

# We contain what matters

SUSTAINABILITY  
REPORT 2021

**TRIVIUM**  
PACKAGING





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# 1 Leadership foreword



Dear stakeholders,

'We shape the future of packaging to ensure a better planet for everyone – today and for generations to come. We contain what matters.' These words represent our new shared purpose, which we defined in 2021, as we took the next important steps on our sustainability journey.

## Building sustainability into our everyday

Though industries around the world continued to face supply chain challenges and suffer the effects of economic and political instability, the environmental crisis was a rising priority on the global agenda in 2021. Throughout the year, major conferences, such as the United Nations Climate Change Conference (COP26), and reports from groups such as the Intergovernmental Panel on Climate Change (IPCC), called out for individuals and businesses to take urgent action against climate change. We recognise that Trivium has a critical role to play in this effort, which is why we strive to make sure sustainability is not just a part of our business, but rather the heart of our business.

One of our greatest achievements during 2021 was to further embed sustainability in every function – and at every level – of our organisation. Through the successful roll-out of our sustainability programme, and the integration of our sustainability strategy ('Circularity Champion') into our newly developed value creation model, we aimed to make sustainability integral to everything we do. And these changes have already made a big impact. From the 'world-class' recognition we received from CDP and EcoVadis for our top sustainability performance to the variety of awards we won for our product innovation, our sustainability agenda enabled us to make continual progress towards achieving operational and technical excellence.

We proved in 2021 that we are already well on our way to achieving our aim of becoming a sustainability leader in the metal packaging industry. However, we faced our share of challenges too, including a cyber-security incident that affected many of our core IT systems. Thanks to the hard work, resilience and collaborative spirit of our teams, we turned these challenges into opportunities and built back the foundations of our business stronger than ever before.

### Looking ahead with confidence

To continue being successful, and to deliver meaningful sustainable change, we know that we need to work collaboratively with our customers, suppliers and industry partners. We would therefore like to thank all of our stakeholders warmly, for their continued loyalty and support during the year, and into the future. At the same time, we also know that nothing we do would be possible without the passion, teamwork and excellence of our people.

To all of our colleagues at Trivium, we would like to express our pride and sincere gratitude for their hard work and significant contribution to our continued success.

Let's look to the future with optimism, confident in the knowledge that a better, more sustainable and circular future for packaging lies ahead.

With best wishes,

Michael Mapes  
Chief Executive Officer  
(CEO)

Jenny Wassenaar  
Chief Sustainability Officer  
(CSO)

**'Our sustainability agenda is what guides, unites and inspires us. Through our actions, we prove that we truly contain what matters.'**

Michael Mapes  
CEO

**'Just imagine that you had the opportunity to make a positive difference in the world. At Trivium, we make over 100 million metal products every single day – which means we have the power to drive real, sustainable change. And we believe that every step matters.'**

Jenny Wassenaar  
CSO

## 2 Sustainability matters: how our people are leading by example



**“Sustainability is a big focus for our customers – and getting bigger”**

**Alexandra Holtzman**

Director of Strategy and Business Development, Americas,  
and Chairperson of the Trivium Inclusion & Diversity Committee

I've been working at Trivium for approximately a year, leading strategy and business development in the Americas region. This means I'm on the customer side of our business; I think about new market segments, work with customers to identify new opportunities for metal packaging and help drive commercial growth.

### **Working with customers to make a positive difference**

What I really enjoy about working here is that my job aligns with my personal values. Sustainability is important to me, and I've been so impressed by the commitment shown to sustainability at Trivium. It's truly a factor in every decision we make, and not just something we talk about on our website. Because ultimately, what's good for our business is also good for our planet. It's great knowing that every time a customer

chooses our metal packaging – or even better, switches a product to metal from a less sustainable packaging material – we're working together to make a positive environmental difference.

In my frequent conversations with customers about the challenges and opportunities in the metal packaging market, sustainability is a recurring topic. It's clearly a focus for most of the customers I speak to, and it's only becoming more important as time goes on. The role that sustainability plays in our customers' approach to product design and packaging selection was really eye-opening to me when I started this role.

### **Raising awareness of the value of metal packaging**

When it comes to challenges we face in making our mission a reality, I think many of our customers have misperceptions about the recycling rates of different packaging materials. And this is true for end consumers too. There's a lot of confusion around the cradle-to-grave and circular lifecycles of different substrates and which ones are really best for our planet. I think it's important that we keep communicating to customers and the general public that metal is infinitely recyclable – and this makes it much more sustainable than materials that degrade every time they're used or recycled.





**“I aim to empower and inspire our people to contribute to a better world”**

**Alex Wolters**

Chairman of the European Works Council, the Netherlands

I started my career with Trivium's predecessors in 1985, as a temp in the Coatings and Cuttings department. From there, I worked my way up through the shop floor, eventually finding myself as a member of the Deventer Works Council. Since then, I've moved through several Chairperson-level roles on the Dutch Works Council and now the European Works Council. My role essentially involves advocating for shop floor workers, and as someone who used to work at ground level, I think it's really important to be a voice for these colleagues.

### **Offering support to plant-level workers**

Sustainability is something I approach from the perspective of our people. Without an engaged and responsible workforce, our business cannot grow or deliver our sustainable metal packaging solutions to our customers. That's why I try to find ways to inspire and empower our employees on the ground. Mainly, I do this through having conversations with people and understanding their motivations. I find out what support they need to help them feel listened to.

### **Widening the conversation is key to our growth**

I think two of the biggest challenges to advancing our sustainability strategy internally are collaboration and communication. As in any business, the best ideas often come from the shop floor, and I feel Trivium would really benefit from having more communication channels in place to help ensure that these suggestions get to the right people. At the same time, I also know that most of our shop floor workers don't have time to take part in initiatives outside their daily roles, so finding the right ways to get them involved is not always easy. I think encouraging more dialogue and opportunities for collaboration is key to enabling sustainable growth.



**“Process optimisation is about quality, safety and the environment”**

**Anna Sleboda**

Quality and Continuous Improvement Manager, Poland

I joined Trivium in 2015 as a Process Optimiser, and following a position as Quality Manager I was promoted in July 2021 to Quality and Continuous Improvement Manager. We take a holistic view of process optimisation, and every decision is made with quality, safety and the environment in mind.

### **Seeing our impact in real-time**

I think we're all very motivated to do our part for environmental sustainability – in part because we can see in real time the positive impact that Trivium has on our surrounding environment. From our plant window, we can see trees, animals and parts of the surrounding village; it's a constant reminder of the importance of the work we do.

In September 2021, my plant, alongside others around the world, took part in World Clean-Up Day. Every employee that took part received flowers for their participation – and we gave flowers and financial donations to the people and businesses in our local community too.

We took plenty of pictures and videos to share on our social media, which helps us to engage with the people living in villages close to our plant. It was a really inspiring and empowering day for all of us!

### **Taking an integrated approach to product quality and sustainability**

I think that when it comes to making our processes more sustainable, reducing waste and limiting hazardous substances are the biggest challenges. That's why our plant takes part in initiatives that help to promote recycling and responsible waste disposal. Our plant workers are also regularly trained to stay up to date with best practice procedures. We need to continue taking such an integrated approach to improving product quality and supporting the environment. We also need to continue engaging shop floor workers with our mission. For plants where there are language barriers – like mine – more visual communication might really help.



**“Sustainability gives me more than a focus – it gives me a purpose”**

**Rafael de Costa Lima**  
Production Supervisor, Brazil

I've worked at Trivium for just over seven years. During that time, I've passed through seven different positions at my plant – so I've certainly had a lot of opportunities for growth!

#### **Taking sustainability beyond the day-to-day**

In my daily role, there are several key performance indicators (KPIs) that I have to track, such as targets for waste, water and volatile organic compounds (VOCs), as well as a number of quality indicators. However, I also understand that becoming a sustainable business is about more than just KPIs, which is why I constantly try to broaden my focus. In 2021,

for example, I initiated a Green Belt project to reduce water consumption in our plant – but this was about more than driving environmental sustainability; it was also about engaging my team on the importance of sustainability and giving them a greater sense of purpose. Similarly, my plant used to take part in World Clean-Up Day every September, but now we try to do a 5S clean-up every month in order to promote continuous improvement in our processes!

#### **Giving our people the power to make change**

Water, waste and VOCs are all important areas that require a lot of work, but the more people feel empowered and engaged to address these issues, the more solutions we'll have! I think that greater communication with shop floor workers is especially important. In my experience, some of the best ideas come from the ground up and that's why I truly believe that if we communicate the 'why' of what we do to more people in our business, the more people will feel motivated to play their part on this journey.





## Number of employees

■ Permanent ■ Temporary

2021



2020



## In Europe



2020



■ Full time ■ Part time

2021



2020



## In Americas



2020



# 3 Who we are

Trivium Packaging B.V. ('Trivium') is a leading supplier of innovative, value-added, rigid metal packaging solutions, designed to benefit the products they hold, the people who use them and the planet we share.

## Locations

Headquarters:  
Schiphol, the Netherlands

**60**  
21 countries

Plants
 Offices
 R&D

## Employees

**>7,000**

## Nationalities

**66**

## Net sales

(in \$ billion)

**2.76**



## Who we serve

We produce a wide variety of metal packaging solutions for several different markets and industries.

### Our products

- Aerosols
- Threaded bottles
- Two-piece cans
- Three-piece cans
- Draw wall ironing cans
- Draw redraw cans
- Slugs, ends and components

### Our markets

- Food
- Beverage
- Coffee
- Beauty and personal care
- Health and nutrition
- Pet
- Paints and coatings
- Home care and industrial



## Our core values



### Passion

Every day we strive to positively impact Trivium and society. We aim high and we are committed, enthusiastic and accountable.



### Teamwork

With safety as our priority, we harness the power of collaboration. We do this with humility, trust, integrity and openness.



### Excellence

We aspire to shape our industry through world-class performance and exceptional value creation for all our stakeholders.

# Sustainability highlights 2021

## Grow our business sustainably (p. 22)

- Conducting over **30 collaborative innovation sessions** globally to help our customers make the shift to sustainable metal packaging (p. 27)
- Pioneering a new **automated compliance system** to provide our customers with relevant regulatory information about their products (p. 28)
- Optimising our operational capabilities through **operational excellence programme** roll-outs and product standardisation (p. 28)

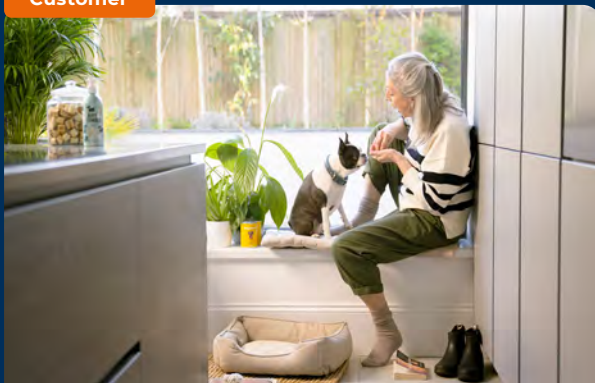
## Innovate to lead (p. 30)

- Receiving **19 industry awards** for our technical and sustainable innovation across a range of categories, including beverage, aerosol and beauty and health (p. 33)
- Collaborating with our steel and aluminium suppliers on **new metallurgies** with enhanced functionalities and/or better environmental performance (p. 33)
- Launching a new **eco-design standard** based on nine sustainability criteria, and setting a target for 80% of new product developments to meet that standard by 2030 (p. 35)

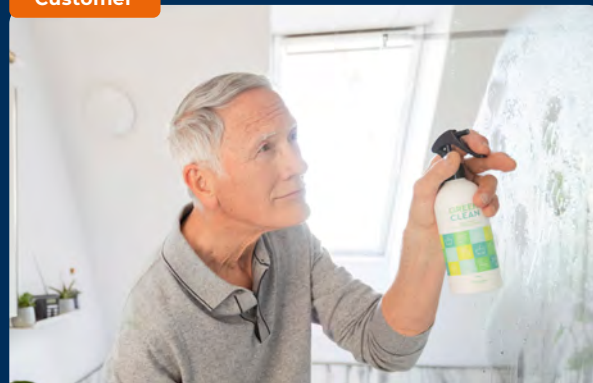
## Environmentally conscious facilities (p. 39)

- Reducing carbon emissions across our business by 3.2% relative to a target of 3.0%, and setting more ambitious **science-based emission reduction targets** for the future (p. 43)
- Implementing process optimisation initiatives and equipment upgrades that helped **reduce our water consumption** by 1.5%, in line with a 10% reduction target by 2030 (p. 46)
- Continuing our journey towards zero-waste facilities by 2030 with a **reduction in landfill waste** to 18%, through both optimised waste management and elimination (p. 47)

