI Custom Content Index – ,in accordance‘ Core



General Standard Disclosures	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	External Assurance Indicate if the Standard Disclosure has been externally assured.  If yes, include the page reference for the External Assurance Statement in the report.
<b>STRATEGY AND ANALYSIS</b>		
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<b>ORGANIZATIONAL PROFILE</b>		
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G4-4	Page 4, Page 8, Page 9	no
G4-5	Page 4	no
G4-6	Page 4, <a href="http://www.mausergroup.com/de/en/locations.3445.html?tid=1074">http://www.mausergroup.com/de/en/locations.3445.html?tid=1074</a>	no
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G4-9	Page 4, Page 5	no
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G4-11	Page 17	no
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G4-15	Page 20, Page 21, Page 24	no
G4-16	Page 8, Page 26	no
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
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G4-18	Page 29	no
G4-19	Page 8, Page 29	no
G4-20	<b>Compliant operations:</b> material for <b>full scope and boundary</b> of our operations lined out on page 29 as it represents the license to operate business   <b>Effective use of raw materials:</b> material for <b>full scope and boundary</b> of our operations lined out on page 29 as raw materials account for the majority of our product's costs and environmental footprint   <b>Innovation in products and services:</b> material for <b>full scope and boundary</b> of our operations lined out on page 29 as a differentiator and competitive advantage in a mostly commodity driven market. Innovative packaging concepts needed to stipulate circularity of products and materials   <b>Operational awareness and employee safety:</b> material for <b>full scope and boundary</b> of our operations lined out on page 29 as it represents the license to operate business   <b>Open and transparent collaboration:</b> material for <b>full scope and boundary</b> of our operations lined out on page 29 as the implementation of environmental and commercial benefits with products and services offered within MAUSER EcoCycle concept need collaborative supply chain approach	no
G4-21	<b>Compliant operations:</b> material for <b>stakeholder groups customer &amp; employees</b> as it represents the license to operate our business and compliance of our products supplied to customers   <b>Effective use of raw materials:</b> material for <b>stakeholder groups customer &amp; employees</b> as raw materials account for the majority of our product's and our customers packaging's costs and environmental footprint   <b>Innovation in products and services:</b> material for <b>stakeholder groups customer &amp; employees</b> as a differentiator and competitive advantage in a mostly commodity driven market. Material for <b>stakeholder group expert working groups</b> as it stipulates necessary discussions and expert knowledge on concepts for safe and circular transport packaging   <b>Operational awareness and employee safety:</b> material for <b>stakeholder groups customer &amp; employees</b> as it represents the license to operate business and is essential for the health of our employees   <b>Open and transparent collaboration:</b> material for <b>stakeholder groups customer, employees &amp; expert working groups</b> as only by open and transparent communication on creates necessary awareness and an collaborative approach towards sustainable packaging	no
G4-22	Page 19, correction of systematically wrong compilation of safety indicators as reported for the year 2014	no
G4-23	Page 29	no
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	Page 29	no
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Specific Standard Disclosures	Page Number (or Link) Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organization may elect to add a specific reference to where the relevant information can be found.	Identified Omission(s) In exceptional cases, if it is not possible to disclose certain required information, identify the information that has been omitted.	Reason(s) for Omission(s) In exceptional cases, if it is not possible to disclose certain required information, provide the reason for omission.	Explanation for Omission(s) In exceptional cases, if it is not possible to disclose certain required information, explain the reasons why the information has been omitted.	External Assurance Indicate if the Standard Disclosure has been externally assured.  If yes, include the page reference for the External Assurance Statement in the report.
<b>CATEGORY: ECONOMIC</b>					
<b>MATERIAL ASPECT: ECONOMIC PERFORMANCE</b>					
G4-EC1	Page 5				no
<b>CATEGORY: ENVIRONMENTAL</b>					
<b>MATERIAL ASPECT: MATERIALS</b>					
G4-EN1	Page 21				no
G4-EN2	Page 15				no
<b>MATERIAL ASPECT: ENERGY</b>					
G4-EN3	Page 22				no
G4-EN5	Page 22				no
<b>MATERIAL ASPECT: WATER</b>					
G4-EN8	Page 22, Page 23				no
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<b>MATERIAL ASPECT: EFFLUENTS AND WASTE</b>					
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<b>MATERIAL ASPECT: PRODUCTS AND SERVICES</b>		
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G4-EN28	Page 14	no
<b>MATERIAL ASPECT: COMPLIANCE</b>		
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<b>MATERIAL ASPECT: TRANSPORT</b>		
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<b>MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
G4-EN32	Page 24, <a href="http://www.mausergroup.com/de/en/company/code-of-conduct.3372.html">http://www.mausergroup.com/de/en/company/code-of-conduct.3372.html</a>	no
<b>MATERIAL ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS</b>		
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<b>MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT</b>		
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<b>MATERIAL ASPECT: ANTI-CORRUPTION</b>		
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<b>MATERIAL ASPECT: PUBLIC POLICY</b>		
G4-SO6	We do not file public policy positions, nor do we contribute to political parties, politicians or related institutions.	no
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<b>MATERIAL ASPECT: COMPLIANCE</b>		
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<b>MATERIAL ASPECT: PRODUCT AND SERVICE LABELING</b>		
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G4-PR5	Page 26	no
<b>MATERIAL ASPECT: MARKETING COMMUNICATIONS</b>		
G4-PR6	no sale of banned or disputed products	no
G4-PR7	no incidents	no
<b>MATERIAL ASPECT: CUSTOMER PRIVACY</b>		
G4-PR8	no substantiated complaints	no
<b>MATERIAL ASPECT: COMPLIANCE</b>		
G4-PR9	Page 26	no

For full and more detailed GRI content table and referenced documents like MAUSER Code of Conduct, MAUSER Supplier Code of Conduct and MAUSER Human Rights Position please refer to <http://www.mausergroup.com/de/en/company.3419.html>

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