Customer



Customer



Planet





## Sustainable sourcing (p. 50)

- Establishing a new **benchmark for supplier sustainability** (p. 52)
- Supporting **carbon reduction across the value chain** by training our procurement team on the principles of sustainable sourcing and engaging with suppliers on emission reduction strategies (p. 53)
- Receiving an **A (leadership) rating** from CDP for 'Supplier Engagement' on climate change (p.65)

## Safe, engaged and responsible workforce (p. 55)

- Safeguarding the health and safety (H&S) of our colleagues by introducing **17 H&S standards**, a set of Leading Indicators, and a COVID-19 vaccination awareness campaign (p. 57)
- Driving employee engagement by focusing on recognition and reward, helping us to maintain our **Organisational Health Index** score after a year of unprecedented challenges (p. 59)
- Kickstarting our inclusion and diversity (I&D) programme by launching an **I&D working group** for colleagues to proactively discuss and address top-priority I&D goals in our business (p. 61)

## Sustainability leadership through stakeholder engagement (p. 64)

- Receiving **industry-leading recognition** for the quality of our sustainability programme, including an EcoVadis Platinum award and a CDP A- rating (Climate Change & Water Security) (p. 65)
- Meeting our target of implementing at least one **community project** in each of our manufacturing plants, four years ahead of schedule (p. 66)
- Continuing our journey towards **thought leadership** by engaging in cross-sector partnerships, such as the UN Global Compact and COP26, and sharing our knowledge on sustainable packaging through whitepapers, the Global Buying Green Report and an award-winning sustainability report (p. 67)

Planet



People



People



# 4 Our role in society



1. CGRI (2021). The Circularity Gap Report.

2. FAO (2021). Global food losses and food waste.

## The world around us

### We help companies make the shift towards more sustainable and recyclable packaging

Climate breakdown is widely recognised as one of the greatest threats facing humanity. In recent years, we have seen first-hand some of the devastating effects of the climate crisis on our society, ecosystems and even our own business (p. 40). Our attitude to resource use and disposal is a significant part of the problem. In our current take-make-waste economy, we consume 100 billion tonnes of materials per year but waste the vast majority of what we produce. In fact, only 8.6% of the materials we use make it back into our economy at all.<sup>1</sup>

Beyond material consumption and waste, food waste is also a pressing global issue, with over one-third (1.3 billion tonnes) of food produced for human

consumption lost or wasted each year.<sup>2</sup> In emerging economies, most of this food waste takes place in the early stages of the value chain, such as during food storage and transportation; in developed economies, this happens later in the process, at retail or consumer stage, due to limited shelf lives and poor

storage. Food waste is both a humanitarian and environmental concern, due to increasing food poverty and greenhouse gas emissions from food production and disposal, respectively.

In response to these growing issues, governments around the world are imposing tighter regulations on packaging and packaging waste, and are increasingly advocating circular packaging solutions that limit product spoilage while enabling closed material loops (p. 26). At the same time, public awareness is rising around the importance of packaging and packaging recyclability, and consumers are showing greater willingness to pay more for sustainable packaging (p. 70).



Meanwhile, brand owners are responding to the issue by making bold commitments to act on packaging waste, with a strong emphasis on more recyclable and/or reusable packaging (p. 26) and on reducing the usage of plastic in their packaging.<sup>1</sup>

**We produce packaging solutions from infinitely recyclable materials that protect the products consumers use and promote the brands they love**

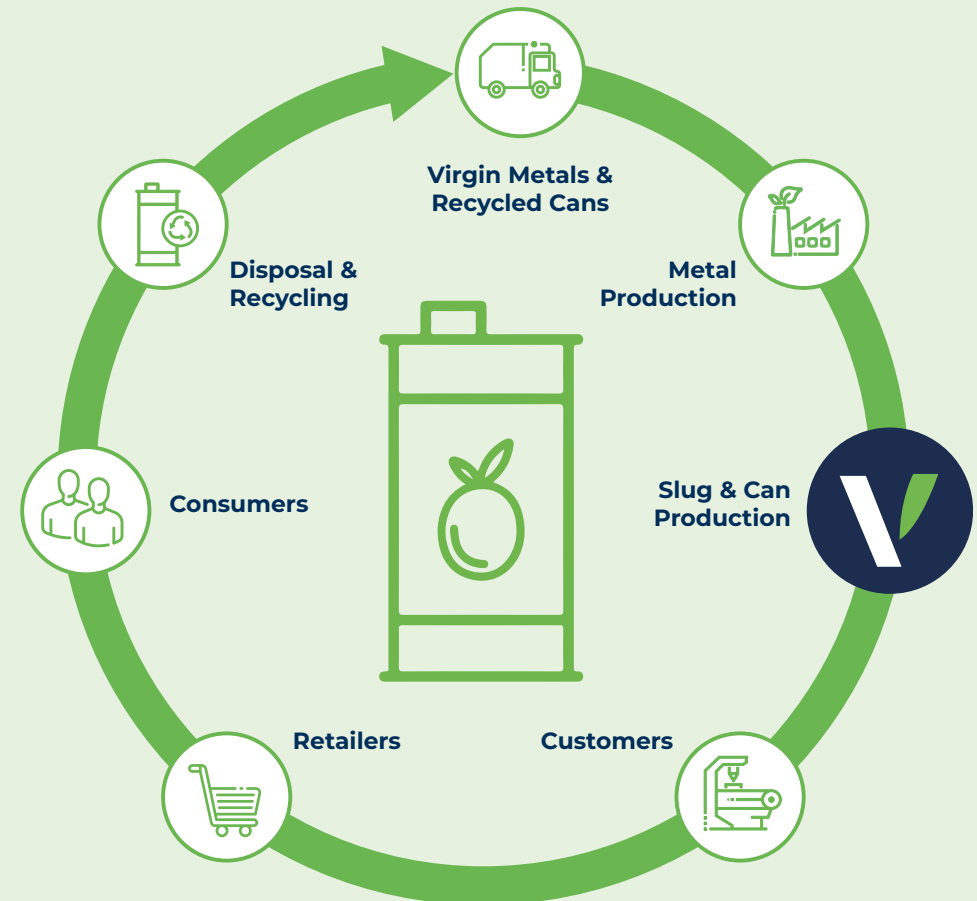
With product preservation and sustainability as two increasingly important packaging priorities for meeting today's environmental, regulatory and market demands, we believe there is huge potential for businesses to help answer these calls with our infinitely recyclable metal packaging solutions.

At Trivium, we specialise in producing and delivering sustainable packaging solutions that extend product lives and promote brand values. That is why we deliberately choose metal as our packaging material of choice.

Metal is a highly robust and versatile material, offering superior protection, high functionality and extensive customisability. It is also infinitely recyclable, meaning that it has a lower waste footprint than most substrates on the market.

Yet, metal packaging also faces several challenges, including the rising cost of shipping and raw materials and tougher regulations on product compliance. For each of these topics, and some of the additional challenges facing our industry (which we explore in the performance chapters of this report), we are taking positive, mitigating actions in close collaboration with our value chain partners.

**OUR VALUE CHAIN**

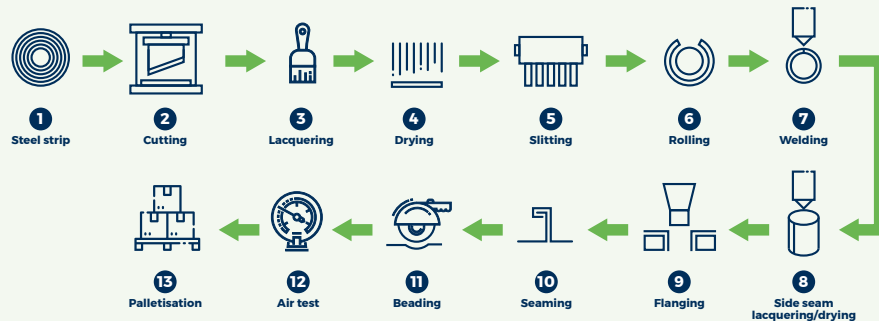


<sup>1</sup>. McKinsey & Company (2020). The drive towards sustainability in packaging — beyond the quick wins.



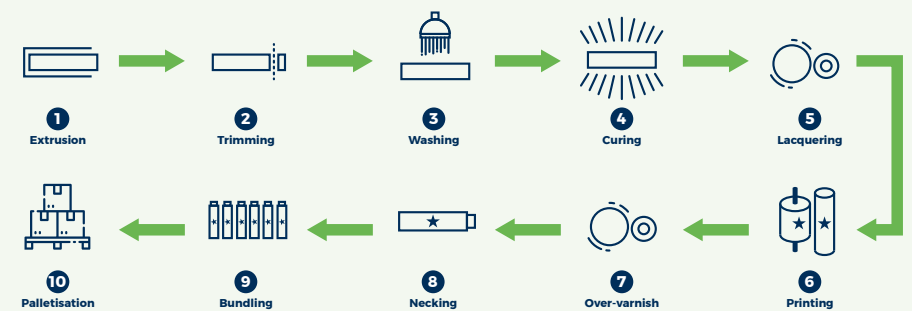
## What we do

Our metal packaging production processes are at the core of our business, and central to the impact we have on the world around us. Here is a glimpse into our production process for two of our main products.



### Three-piece steel cans

Steel that arrives at our production facilities is cut into large sheets (2). One side of the sheet is lacquered (3), to protect cans against corrosion and create a safe barrier between the cans' contents and their inner metal walls. After drying (4), sheets are cut (5) and rolled into a cylinder (6), and the edges are welded (7). Lacquering is then applied again to the inside surface of the weld (8), and it is cured (i.e., heated air is blown onto the outside of the cans). Afterwards, the welded body can be necked-in, flanged (9), seamed on one of two sides (10) and beaded (11). Now the container is ready for filling. Finally, all cans are pressure tested (12) to check for the presence of cracks, pinholes or weak welds and then palletised (13).



### Aluminium aerosols

The production process for aerosols starts with a lubricated aluminium slug, which is struck forcefully by a ram and extruded through this extreme pressure (1). Extruded parts are subsequently trimmed to specified lengths (2), washed in alkaline-based detergent washing chambers (3) and immediately dried in an oven (4). To protect against corrosion – and to remove the possibility of interaction between the packaging and its contents – a protective lacquer is used to line the interior of the cans (5). Advanced lithography techniques are then applied to give cans a differentiated, premium look and feel (6). This includes the application of stain-resistant surface coating, decorative prints and over-varnish (7) that protect the print surface. Finally, a neckdown process forms the shoulder and neck of the can (8). After this, cans are ready to be bundled (9), palletised (10) and shipped to customers.



## The three Ps of Trivium's metal packaging

### PROTECT

With superior durability, improved barrier qualities and greater versatility, metal packaging offers the best level of protection to its contents. Food products particularly benefit from metal packaging, as it enables the retention of nutritional value, freshness and quality, with shelf lives up to five years at ambient temperature. Plus, metal reduces product loss during transport and storage through robust product support.

### PROMOTE

Printed information, visuals and instructions on packaging are key to growing a brand's reputation. Metal packaging offers a safe, 360° promotional canvas (eliminating the need for secondary materials for labels), as printing does not damage the packaging or its contents or undermine its recyclability.



### PRESERVE

As an infinitely recyclable material, metal can be used and recycled endlessly without degradation or loss of quality. With well-established and efficient recycling channels around the world, metal packaging is also one of the most recycled materials globally. Did you know that cans can be recycled using only 5–30% of the energy used to make the original product?

## How we create value

### Our vision is to become the global leader in metal packaging – and to get there we plan to lead by example

We strive to be the global leader in the metal packaging industry by reliably delivering safe, high-quality, innovative and environmentally friendly packaging that protects and promotes our customers' brands. In doing so, we help our customers to grow their businesses, have their products stand out on crowded shelves and progress towards their sustainability goals through our infinitely recyclable metal packaging solutions.

But we also recognise that our business touches the lives of hundreds of millions of people around the world (after all, we produce more than 100 million metal packaging items every day!), and therefore that the actual and potential impact we have on society – through our materials and actions – is much broader. Hence, for us, industry leadership means doing more than just creating an effective product – it also means creating exceptional value for the various stakeholders in our value chain.

In 2021, we took an important step in outlining, quantifying and evaluating our impact on our stakeholders by creating our first-ever value creation model (VCM), which is based on the six-capitals model of the Value Reporting Foundation (the former International Integrated Reporting Council (IIRC)). With a strong focus on sustainability, our VCM illustrates the ways in which we strive to use our assets to create value for our stakeholders, and how we contribute to the United Nations Sustainable Development Goals (UN SDGs) through our societal impact.

Our capital lies in the talent and expertise of our people, our innovative ideas and industry-leading product solutions, our strong links to our supply chain, our broad customer base and our partnerships with organisations and thought leaders in the metal packaging industry. These are the most valuable assets to our business model, and they provide the necessary input for performing our core activity: metal packaging production.

### “We recognise that our business touches the lives of hundreds of millions of people around the world.”

Underpinning all our activities and decision-making are our three core values – passion, teamwork and excellence – and our standardised approach to doing business across our organisation: the Trivium

Business System (TBS). With a focus on commercial, operational, procurement, supply chain and administrative excellence, TBS empowers us to establish best-in-class practices across all our sites and functions, and helps ensure that these practices are applied consistently wherever we operate. Importantly, TBS also supports our sustainability strategy (“Circularity Champion”) by helping to ensure that the practices, procedures and resources required to fulfill our sustainability ambitions are adequately and consistently embedded within all relevant functions in our organisation.



# Value Creation Model

## Assets >

### Global platform

Well-invested asset base with over 60 locations in Europe, North America and South America

### Innovation leadership

Over 80 R&D scientists and more than 650 patents underlying award-winning product and process innovations

**Materials** METAL recycles forever  
100% infinitely recyclable metal in all products

### Diversified portfolio

10 different product markets generating substantial cash flow on an annual basis

### Organisational culture

Start-up agility combined with a rich legacy of more than 100 years of packaging excellence

### Engaged workforce

One global team of over 7,000 employees representing more than 60 nationalities

## Business Model >

### Our shared purpose

We shape the future of packaging to ensure a better planet for everyone – today and for generations to come

**WE CONTAIN WHAT MATTERS**

### Our vision

To be the global leader in metal packaging



### Our core values



## Output >

### Customer Partner of choice



→ Grow our business sustainably  
→ Innovate to lead

### Planet Care for climate



→ Environmentally conscious facilities  
→ Sustainable sourcing

### People Force for good



→ Safe, engaged and responsible workforce  
→ Sustainability leadership through stakeholder engagement

## Stakeholder Value >

We help our customers grow their brands, stand out on shelves and realise their sustainability ambitions through our metal packaging solutions

We aim to create long-term shareholder value that does not undermine future generations' ability to sustain themselves

We aspire to enrich end consumers' lives by enclosing their products in safe, well-designed and protective packaging

We seek to empower the industry to elevate the profile and sustainability standards of metal packaging

We challenge our suppliers to continuously enhance the sustainability of metal

We aim to help our employees reach a sense of meaning, fulfillment and purpose

We work towards the prosperity of the communities we operate in through development and partnership opportunities

## Societal Impact >

**Partnerships for circularity**  
Engaging with stakeholders on collaborations that inspire transformational climate change and the transition to a circular economy

**Protection of products**  
Preserving product integrity and extending shelf life

**Preservation of the environment**  
Limiting the environmental and ecological footprint of our operations and value chain

**Promotion of responsible and inclusive growth**  
Fostering safe and empowering work environments that enable professional and organisational growth



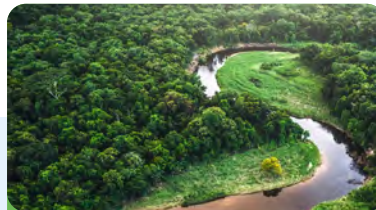
## Our sustainability strategy

In 2020, we launched Circularity Champion, an overarching sustainability strategy to transform us into the partner of choice for quality, sustainable packaging. Underlying this strategy are three pillars which reflect our organisational priorities: customer, planet and people.



### Customer

Our 'customer' pillar focuses on the sustainable growth of our business. Our aspiration is to support more brand owners to swap the less sustainable packaging in their product portfolios with our metal packaging solutions, to the benefit of people and our planet. This pillar also entails the pursuit of technical and operational excellence, the delivery of exceptional customer service and the continued production of industry-leading sustainable innovations.



### Planet

Our 'planet' pillar covers our commitment to a less wasteful, more sustainable future through our operations. Like all production processes, Trivium's business operations have an environmental impact in the form of carbon emissions and waste. In aiming to make our operations as ethical, ecological and efficient as possible, we focus on continuous process optimisation, environmental management and responsible business practices.



### People

Our 'people' pillar focuses on nurturing a work environment in which our employees feel safe, engaged, responsible and empowered to contribute to a better world and society. More broadly, we aspire to be a force for good in all the areas in which we operate. We work with local communities, industry associations and other businesses on collaborative engagements that inspire and promote the greater good.

Within each of our three pillars, we have identified priority areas based on a materiality assessment with our stakeholders (see Appendix for a description of this process and our material topics). These areas will form the basis of our work over the next decade. We have also aligned our strategy with the UN SDGs we feel are most relevant to our business, using them as a framework for our value creation.

In the process of creating our VCM, we gained new insights into our impact on stakeholders and the world around us. Visualising this impact led us to make some changes to our sustainability strategy and adjustments to our key performance indicators (KPIs) that will help us to refine and enhance our societal impact going forward. New KPIs are highlighted in the table below and described more extensively later in this report.

The remaining chapters of this Sustainability Report follow the structure of our VCM and provide insights into our main activities in 2021. In the performance chapters, we expand on how our strategy guides our

actions, explore the different risks and opportunities we face and explain how we transform our assets into meaningful outputs, creating value for our stakeholders and society at large.

Pillars	Objectives	Targets	SDGs
<b>Customer</b> 	<b>Grow our business sustainably</b>	<ul style="list-style-type: none"> <li>■ <b>New:</b> 50% of our sales derived from eco-designed products by 2030</li> <li>■ Fully automated and readily accessible product compliance information portal available for customers by 2024</li> </ul>	 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE  <b>17</b> PARTNERSHIPS FOR THE GOALS
	<b>Innovate to lead</b>	<ul style="list-style-type: none"> <li>■ 80% of new product developments to meet our eco-design standard by 2030<sup>1</sup></li> </ul>	
<b>Planet</b> 	<b>Environmentally conscious facilities</b>	<ul style="list-style-type: none"> <li>■ <b>New:</b> 42% reduction in our Scope 1 and 2 CO<sub>2</sub> footprint by 2030 (vs 2020 baseline)<sup>1</sup></li> <li>■ <b>New:</b> 100% renewable electricity in our plants by 2030</li> <li>■ 10% reduction in our water consumption by 2030 (vs 2020 baseline)</li> <li>■ Zero landfill waste by 2030</li> </ul>	 <b>6</b> CLEAN WATER AND SANITATION  <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION  <b>13</b> CLIMATE ACTION
	<b>Sustainable sourcing</b>	<ul style="list-style-type: none"> <li>■ 70% of total purchase spend allocated to suppliers with average or above-average ESG scores by 2030</li> <li>■ <b>New:</b> 25% reduction in our Scope 3 CO<sub>2</sub> footprint by 2030 (vs 2020 baseline)<sup>1</sup></li> </ul>	
<b>People</b> 	<b>Safe, engaged and responsible workforce</b>	<ul style="list-style-type: none"> <li>■ Total recordable accident rate (TRAR) of 0.85 by 2025<sup>1</sup></li> <li>■ Top quartile Organisational Health Index (OHI) score by 2025</li> <li>■ Inclusion and diversity programme fully implemented by 2025</li> </ul>	 <b>4</b> QUALITY EDUCATION  <b>5</b> GENDER EQUALITY  <b>8</b> DECENT WORK AND ECONOMIC GROWTH
	<b>Sustainability leadership through stakeholder engagement</b>	<ul style="list-style-type: none"> <li>■ Participation in at least two external sustainability ratings per year</li> <li>■ Participation in at least one local community engagement project per plant, per year, by 2025</li> <li>■ Publication of at least two open access knowledge documents per year</li> </ul>	

<sup>1</sup>. Targets that relate to our material topics (see p. 79)



# 5 Grow our business sustainably

We aim to help our customers meet the demand for sustainable packaging with our high-quality, innovative metal packaging solutions, enabling us to drive positive environmental and societal impact in our value chain while sustaining growth in our business for years to come. In 2021, we continued to grow the metal packaging market, strengthen our position as partner of choice for our customers through exceptional service and innovation and optimise our operational capabilities.

## New: Sustainable sales

Percentage of sales revenue from eco-designed products

25%<sup>1</sup>

Target  
2030: 50%

## Product information availability

Fully automated and readily accessible product compliance information portal for customers

On  
track

Target  
2024: full  
implemen-  
tation

1. Preliminary review





## Building a strong foundation for growth in an unprecedented year

Sustainability is at the forefront of consumers' and regulators' minds, which means many consumer brand owners are making bold sustainability commitments and are actively looking for more environmentally friendly packaging options. Metal packaging is the ideal solution for both brand owners and consumers, offering superior product protection, enhanced promotional opportunities and better sustainability credentials compared to other packaging substrates. This means the larger the share our metal packaging has of the overall packaging market, the more positive impact we can have on our planet.

In 2021, our business faced several challenges. In May, Trivium was subject to a ransomware cyber-security incident that affected many of our core IT systems and required us to enforce a controlled outage of all our IT systems by isolating them from the internet. Separately, COVID-19 restrictions continued to limit our ability to hold collaborative innovation sessions with our customers and prospects. Despite these difficulties, we came together as a business to build back better. For example, with the help of leading industry specialists, the cybersecurity incident was contained and all key systems were brought back online securely, in a phased manner in line with our recovery plan. Furthermore, following the incident, we enhanced the security of our IT systems by reviewing our information technology roadmap, accelerating planned IT investments to



further improve the effectiveness of our information security system, educating employees on being 'cyber smart', and bringing onboard new external and internal resources with cyber expertise — including a new Chief Information Officer (CIO). In parallel, we continued to prioritise market growth for our sustainable packaging solutions, strengthening our position as a partner of choice through exceptional service and innovation, and building on our operational capabilities. Thanks to these efforts, Trivium is now in a stronger position than ever to realise sustainable growth in 2022 and beyond.

## Accelerating the transition to sustainable metal packaging

### Making brand owners' product portfolios more sustainable

Our ambition is to help as many businesses as possible make the shift to sustainable metal packaging, thus contributing to more sustainable value chains across the various markets we serve. As well as working with our existing customers to drive sustainable innovation, we are also focused on identifying growth areas for metal packaging in new markets. In particular, we look for opportunities for substrate conversion (for example, converting single-use plastic to infinitely recyclable metal packaging), and we actively reach out to new and existing customers about potential partnership opportunities. This process typically involves a series of innovation sessions, in which we make the case for sustainability, share our passion for metal packaging and discuss a range of innovative ideas for more sustainable metal packaging solutions, specific to the customer's – or prospect's – portfolio.

**“We received more inbound requests from new customers in the past year than any year previously.”**

2021 than any year previously, indicating not only that sustainable packaging options are in demand, but that Trivium is a partner of choice to drive this transition. Going forward, we have also already identified several potential growth opportunities for our metal packaging solutions, many of which we aim to pursue in 2022.

In 2021, we delivered growth by attracting new customers to our solutions and supporting existing customers to increase the share of sustainable packaging in their product portfolios. We received more inbound requests from new customers in



### Setting our sights high for eco-design

Complementing our drive to convert more customers to sustainable packaging solutions is an ongoing focus on reducing the environmental footprint of our own packaging (a decreasing environmental footprint makes our calls for substrate conversion even more compelling). In 2021, we took two important steps towards this commitment. First, we established nine new eco-design criteria to help ensure that our new product developments are more environmentally friendly than the existing market standard (p. 35). Second, we introduced an ambitious new target to drive growth from these eco-designed products. Specifically, we aim for 50% of our revenues to come from products that meet our eco-design criteria by 2030.

Based on a review of our 100 best-selling products, about 25% of our products currently meet the eco-design criteria. In 2022 we plan to derive a precise baseline for this target by expanding our focus to all of our business units, and develop a dedicated business development programme to help us further commercialise our eco-designed products.



## SUCCESS STORY IN THE SPOTLIGHT

# Making the switch to sustainable packaging

Peet Brothers, a soap and lotion company focused on natural and sustainable ingredients, cares deeply about the environment and is committed to making its bar soaps and lotions 100% palm oil free. But they wanted to go even further. In addition to making environmentally responsible products, Peet Brothers wanted to make their packaging eco-friendly too – and that is where Trivium came in. Our collaboration helped Peet Brothers to deliver packaging solutions that not only optimally preserved the freshness and quality of the products, but also enabled infinite recyclability of the packaging – to the benefit of the planet. Here is how Peet Brothers chose to announce their switch to metal:<sup>1</sup>



“That row of half-empty body wash containers may look pretty when you arrange it according to the rainbow scheme, but they do more than just clutter up the edge of your tub. Plastic clutters our beaches and oceans too, and that’s not pretty. Yes, we know: you recycle. And that’s great! But did you know that plastic can only be recycled so many times before it ends up right back in a landfill?

It’s true. The process of recycling plastic is complicated. Each time plastic is processed for recycling, its basic molecules degrade a bit further, until it cannot be reused anymore. When a piece of plastic is remade for the final time and no longer recyclable, it simply becomes garbage. And we all know where garbage ends up.

Aluminum, on the other hand, can be recycled over and over without breaking down, which means it won’t eventually end up in a landfill, or on a beach, or clogging our Earth’s waterways.

That’s why Peet Brothers is making the switch. Our shea butter lotions, which are always 100% free of palm oil, will now come in packaging that is free of plastic.

We’re switching to aluminum for our lotion bottles (and any other liquid) so that you can enjoy the skin-softening properties of our Shea butter without feeling guilty about using another piece of plastic.

We know you care about the environment. That’s why we’re doing everything we can to make it easier for you to care hard while you stay soft.”

1. Peet Brothers (2021). Plastic vs Aluminum: Why We Made the Switch.





## OPPORTUNITY

## Leading the transition to refillable and reusable packaging solutions

In line with consumer demand, market regulations are driving the shift towards more planet-friendly products. The European Green Deal and new Circular Economy Action Plan have underlined the European Commission's strong sustainability ambitions and drive towards a circular, low-carbon economy. They have also shown that the packaging industry has an important role to play in this transition, by setting a target for all packaging on the market in the European Union to be reusable or recyclable (in an economically viable way) by 2030 – and by stating their intention to revise the Packaging and Packaging Waste Directive to further promote sustainable packaging.

Trivium's products already meet this high threshold for full recyclability, but we are also actively pursuing opportunities for reusable or refillable packaging solutions – given their environmental benefit and clear growth potential across several industries.

In 2021, we partnered with a number of brands to develop refillable and reusable packaging systems, and received several awards for our packaging innovation. In December 2021, we were announced winners in the Grandes Cases de Embalagem Competition for developing a first-of-its-kind perfume refill bottle with French-Brazilian perfume brand O.U.i. The 75ml refillable aluminium bottles, which are infinitely recyclable and contain up to 10% post-recycled content, were recognised for their unique concept, low weight (compared with the original glass packaging) and sleek, sophisticated look. Thanks to this collaboration, O.U.i is now the first perfume brand in Brazil to have made the shift towards reusability.

**Winner****Grandes Cases  
de Embalagem**

- First-of-its-kind perfume refill bottle
- Infinitely recyclable
- Low weight, sleek and sophisticated

## Strengthening our position as a partner of choice

### Driving innovation through customer collaboration

Customer excellence at Trivium means that we work closely with our customers to support their sustainability ambitions while finding new ways for their products to stand out on crowded supermarket shelves. To enable close collaboration, we strive to maintain an open dialogue with our customers. These discussions often begin during innovation sessions, which we lead with our customers throughout the year. By listening to a customer's packaging 'pain points' and 'wishes', we share new ideas for sustainable packaging options based on their existing product portfolio, as well as helping them to identify key growth opportunities in their markets. According to each customer's needs, we follow up on these collaborative sessions with customised, industry-leading technical and sustainable innovations that advance their objectives. In 2021, we conducted more than 30 innovation sessions globally, with further sessions scheduled for 2022.



### INITIATIVE IN THE SPOTLIGHT

## Maintaining an open dialogue with our customers

Our business growth relies on the ongoing dialogue we maintain with our customers. Whether through innovation sessions, account management or annual satisfaction surveys, we strive to make sure that our customers see us as a dedicated and reliable partner to their business – and we like to show how much we value them, too. As a sign of appreciation to customers who complete our annual satisfaction survey, we make a donation on their behalf to an organisation with a strong ethical or environmental focus.

In 2021, we selected Carbonfund.org, and donated over \$10,000 to help support their ongoing work providing carbon offsets to businesses and individuals around the world. Our donation will be used to neutralise just over 753 tonnes of carbon emissions. That is equivalent to the carbon emissions created by driving over 3 million kilometers in an average passenger car, or the carbon dioxide sequestered by planting almost 12,500 tree seedlings and allowing those trees to grow and absorb CO<sub>2</sub> for ten years!

### Fighting against climate change



- Donation towards carbon offsets
- Neutralises 753 tonnes of carbon emissions
- Expression of appreciation to our customers

### Making product information more accessible

We believe it is important to offer our customers transparency around our products and processes, so that they have the knowledge they need to make informed purchasing decisions. By providing timely and reliable information, we also help them to navigate and comply with today's complex regulatory landscape.

Making comprehensive product information easily accessible is at the heart of our efforts to provide product transparency. For this reason, we aim to have key product information (i.e., safety and compliance certifications) readily available and accessible on our customer portal by 2024; we believe this will result in a highly valuable resource for our customers and increase trust in our operations.

**“Making comprehensive product information easily accessible is at the heart of our efforts to provide product transparency.”**

As a step towards this target, we began trialling an automated system for compliance documents in 2021. This system will enable us to streamline our compliance process and swiftly provide our customers with the relevant regulatory

information they need for their products. Once this system has proven successful at pilot stage, we plan to implement the technology across our business in the short term.

We also offer other value-added services by sharing our knowledge and helping customers to meet local regulatory and compliance guidelines whenever required. For example, in 2021, we created a module to help our customers estimate the waste management costs they might incur when placing their product on the market (Extended Producer Responsibility fees), depending on the packaging material, weight and the country in which they operate.

## Optimising our operational capabilities

### Keeping our operations efficient

Another way to support the sustainable growth of our business is by maintaining a continuous focus on process improvement and optimisation initiatives. In 2021, we put additional emphasis on our operational excellence programmes; for instance, by introducing detailed measures on improving electricity usage and reducing factory breakdowns (see boxout on p.29). In addition, at our core plants, we deployed end-to-end productivity sprints with a strong governance model so that we can deliver on what we promise. This focus on operational excellence allows Trivium to operate as sustainably as possible, such as lowering carbon due to optimised electricity, and enabling effective cost management.

### Standardising our products for greater efficiency

Over time, due to the unique requirements of our customers, we have built up portfolios of similar products with minor design variations, which can complicate our processes and potentially increase our stock levels. In recent years, we have discussed standardisation options with some of our customers, to enable us to streamline our processes and drive cost savings.

Last year, we stepped up our efforts on complexity reduction in our production processes in a select number of business units. For example, in our Paints and Coatings division, we reduced the total number of unique items we produce by over 10%, with further reductions anticipated in 2022. Over time, similar complexity reduction projects will be rolled out across more business units, enabling us to further optimise our operations.



# Building a culture of excellence across our locations

We implemented a diverse range of operational excellence programmes in the year under review, with a view to optimising the efficiency of our operations.

**“Our operational excellence programmes help make our operations as efficient as possible, so that we can continue to deliver exceptional value to our customers.”**

At our Moëlan plant in France, we reviewed and reconfigured the location of five presses, to streamline the flow of raw materials and pallets in our can-making process. At our plant in Norwich, UK, we introduced new structured sessions for shop floor personnel and plant management to discuss and review some of the main production issues and quality deviations, thus contributing both to improved plant performance and higher employee engagement. In Deventer, the Netherlands, our team identified a more cost-effective and environmentally responsible way to protect our incoming supplies of metal sheets; instead of using cardboard to form a protective layer around the sheets, we now use metal scrap from our operations, further contributing to our waste reduction targets.

With more initiatives planned in 2022 and beyond (see diagram on the right), our operational excellence programmes help make our operations as efficient as possible, so that we can continue to deliver exceptional value to new and existing customers.

At our Moëlan plant in France, we reviewed and reconfigured the location of five presses, to streamline the flow of raw materials and pallets in our can-making process. At our plant in Norwich, UK, we introduced new structured sessions for shop floor personnel and plant management to discuss and review some of the main production





# 6 Innovate to lead

We strive to continuously optimise our product portfolios to help ensure that our packaging solutions are safe, high-quality and as environmentally friendly as possible. In 2021, we continued to focus on light-weighting, increasing convenience and expanding our product offering to serve new categories.

## Sustainable innovation

Percentage of new product developments that meet eco-design criteria

**61%** Target  
2030:  
80%



# Leading industry change with technical and sustainable innovation

To help shape a positive future for metal packaging, we must remain at the forefront of technical and sustainable innovation in our industry. This means providing our customers with new, tailored solutions, and utilising the latest developments in shaping, printing and dispensing technologies.

At the same time, we take steps to prevent any potential negative impacts from our products or operations on our customers and the planet. With this in mind, we pay close attention to product safety, to minimise the risk of our packaging adversely affecting the products that it contains, and to protect the health and safety of consumers. Our safeguarding efforts also extend to the natural world. Like all products, the packaging solutions Trivium produces have an environmental impact, in the form of carbon emissions and waste. By pursuing sustainable innovation, and developing lower-impact, circular products, we strive to maximise the positive impacts of our business and minimise the negatives.

## Advancing technical innovation

Our ambition to be the partner of choice in our industry depends on our sustained ability to offer customers best-in-class, innovative metal packaging solutions that help end consumers enjoy products in a safe, comfortable, convenient and sustainable way. To support and enable our innovation, more than 80 scientists across our R&D centres actively and passionately collaborate with customers, suppliers and research institutes to create one-of-a-kind packaging solutions with technical excellence at their core.

**“We aim to create a permanent evolution in the metal packaging industry.”**

In 2021, our technical innovations focused on several areas, including optimising our shaping and opening solutions, extending the shelf life of our products in multiple sectors (including food, beverage and beauty), and developing

novel ways to stimulate consumers' interactions with the final product (see boxout on p.32). As part of a wider drive towards refill and reuse in packaging products, we also worked on the development of reclosure technology. By pioneering solutions in this important area, we aim to create a permanent evolution in the metal packaging industry, and make sure that our business contains what matters.





# OPPORTUNITY

## Connecting brands to customers through packaging innovation

Whether by improving the functionality of a product, making it more visually attractive or offering new ways for a customer to interact with a brand, there is a clear market opportunity for companies that connect with their consumers through product design and innovation.

In 2021, Trivium collaborated on a new bottle design with the leading Brazilian deodorant brand, Rexona, the official dance partner of the international pop group, Now United. Overcoming great technical challenges in the label development processes, we helped to create a vibrant, high-quality bottle design to reflect the energy, confidence and diversity of this brand partnership. Importantly, the bottle also features a QR code in the label design to connect consumers with an exclusive dance content hub. This allows consumers to build on their connection with the product, driving greater brand loyalty and higher product sales in the long term.

We see QR codes as a positive innovation with great potential for supporting product traceability and transparency. They could, for example, help customers and other interested parties trace products back to the original production location or even production batch. This would help to further improve supply chain transparency and counteract counterfeiting concerns.

### Technical innovations:

#### QR codes

- Promote consumer engagement
- Support product traceability
- Counteract counterfeiting



## Driving innovation through smart partnerships

The best ideas come from working together. That's why our cross-functional teams, combining R&D, commercial and operational expertise, work closely with our customers to address key market opportunities with pioneering innovation. Our customer collaborations are set up to streamline and accelerate the design process, inspiring creativity and out-of-the-box thinking and helping our customers' products reach retail shelves as quickly as possible.

### SMART PARTNERSHIPS IN 2021

Optimising our customer offerings together with our:

#### Steel suppliers

We pioneered the development of new metallurgies to enable further light-weighting of our products.

#### Coating suppliers

Much of our attention has focused on improving lacquer performance.

#### Aluminium suppliers

We collaborated on developing and qualifying new alloys with superior technical attributes, including a higher tolerance for recycled content uptake.

### OUR AMBITION

To be the driving force behind the changes our industry needs to continue protecting our planet in the years ahead.

And our innovative collaborations in the metal packaging industry extend to material and equipment suppliers too. In 2021, we co-operated closely with – and even carried out quarterly reviews for – our strategic suppliers, to identify areas where we could optimise our customer offerings. Our ambition, through these collaborations, is to be the driving force behind the changes our industry needs to continue protecting our planet in the years ahead.

Beyond customers and suppliers, we also actively pursue knowledge partnerships and collaborations to help us advance our product innovation. In 2021, we formed productive partnerships with academic institutions, including the University of Twente in the Netherlands, Le Mans Université in France, and Ohio State University in the US. In 2022 and beyond, we aim to build on these collaborations to advance our product innovation, as well as to actively investigate issues that pose challenges to our industry, such as non-intentionally added substances.

### Receiving top scores for innovation

With our continuous focus on customer-driven innovation and excellence, Trivium received 19 awards in 2021 across a range of categories, including beverages and bottles, aerosols, decoration and beauty and health.

### “We received 19 awards in 2021 across a range of categories.”

The awards build on our already extensive international recognition for our designs. We also received awards for six different product innovations in the 'Cans of the Year' awards.

# SUCCESS STORY IN THE SPOTLIGHT

## Garnering global recognition for technical excellence

Trivium's packaging innovation for Bubble Tree Refillable Bubble System was the winner in the toy category at the 2021 World Packaging Organisation WorldStar Awards. The WorldStar Awards, which first took place in 1970, are considered the most prestigious within the global packaging industry, and the 2021 awards evaluated 440 submissions from a total of 37 countries.

Bubble Tree Refillable Bubble System is an eco-friendly bubble system that eliminates single-use plastics with its refillable aluminium bottle and innovative corrugated refill system. The bottle, which is 100% infinitely recyclable, is also non-slip and easy to hold thanks to its ergonomic grip. A wand is also integrated into the bottle cap to minimise spillage and increase portability. The fun, bright design of the packaging has a velvet-like feel, achieved by using a soft-touch printing process, and the bottle also features a space for children to write their names. Finally, the user-friendly refill system allows children to fill their own bottle unassisted. The system is the first of its kind to win in the toy category of these global awards and the first to be manufactured and sold in the US.



### Winner WorldStar Awards

- Refillable and infinitely recyclable
- Fun design and velvet-like feel
- First to be sold in the US



"It's an honour to be recognized by the WorldStar Awards for our packaging. Our ergonomic, refillable aluminium bottles were intentionally designed with the consumer experience at the forefront, while contributing to a healthier planet, reducing plastic waste and offering a fully recyclable, durable, attractive vessel that can be reused endlessly. Trivium's focus on sustainability and innovative expertise has helped bring the vision we had for our bottles to life, exceeding our expectations."

### Geoffrey Wasserman

Bubble Tree founder and CEO



## Strengthening sustainable innovation

Sustainability is at the heart of what we do, which makes us a natural partner for businesses striving to meet their sustainability goals. As an infinitely recyclable material, metal inherently enables sustainable packaging options; however, we are taking additional steps to enhance its green credentials. Our new eco-design tool, introduced in 2021, will be a key component of our sustainability strategy going forward, helping us to benchmark the environmental profile of our products and to provide clear insight into their sustainability features.

### A front-runner in eco-design

Eco-design means that sustainability is embedded into our product development, from ideation through to standardisation. In early 2021, we set our new eco-design initiative in motion, to generate a standardised measure for the sustainability of new and existing products. Built on a multi-criteria approach – and using the European Commission's Product Environmental Footprint guidelines as a benchmark – we set out nine clear sustainability measures, to help us determine the sustainability rating of our product designs and developments.

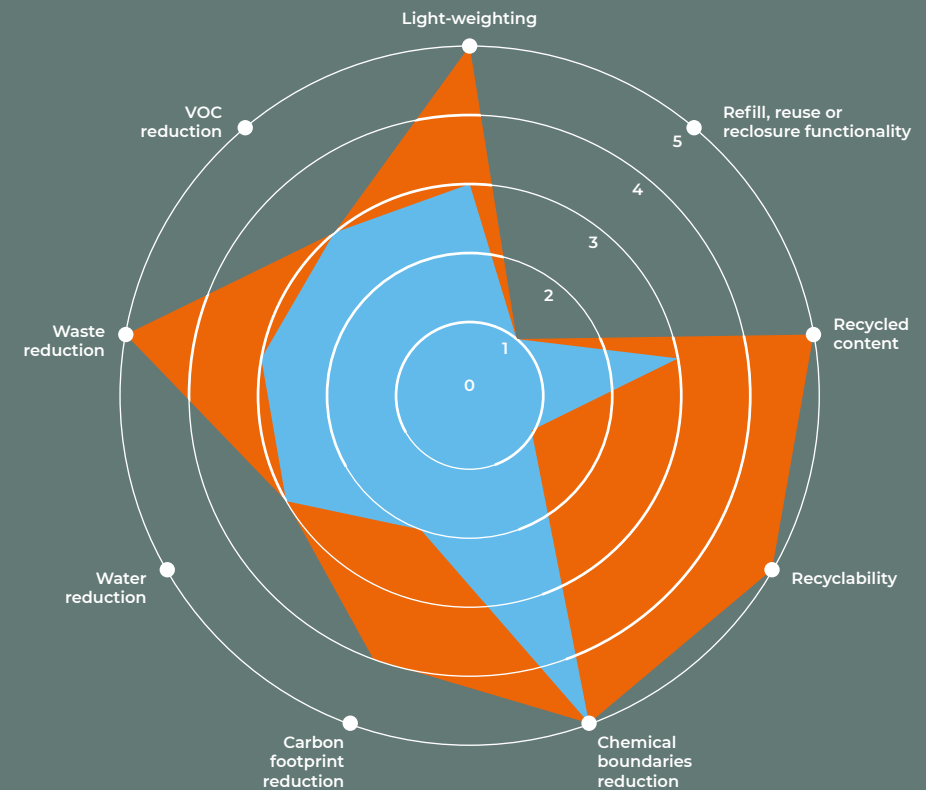
**“80% of our new product developments have to meet our eco-design standard by 2030.”**

The nine sustainability criteria in our eco-design tool cover reduction of raw material use, recyclability and reusability, as well as the emissions produced for each product design. Specifically, these measures are: light-weighting; refill, reuse and reclosure functionality; recycled

content; recyclability; chemical boundaries reduction; carbon footprint reduction; water consumption reduction; waste reduction; and volatile organic compound (VOC) emission reduction during production. By comparing the sustainability features of a new or proposed product (using each of these measures) against the current industry standard, the tool generates a sustainability score, providing insight into the environmental impact of each product.

### Eco-design tool in practice

- Current (industry standard) packaging
- New packaging



Comparison of existing and newly developed packaging, with higher scores denoting better sustainability performance. New packaging clearly meets our eco-design standard: it achieves a higher score than the current industry standard on five of nine sustainability criteria and a higher overall score (80 vs 50).



We define a new product as meeting our eco-design standard when, on top of being produced with infinitely recyclable materials, it:

- meets one of the nine identified sustainability criteria, and
- generates an overall sustainability score that is higher than the current industry standard.

Accordingly, we have set a target for 80% of new product developments to meet our eco-design standard by 2030. At present, 61% of all new product developments meet this standard.

To remain at the forefront of sustainable innovation, we will review our eco-design standards every two years, as well as validate the allocation of products under these guidelines. We also plan to continue training our R&D teams to keep our sustainability criteria at the centre of future product development, and to create and run company-wide knowledge-sharing programmes to keep our colleagues informed of any changes in our eco-design measures in product innovation.

## Promoting product safety

Product safety is key to Trivium's business performance and is directly related to the impact we have on society. The integrity and quality of our packaging is vital to ensuring that the product it protects is safe for consumers to use and consume. We thus make every effort to guarantee safety and eliminate potential risks for our end users. Failing to do this could have major implications, not only for the health of consumers, but also for our environment. For this reason, we have procedures in place that enable us to continuously monitor and enhance product safety and quality, and facilitate regulatory compliance for our customers.

### Safeguarding product quality

Our approach to product safety and quality in our operations starts with having the right culture, systems and procedures in place to be able to consistently deliver products that meet customer and regulatory requirements. All plants that produce food packaging have a quality management system with either a Global Food Safety Initiative-approved BRCS certificate (an internationally recognised benchmark for best practice in food safety, quality and responsibility) or an FSSC 22000 certification (an internationally recognised benchmark that includes food safety standards for food packaging). All other plants have an ISO 9001-certified quality management system.

We implemented several initiatives to enhance product quality across our organisation last year. The European and North America Food business units, for example, introduced a new web-based Statistical Process Control system to improve and standardise process control, initiated a quality awareness campaign and newsletter, and also set up dedicated taskforces to drive continuous quality improvements. In 2021, we recorded no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of our products.

## BUSINESS DIVISION IN THE SPOTLIGHT

# Pursuing quality excellence in Europe

Our European division has embedded a 'First Time Right' culture in its operations so that all procedures are performed in the right way: the first time and every other time following. Underlying this approach are several key components: a dedicated organisation-wide quality culture, capable employees, an inclination to act on facts, systematic risk identification (hazard and risk management) and mitigation procedures and world-class quality and reporting systems, standardised across the organisation (by, for example, classifying all product issues based on risks to customer and consumer, both in terms of quality and food safety).

Progress on the First Time Right approach is assessed through several KPIs, including quality defect rates and parts per million. Although these measures encompass more than safety issues alone, we nonetheless seek to minimise them, to generate higher customer satisfaction.

To continue steering on product safety, we have also set up a three-year programme to advance the quality capabilities of the European division and move further towards zero/non-repetitive defects. Key focus areas of this programme will be training roll-outs, updates to our control plans and standards, standardisation of risk assessment processes and integration of management systems across the division as part of the Trivium Business System.

**In 2021, we issued our customers with more than 1,500 documents on food contact and safety compliance.**

## Staying ahead through compliance and regulatory monitoring

Our focus on product safety also involves actions to facilitate our customers' compliance with relevant product safety regulations and legislation. For example, all relevant employees have up-to-date product safety knowledge so that they can respond quickly and accurately to customer queries. Colleagues in our sales teams have 24/7 access to dedicated training modules on regulatory and product safety compliance topics, which are updated biannually.

In addition, we actively monitor developing legislation and relevant regulations to stay informed on the latest industry developments and compliance requirements. To help us do this, we participate in industry associations and attend key policy conferences (p. 67). When we anticipate regulatory changes, we prioritise contingency planning and proactive engagement with our value chain to adequately prepare our customers (see boxout on p.38).





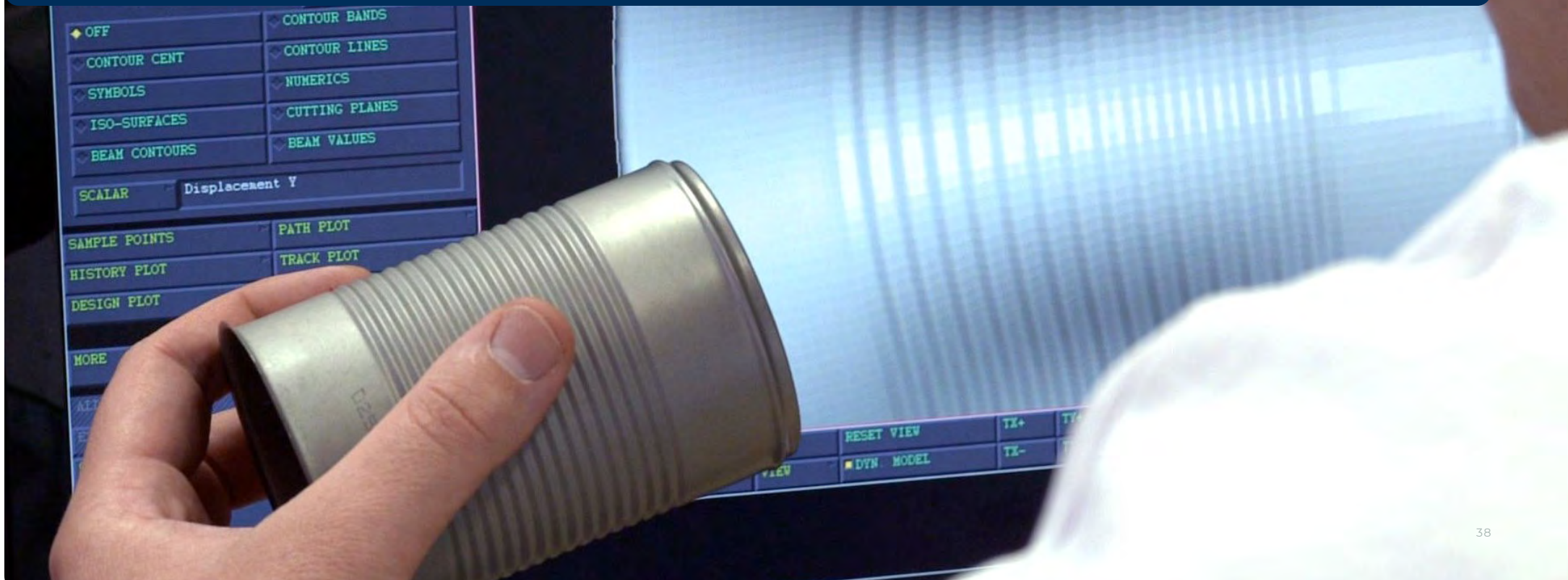
## RISK

## Changing regulatory expectations

As a business, we are subject to potential risks from emerging regulations. For example, changes to the laws governing the materials which we use in our manufacturing processes could impact the price of these materials, or result in these materials being no longer available. An example of such a risk is a Bisphenol A (BPA) reduction in the specific migration limit by the European Food Safety Authority (EFSA). BPA is a chemical that is mainly used in combination with other chemicals to manufacture plastics and resins. Small quantities of BPA can also be used to produce epoxy resins found in protective coatings and linings for our food and beverage metal cans. The EFSA opinion outlines a

reduction in the specific migration limit from 50 parts per billion to 2.5 parts per trillion in Europe.

At Trivium, we decided to proactively explore options in order to anticipate any potential change in the legislation. We established a cross-functional BPA Task Force comprising Trivium experts from R&D, Sustainability, Procurement, Quality, Customer Technical Services, Sales, Legal and Communications. We will work in close cooperation with suppliers and customers to develop metal packaging solutions that continue to comply with current and future BPA regulations.



# 7 Environmentally conscious facilities

At Trivium, we maintain a focus on continuous improvement in our operations, to limit the negative impact of our business on the environment. In 2021, we worked on further embedding environmental practices in our locations and committed to new science-based targets to enable us to curb our carbon emissions in line with the 1.5-degree objective of the Paris Agreement.

## New: Carbon footprint reduction

Scopes 1 and 2 CO<sub>2</sub> emission reduction vs 2020 baseline

**3.2%** Target 2030: 42%

## New: Green electricity

Renewable electricity as % of total electricity consumed

**29%** Target 2030: 100%

## Water consumption reduction

Water consumption reduction vs 2020 baseline

**1.5%** Target 2030: 10%

## Landfill waste

Waste sent to landfill as % of total waste generated

**18%** Target 2030: 0%  
Result 2020: 23%





# Facing up to the urgent realities of climate change

To create sustainable metal packaging, it is important that we underpin our products with environmentally conscious operations. We recognise that caring for our climate is a business imperative, and our customers, suppliers, employees and shareholders increasingly expect us to make meaningful efforts towards positive climate action.

In view of the increasing evidence for the severity of the climate crisis, we also believe that reducing our environmental impact is the right thing to do. In 2021, a major flood at our Erftstadt plant in Germany served as a stark reminder of climate change, highlighting its impact both on our own business and the world around us (see boxout at the right-hand side).

In short, we recognise – perhaps now more than ever – that the sustainability of our organisation is intertwined with the future of our planet, and that we must remain committed to making our operations as sustainable as possible.

## RISK

### Experiencing climate change first-hand in Erftstadt

The physical risks of a changing climate are already present around us, and without urgent action, the impacts of the climate crisis will continue to worsen in the years to come. We experienced this first-hand when, in July 2021, a major flood in Erftstadt, Germany, caused significant damage to one of our plants and left the factory floor under more than a metre of floodwater. Though the flooding took place within just 30 minutes, the quick decision to halt operations and evacuate the site meant that none of our colleagues was injured or harmed.

**“The physical risks of a changing climate are present around us.”**

The flooding caused major disruption to our operations, forcing production at our Erftstadt site to go on hold for over three months. However, thanks to the efforts of our team in Germany to clean, clear and, in some cases, rebuild the facilities at the plant, production was able to get back up and running in mid-November. For the rest of the business, it was a glaring reminder of the realities of climate change, as well as of the importance of the work we are doing to make our business (and our packaging products) more sustainable.





## Putting the right environmental systems in place

To manufacture our products, we use aluminium and steel from both recycled sources and virgin raw materials. We convert these materials into packaging through a series of steps, including coil shearing and slitting, trimming, sealing, welding, washing and drying, printing and curing. Some of these processes require energy and water, produce product waste or release gases that contain volatile organic compounds (VOCs). Because these emissions can constitute a threat to the environment and the communities that live in proximity to our operations, we have systems, policies and initiatives in place that drive us to continuously reduce our impact on the planet:



- **Management systems:** We require all our plants to submit their environmental data using the Trivium Risk Inventory Management System (TRIMS) on a monthly basis. TRIMS allows us to track our environmental footprint and document environmental incidents, which in turn enables us to investigate and determine corrective action wherever necessary.

To further embed sustainability into our daily operations, we also seek to certify our plants against relevant ISO standards. Last year, 64% of our plants had an externally validated ISO 14001 certification for environmental management (vs 58% in 2020); 20% had an ISO 50001 for energy management (vs 19% in 2020) and 18% had both certifications (vs 17% in 2020). We recognise the importance of acquiring these certifications to help ensure that our environmental management practices are in line with international best practice.

- **Policies:** Our Environmental Policy governs the activities of our employees, contractors and even third parties working on our behalf around the world. The policy is linked to our Code of Conduct and underpinned by our Environmental Control Standards, which embed best practices across all our locations. Comprising a set of stringent specifications, in line with relevant legal and regulatory guidelines on environmental criteria, our Environmental Control Standards are subject to regular compliance checks, internal audits and annual management reviews. 100% of locations participated in an online audit to review their implementation of current standards for calendar year 2021.<sup>1</sup> The feedback received from these audits was used to identify each plant's environmental achievements, best practices and performance gaps, as well as define concrete action steps to further enhance environmental performance in 2022 and beyond.

1. Excluding our two plants in Ukraine.

■ **Plant initiatives:** We engage in ongoing initiatives specifically designed to limit our environmental impact across our manufacturing locations (see below). These initiatives encompass our four core environmental footprints (■ carbon emissions and energy consumption,

■ VOC emissions, ■ water consumption, and ■ waste) and are key to enabling us to achieve the ambitious targets we have set under our Circularity Champion strategy.



### CO<sub>2</sub> emissions/energy consumption

- 1 Reno, US  
Solar panel installation
- 2 Bila, Ukraine  
UV printing implementation
- 3 Skrivany, Czech Republic  
Air compressor optimisation and LED lighting installation
- 4 Sutton-in-Ashfield, UK  
Air compressor optimisation
- 5 Blacks Harbour, Canada  
LED lighting installation
- 6 Norwich, UK  
LED lighting installation

### VOC emissions

- 7 Deventer, the Netherlands  
Low-NOx emission boiler installation
- 8 Dägeling, Germany  
Powder-based lacquering implementation
- 9 Itupeva, Brazil  
Regenerative thermal oxidisers installation

### Water consumption

- 10 Leeuwarden, the Netherlands  
Vacuum pump installation
- 11 Znojmo, Czech Republic  
Water recycling pilot implementation

### Waste

- 12 Weirton, US  
Plastic wrapping elimination
- 13 Bloomsburg, US  
Waste stream optimisation

## INITIATIVE IN THE SPOTLIGHT

## Optimising our air compression units at our Sutton-in-Ashfield plant

As an example of our energy optimisation initiatives in 2021, we installed new and improved air compressors at our plant in Sutton-in-Ashfield, UK. The new Sigma air manager compressed air management systems, which were introduced to the plant as part of a wider drive to improve the efficiency of the production line processes, allow not only for automated air compression, but also for higher energy efficiency. In fact, these machines will deliver an annual saving of 398MWh of electricity compared to our existing compression systems, equating to roughly 191 tonnes in CO<sub>2</sub> savings per year.



### Optimised air management

- Automated air compression
- 398MWh of electricity savings/year
- 191 tonnes in CO<sub>2</sub> savings/year

## Limiting carbon emissions from our operations

### Aiming higher with science-based targets

Given the significance of their impact on the planet, carbon emissions have been a particular focus for many organisations, including Trivium, over the past few years. In 2020, we committed to a company-wide reduction target of 30% in our Scope 1 and 2 emissions by 2030 (vs 2020 levels), which translates to a 3.0% decrease year on year. To empower our business to meet this target and pivot to more eco-conscious operations, we launched our Climate Action 30@30 project in early 2021.

**“Thanks to the dedication of our plant management teams, we surpassed our Climate Action 30@30 target for 2021.”**

Within this project, we implemented a range of operational excellence programmes across our plants to help us reduce our emissions. These included initiatives targeting energy efficiency, reduction in energy usage, process optimisation and equipment upgrades (see boxout on the left-hand side).

These initiatives were accompanied by the roll-out of our new Plant Energy Reduction tool, a user-friendly system that uses data from TRIMS to provide plant management with a detailed breakdown of every plant’s progress towards energy reduction initiatives (relative to our climate action targets), as well as an overview of successful initiatives that can serve as best practices for other plants.

Thanks to the dedication of our plant management teams, initiatives implemented last year (and earlier) helped us surpass our Climate Action 30@30 target for 2021. Specifically, we registered a 3.2% decrease in carbon emissions across our business, exceeding our target of 3.0%.



## CO<sub>2</sub> footprint

■ Scope 1
 ■ Scope 2



## Energy consumption (MWh)

■ Electricity



**“We are increasing our Scope 1 and 2 reduction targets from 30% to 42% and introducing a Scope 3 reduction target of 25% by 2030.”**

Nonetheless, in the face of fast-evolving climate science<sup>2</sup> and rising stakeholder expectations on climate action, it became increasingly clear during the year that we needed to go further to play our part in addressing the climate crisis. In the words of Selwin Hart, UN Special Adviser and Assistant Secretary-General for Climate

Action: “to keep the 1.5-degree goal of the Paris Agreement within reach, we need all hands on deck”.

For this reason, we are raising our ambitions in 2022 and committing to new carbon reduction KPIs that we still aim to achieve by 2030. Specifically, we are increasing our Scope 1 and 2 reduction targets from 30% to 42%, as well as introducing a new Scope 3 reduction target of 25%.

These are science-based 1.5°C-aligned emission reduction targets, meaning that they are consistent with a reduction in greenhouse gas emissions to levels that the latest climate science deems necessary to limit global warming to 1.5°C. We aim to submit our targets for validation by the Science-Based Targets initiative before the committed deadline of March 2023.

<sup>1</sup> Scope 1 and 2 footprints for 2020 have been restated (1.3% and 0.7% increase, respectively) due in part to a retrospective update of emissions values for our Roanoke facility in the US. More information on this restatement, including the corresponding independent assurance, is available [here](#).

<sup>2</sup> IPCC (2021). Climate change widespread, rapid, and intensifying.

## Introducing a new target for renewable electricity consumption

In 2020, we recognised that to achieve meaningful reductions in carbon emissions, we need to make the migration towards green energy in our operations an integral part of our strategy.

Last year, 29% of the electricity we consumed came from renewable sources, with our manufacturing plants in Spain and the UK already running on 100% renewable electricity. The rest of our plants all now run at least partially on green energy, and solar panel installations in multiple locations, including our Deventer plant in the Netherlands and new installations at our Reno plant in the US (see boxout on the right-hand side), will lead to a further reduction in carbon emissions across our business.

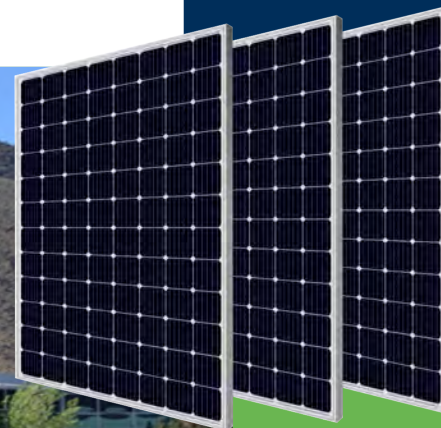
To further accelerate our migration to renewable energy, we have set a new, ambitious KPI for all of our plants to run on 100% renewable electricity by 2030. We believe that by committing ourselves to defined targets, we will empower our plants to prioritise renewable energy projects wherever feasible in the years to come.

## INITIATIVE IN THE SPOTLIGHT

# Breaking new ground with our Reno solar panel initiative

In 2021, we began a flagship renewable energy initiative at our plant in Reno, US. The plant, which was identified as the third-largest user of electricity in our North America operations, is located in an area with excellent solar potential – making it an ideal candidate for an extensive solar panel installation project. Having identified an area to the west of our building for a primary solar array, and the roof of the plant's carport for a smaller installation, we plan to complete construction on this project by early 2023.

In the long term, and in line with our planned business growth, we expect to generate sufficient green energy to account for around 30% of the Reno plant's Scope 2 energy requirements. If this project proves successful in the years to come, we aim to pursue similar on-site opportunities at our other operations.



## Renewable energy initiative

- Solar panel installation project
- Fulfills 30% of plant's energy requirements
- Expected completion in 2023

## Reducing the ecological footprint of our operations

### Lowering our VOC emissions

VOCs are unavoidable by-products of the metal manufacturing process that, if left unmanaged, can have a negative impact on air quality. 45 of our plants (87%) produce some amount of VOCs, and as such, we strive to limit these emissions wherever possible. Last year, for example, we began installing new regenerative thermal oxidisers (RTOs) in our Itupeva plant in Brazil. By capturing and containing VOCs at a high rate of efficiency, these new RTOs should help our plant lower emissions by an estimated 95% per year. In our Dägeling plant in Germany, we also worked on reducing the amount of liquid lacquer we use in our manufacturing processes by substituting it with powder-based lacquers.

**Powder-based lacquers do not contain any VOCs, and so offer clear environmental benefits to our operations in terms of lowering our VOC emissions**



### Reducing our water consumption

We use water in our operations for a variety of reasons, including preventing equipment scaling, corrosion and fouling, removing lubrication and chemical residues from cans and providing clean surfaces for treatment. In 2021, we operated 52 manufacturing facilities in 20 countries included in the Aqueduct Water Risk Atlas.<sup>1</sup> Of these, a total of nine plants (namely, those in Argentina, Brazil, Italy, Morocco, Romania, Russia, Seychelles and Ukraine) are situated in locations classified as high or extremely high physical risk areas and have relatively high consumption of water in their operating processes.

Given the importance of water both to our business and to the communities within which we operate, we have committed to a 10% water consumption reduction target by 2030 (vs 2020 levels). By setting this target, we seek to hold ourselves accountable to our local communities and to encourage Trivium's plant management teams to view responsible water management as an integral part of our sustainability strategy.

**“We reduced our water consumption rate by 1.5%, relative to a 2020 baseline, and ahead of our annual target of 1%.”**

In 2021, we continued to take measures to align water management practices across our locations with our sustainability ambitions. Wherever feasible, we used closed-loop water systems to help reduce our water consumption and to minimise pollution.

In addition, we implemented process-optimisation initiatives and equipment upgrades in several plants, including the installation of water-saving nozzles, to better manage water flow in our manufacturing processes (see boxout on p.47). Through these initiatives, we were able to reduce our water consumption rate by 1.5%, relative to a 2020 baseline, and ahead of our annual target of 1%. In 2022 and beyond, we plan to roll out more water-focused initiatives while continuing to closely monitor our water consumption rates via TRIMS.

<sup>1</sup> The Aqueduct Water Risk Atlas, an online risk-mapping platform operated by the World Resources Institute, provides global coverage of 13 different indicators of physical, regulatory and reputational risks related to water. We use it to derive key insights on water-related risks – such as water stress and flood occurrence – that are present in the locations where we operate.



## INITIATIVE IN THE SPOTLIGHT

# Reducing water waste at our Znojmo plant



## Water recycling pilot

- Enhances water recovery in DWI plants
- Reduction of wastewater by 60%
- Preservation of drinkable water

To make even bigger strides in reducing our water consumption, we started developing a water recycling process for our plants in 2021. The new system, which aims to increase the water recovery from our draw wall ironing pretreatment processes significantly, involves replacing dissolvable anorganic salts with antiscalant, to soften wastewater, and reducing pump pressure in water processing, to help protect the pumps and save energy. With wastewater reductions of up to 60%, this system enables a lower environmental impact from our operations as well as significant cost savings. In addition, it could also help to save huge volumes of drinkable water from being used in our facilities. In 2022, we will gather results from our initial test unit in our Znojmo plant in the Czech Republic, which will help us to determine the potential savings from this project across our business.

## Water consumption (m³)

■ Groundwater ■ Municipal water

Total water consumption

### 2021



### 2020



## The journey to zero-waste facilities

We strive to limit waste from our operations – including metal scrap, pallets, corrugated board and plastic film packaging – by reducing, reusing and recycling as much as possible across our facilities. Our goal by 2030 is to send zero waste to landfill. This target is in line with the hierarchy of the Waste Framework Directive of the European Union,

**“The percentage of reused and recycled waste from our operations increased from 77% of total waste generated in 2020 to 82% in 2021.”**

which specifies that sending waste to landfill should be a last resort due to its adverse environmental impact.

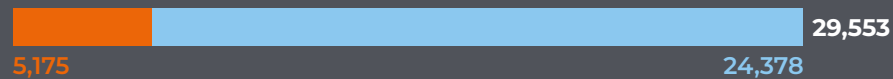
In 2021, we stepped up our waste management efforts by – among other initiatives – reducing the amount of plastic packaging we use to transport our products (see boxout on the

right-hand side). In North America, we also launched a ‘green team’ to simplify our factory waste streams and help ensure that we properly separate and manage our waste.

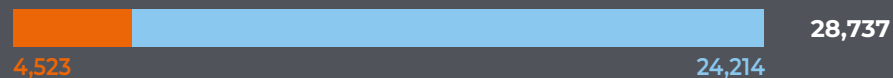
### Waste generation (t)

■ Hazardous ■ Non-hazardous

2021



2020



### Waste handling (t)

■ Reused/recycled ■ To landfill

2021



2020



Total weight  
of waste  
generated

### INITIATIVE IN THE SPOTLIGHT

## Making tinplate transportation more eco-friendly at our Weirton plant

At our plant in Weirton, US, our production processes primarily involve uncoiling, shearing, coating and bundling tinplate for our three-piece locations in North America. At the end of this process, when the tinplates are loaded onto pallets ready for shipping, they are wrapped in plastic bags containing volatile corrosion inhibitors (VCIs) and plastic stretch wrap – to prevent damage and environmental exposure during shipping.

In 2021, to reduce the environmental impact of their processes and cut down on waste, members of this plant worked as a team to conduct a trial shipment of these plates without plastic wrapping – with great success. Not only did the tinplate arrive safely at its destination without the plastic wrapping, but plants receiving the product could also cut down on their own packaging waste. As a result of this initiative, the Weirton team cut down on over 14,000 pounds of plastic last year, which is equivalent to saving 1,000 gallons of oil, almost 11,000 hours of electricity and over 34,000 gallons of water. And all this at a material cost saving of over \$34,000!



### Plastic elimination initiative

- Shipped tinplates without plastic wrapping
- Cut down on 14,000 pounds of plastic
- Achieved \$34,000 in cost savings



Thanks to these waste management efforts, the percentage of reused and recycled waste from our operations increased from 77% of total waste generated in 2020 to 82% in 2021. This, in turn, contributed to a significant year-on-year reduction in waste sent to landfill, from 23% in 2020 to 18% in 2021. 11 of our plants in Europe sent virtually zero waste to landfill.



**“25 colleagues from different functions and locations came together in a virtual ideas-sharing session, generating a total of 42 ideas that could be scaled for business and environmental impact.”**

## OPPORTUNITY

# Pioneering sustainability through digital collaboration tools

In recent years, the value of digital tools for collaboration, engagement and delivering/receiving feedback has been clearer than ever to businesses around the world. For Trivium, this digital shift has enabled greater participation in cross-functional initiatives and has inspired new forms of engagement and enhanced teamwork across our organisation.

In 2021, our R&D and Sustainability teams worked together to launch CREATE, an online platform designed to facilitate company-wide collaboration on sustainability initiatives with bottom-line potential. Our first use of this platform, in which we set our colleagues the challenge of innovating new uses for tinplate steel by-products at our Leeuwarden plant in the Netherlands, was a resounding success. 25 colleagues from different functions and locations came together in a virtual ideas-sharing session, generating a total of 42 ideas that could be scaled for business and environmental impact. A panel of judges selected the three most promising ideas based on a combination of technical and commercial criteria, and these ideas are now coming to life at Trivium, enabling us to cut costs and reduce waste simultaneously. Proof of the power of digital collaboration!

## CREATE

- Internal digital collaboration platform
- Encourages cross-functional brainstorming
- Generates ideas with environmental and bottom-line potential





# 8 Sustainable sourcing

Working with our partners across the value chain is key to helping our businesses have an increasingly positive impact on the environment and wider society. In 2021, we continued to measure and monitor sustainable and ethical practices in our supply chain, boost our supplier engagement and support carbon reduction in our value chain.

## Supplier performance

Percentage of total purchase spend allocated to suppliers with average or above-average ESG scores

48%

Target  
2030:  
70%

## New: Carbon footprint

Scope 3 CO<sub>2</sub> emission reduction vs 2020 baseline

7.1%

Target  
2030:  
25%



# Trailblazing sustainable change in the metal supply chain

Our products are made from raw materials that require extraction or waste sorting and refinement. Ultimately, these processes have a positive impact on the value chain, by enabling the creation of durable, high-quality and infinitely recyclable metal packaging solutions that protect consumer products. Furthermore, our sourcing activities can benefit individuals and communities, by creating employment and economic development opportunities. However, unless these activities are properly managed, they also have the potential to incur negative environmental and social impacts; from adversely affecting natural ecosystems to unintentionally contributing to contentious labour practices.

As such, we strive to create balanced and constructive relations with our suppliers, based on the principles of trust, transparency and mutual responsibility. Specifically, we seek to maintain positive collaborations with our global supply chain partners that allow us to reliably meet the growing demand for sustainable packaging. At the same time, we hold our suppliers accountable for their actions and encourage them to contribute to the social and environmental sustainability of metal packaging.



Our supplier relationships are based on a rigorous due diligence process, which helps us work with partners that share our values and commitment to acting responsibly. For example, in our tender processes, we distribute requests for proposal that assess potential suppliers based on a series of questions about their sustainability and social responsibility actions and/or plans. We also undertake regular evaluations of our suppliers, incentivising them to continue thinking and acting sustainably wherever possible. We find that our partners or possible partners typically appreciate Trivium inquiring about their programmes in this space.

In 2021, we took important steps to bring down CO<sub>2</sub> emissions across our value chain, starting with the introduction of a new Scope 3 emission reduction target. Additionally, we collaborated closely with our suppliers to secure the materials we needed to meet the commitments we made with our customers. This approach goes hand in hand with our sustainability ambitions, since failing to provide security of supply for our customers risks these businesses abandoning metal packaging for less sustainable options. Prompted by rising raw material costs, we also made progress in keeping our sourcing practices sustainable in the years ahead (see boxout on p.52).

## Promoting responsible business practices

### Keeping track of sustainability performance across the value chain

Sourcing our materials responsibly is an important part of our environmental and social commitments, and a key part of the meaning behind ‘containing what matters’. To be able to make responsible sourcing decisions – and to help our customers do the same – we employ a range of measures to keep track of sustainability performance in our supplier base.

One of the ways we do this is through our *Supplier Code of Conduct*, for which we now request supplier sign-off. This policy, implemented in 2020, includes a set of mandatory requirements for working with Trivium, and clarifies our global expectations for our supply chain partners in areas including human rights, bribery and fraud, *modern slavery*, *conflict minerals*, health and safety and business integrity.

**“Our target is to have 70% of our purchase spend allocated to suppliers with an average or above-average ESG score by 2030.”**

In addition to our Supplier Code of Conduct, we also circulate an annual questionnaire to our top 200 suppliers (covering over 70% of our purchase spend) on a broad range of environmental, social and governance (ESG) topics, including environmental management, CO<sub>2</sub> emissions and workplace controls. We use the results of the questionnaire to create a

sustainability scorecard for each of our suppliers, which allows us to closely follow their sustainability performance over time and keep track of the sustainability initiatives they have or intend to soon have in place. In 2021, 90% of contacted suppliers completed the questionnaire (up from 80% in 2020 and 71% in 2019).

### Defining a benchmark for supplier sustainability

As part of our commitment to safe and sustainable practices within our supply chain, in 2020 we introduced a target to have 70% of our purchase spend allocated to suppliers with an average or above-average ESG score by 2030.

Last year we took important steps to measure our progress by defining a baseline ESG rating, against which we can compare suppliers’ sustainability performance. Selecting two industry-leading sustainability rating providers, EcoVadis and CDP, for reference (though we remain open to exploring other rating providers for our suppliers where necessary), we defined an average ESG score as an EcoVadis rating of silver and/or a CDP rating of B. We intend to review our ESG ranking benchmark annually to make sure that it adequately assesses the sustainability practices of our suppliers.

In 2021, 48% of our total procurement spend was allocated to suppliers who met this criterion. To increase this percentage, we will continue to work with our suppliers through follow-up questionnaires and dedicated meetings.

### RISK

## Facing the universal challenge of material shortages and rising costs

Over the past year, material shortages and commodity price increases have presented risks to many businesses around the world, including ours. In 2021, we invested time and resources to enhance our ability to secure, produce and supply high-quality metal packaging sustainably in the years to come. Specifically, we strengthened our procurement practices so that our orders are now made even earlier and with greater specificity. We also established partnerships with customers based on mutual long-term commitments.



### Committing to conflict-free materials

As part of our ongoing commitment to promoting a safe and secure working environment across our value chain, we require our suppliers to comply with the European Union Conflict Minerals Regulation 2017/821 and Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act on Conflict Minerals. Suppliers providing products containing tin are required to demonstrate traceability and accountability of the raw materials delivered, including the disclosure of the smelter base according to the Responsible Minerals Initiative's Conflict Minerals Reporting Template (CMRT).

**"90% of Trivium's tinplate manufacturers, tinplate traders and component suppliers are covered by a CMRT, statement or SEC report"**

In 2020, we conducted a [reasonable country of origin inquiry](#) with our suppliers, to determine whether any of the materials in our products originated in conflict areas. Using the CMRT, we obtained sourcing information from our direct suppliers of tinplate and tinplate components. In 2021, we confirmed that 90% of Trivium's tinplate manufacturers, tinplate traders and

component suppliers are covered by a CMRT, statement or Securities and Exchange Commission (SEC) report. As part of our plans for continuous improvement, we intend to collaborate with our tinplate suppliers to achieve full coverage, work with suppliers to raise awareness of the importance of this topic and inform any new suppliers of our policies at the outset so that they are aware of our conflict-free approach.

## Supporting carbon reduction across the value chain

### Committing to Scope 3 emission reduction targets

Driving sustainability in our supply chain is crucial for Trivium, since carbon emissions from our supply chain are significantly higher than emissions from our operations. Reducing the carbon footprint of our materials is therefore key to making our business more sustainable.

In 2021, we raised our ambitions on carbon reduction by committing to a new science-based Scope 3 emission reduction target of 25%. We recognise that this is an ambitious target that will require us to work closely with our suppliers to significantly reduce the environmental footprint of the entire value chain.

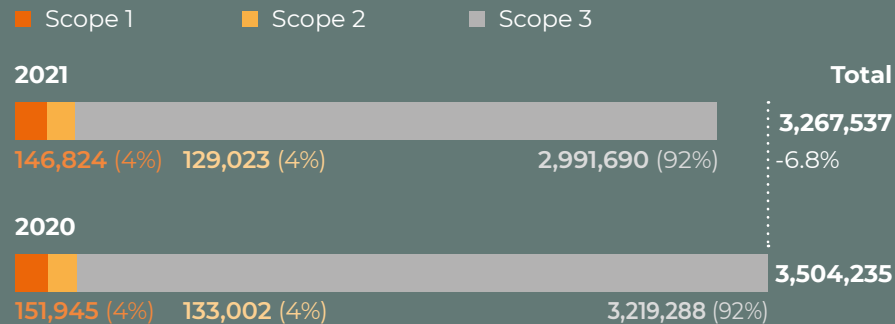
As part of our Scope 3 carbon reduction journey, we continued to train our procurement colleagues on how to effectively engage with our supply chain partners to drive impact at scale, as we progress towards our 2030 science-based targets. A training programme we held on sustainable sourcing and supplier engagement saw a 100% participation rate among the global procurement team.

#### CO<sub>2</sub> FOOTPRINT – SCOPE 3

	Amount	Reduction
2021	2,991,690	-7.1%
2020 <sup>1</sup>	3,219,288	

1. Scope 3 footprint for 2020 has been restated (9.8% increase) following an update of emissions factors by some of our suppliers. More information on this restatement, including the corresponding independent assurance, is available [here](#).

## Total CO<sub>2</sub> emissions



### OPPORTUNITY

## A more sustainable future through recycled content

Based on our new eco-design standard, we know that one of the ways we can make our products more sustainable is by increasing their level of recycled content. In 2021, we worked with our aluminium suppliers to develop the next generation of sustainable alloys that can enable a higher amount of recycled content to be used in our products than ever before. Once developed, these alloys are expected to be lighter than pure aluminium with no reduction in strength and functionality. Due to their recycled content, they should also facilitate a reduction in carbon footprint relative to pure aluminium.

One of our priorities last year was leveraging the power of technology to transform various processes in our supply chain, delivering mutual benefit to both our business and our suppliers. For example, we are using Transporeon, a cloud-based transportation sourcing and management platform, to drive efficiencies in our logistics. By increasing the visibility of our supplier routes, we can identify the most cost-effective, time-efficient and environmentally friendly transport solutions to meet our needs. By year-end, this 'control tower' software had reached 87% coverage of our European transport routes. In 2022, we plan to continue rolling out this system to cover our remaining operations and to quantify realised emission reductions from resultant optimisations.

Following a thorough review and update of our category strategies, we also identified higher recycled content uptake as a promising avenue to reduce emissions in the metal supply chain – especially for recycled aluminium (see boxout on the left-hand side).

Finally, we believe that, in our journey towards positive climate action, every effort counts. That is why, in addition to engaging in large-scale collaborations on topics such as recycled content uptake, we also actively encourage our suppliers and business partners to invest in carbon-friendly projects on our behalf.





# 9 Safe, engaged and responsible workforce

We seek to nurture a work environment in which our people feel empowered to contribute to a better world and society. Despite challenging circumstances in 2021, we remained focused on improving our health and safety (H&S) procedures, building employee engagement, developing our training and development programmes and strengthening our responsible working policies.

## Workplace safety

Total recordable accident rate  
(TRAR, per 100 full-time equivalent/year)

**1.51**

Result 2020: 1.14

Target  
2025:  
0.85

## Employee well-being and satisfaction

Organisational Health Index  
score

**3rd quartile**

Result 2020: 3rd quartile

Target  
2025: top  
quartile

## Inclusion and diversity (I&D)

Company-wide programme  
implemented

**On track**

Target  
2025: full  
implemen-  
tation





# Creating a safe, positive and inspiring workplace for everyone

Trivium's employees are fundamental to driving our sustainability agenda. In 2021, we remained focused on driving progress across three priority areas in our workplace: safety, engagement and responsibility.



## Strengthening our safety procedures

### Striving for a zero-harm safety culture

Our manufacturing processes involve extruding, trimming and shaping metal into containers, and these processes rely on heavy machinery operating at high speeds. Failing to give this important material topic the attention it deserves can thus result in serious injuries or even fatalities in the workplace.

To help achieve a zero-harm safety culture, our activities and workplaces are covered by an occupational H&S system that is internally audited by business unit H&S managers. Globally, 27% of our plants have an H&S management system that is ISO 45001 certified and have dedicated management – worker H&S committees in place. Non-certified plants are also required to install an H&S committee.

### Building on our health and safety approach

We track our progress on H&S by closely monitoring our TRAR – a KPI for our business that records the number of incidents each year that require medical treatment (per 100 employees). By 2025, we aim to achieve a TRAR of 0.85 accidents per 100 full-time equivalents (FTEs) per year.

In 2021, our TRAR increased from 1.14 to 1.51, which includes two life-changing incidents: one of these took place at our Cuxhaven plant in Germany and the other at our Teplice plant in the Czech Republic. Group actions have been set, and will be monitored as part of our efforts to have remediation measures in place throughout Trivium. In part, the increase of our TRAR can be attributed to the cyber-security incident we experienced in the middle of the year, which slowed down – or even cancelled – the roll-out of several ongoing H&S initiatives.

Nonetheless, we recognise that the increase in TRAR represents a setback to our safety ambitions and warrants greater efforts from our business to safeguard the health and well-being of our colleagues in the future. We have taken important steps to achieve this in the course of the year, including the following initiatives:

- The roll-out for our new 17 H&S standards, scheduled for completion in 2022, which cover fundamental safety topics, such as machinery safety, mobile operations and personal protective equipment.
- Further implementation of hazard identification, risk assessment and incident investigation into our business with the introduction of Leading Indicators for H&S. These metrics, which include safety observation visits and safety inspection tours, track our efforts to improve safety and offer key measures for our performance. By introducing these indicators, we encourage employees at all levels of our business to take a proactive approach to H&S.
- The inclusion of key performance measures for incident reporting (including near misses) and corrective action to help our employees recognise the value of identifying trends. This will also help us determine the necessary steps to prevent similar (or worse) events from happening in future. To reinforce our zero-blame approach to H&S,

we established an anonymous reporting process for near-miss reporting. Furthermore, these systems allow employees to report findings (such as safety inspection tours, behavioural audits, near misses, etc.) easily on a smartphone or tablet, thus enabling a systematic and low-threshold reporting system.

- The development of new dashboards for all relevant H&S (and environmental sustainability) indicators, based on monthly data from TRIMS.
- The launch of an awareness campaign, publicising a set of safety rules (10 Life-Saving Rules) that everyone working in or visiting our locations must abide by to minimise the chance of injury (see boxout on p.58).
- The development of three e-learning modules for relevant employees on the topics of machinery safety, work permits and lock out, tag out. This e-learning format means that a standardised approach for H&S can be applied consistently throughout Trivium. Furthermore, it circumvents the difficulties of holding in-person trainings during the COVID-19 pandemic. These three modules accounted for a total of 6,805 training hours in 2021.

Total recordable accident rate

(TRAR, per 100 FTE/year)

1.51

2020: 1.14

Medically treated incidents

for contractors

7

2020: 2

Fatalities

0

2020: 0

Lost time accidents

(per 100 FTE/year)

0.77

2020: 0.57

Life-changing incidents

2

2020: 3

## INITIATIVE IN THE SPOTLIGHT

## Life-saving rules

Maintaining safety in the workplace is an ongoing process, and it is important for businesses to constantly adapt to new challenges and meet changing regulatory measures. However, process improvements are only effective if they build on strong foundations.

In 2021, we formalised our 10 Life-Saving Rules, to help our employees, suppliers, contractors and visitors understand the 10 most crucial steps to operating responsibly and minimising accidents in our business. By publicising the launch of these rules with an awareness campaign in February 2021, including booklets, posters and presentations, we also highlighted the importance of these fundamental safety procedures to our colleagues and our business.



### Safeguarding our employees' health during COVID-19

In November 2021, as COVID-19 cases started to rise rapidly across Trivium's European operations, we introduced a vaccination awareness campaign and incentive programme, including a financial reward programme at plants in which over 90% of employees were fully vaccinated.

In addition, we organised local poster campaigns with colleagues sharing their personal reasons for being vaccinated, and sponsored Town Halls with medical staff, who answered questions about vaccinations in local languages. As a result of these campaigns and incentives, our European division had achieved a 76% vaccination rate by the end of February 2022, with 24 plants – accounting for 42% of the total European division workforce – achieving a 90% or higher vaccination rate.

### 10 Life-Saving Rules

1. Work with a valid work permit/licence when required
2. Use fall protection and follow guidelines when working at heights
3. Do not operate unprotected machinery
4. Do not work or walk under a suspended load
5. Check equipment is isolated before starting work
6. Wear PPE that is provided for the job
7. Always comply with driving rules
8. Obtain a permit before entry into a confined space
9. Do not use alcohol or drugs at work or attend work while under the influence of alcohol or drugs
10. Always comply with rules related to hazardous chemicals



## Elevating our employee engagement

### Driving engagement and organisational health

It is important that our people feel fulfilled and engaged in their work so that they can contribute meaningfully to our sustainability ambitions. Equally, we seek to cultivate a supportive and motivating environment that allows all colleagues at all levels to give the very best of themselves to our organisation, and by extension to Trivium's stakeholders and society at large.

Trivium uses the Organisational Health Index (OHI) score as our core KPI for tracking and benchmarking the health of our business. To this end, we carry out an annual employee survey (OHI survey), in which we ask Trivium employees for their opinion on how we are performing as a company across various dimensions, including direction, innovation and learning and capabilities. Based on employee feedback, we identify areas for improvement and instigate the necessary processes to address them.

Feedback from our 2020 OHI survey indicated that there was room for improvement in our recognition and reward strategy, which is why we made it a focus for our business in 2021. We made it our priority to train managers across our business on the importance of sharing recognition and highlighting the impact this has on employee motivation. Similarly, we decided to refocus our 'Trivium Stars' programme – a global employee recognition initiative – to allow for a more agile and localised approach to employee recognition and reward. At the European division level, 200 plant managers and leaders attended a conference in Spain in September 2021 where recognition was a key focus. This gathering was followed up with a cascading of recognition to employees at all manufacturing locations. With these recognition and reward initiatives, we intend to increase the sense of meaning and purpose that our colleagues find in their roles.

**“2021 OHI results serve as a testament to the determination of our workforce and the resilience of our organisation.”**

Our 2021 OHI survey registered a global engagement rate of 76% (2020: 65%), and delivered a score that put Trivium in the third quartile of this KPI (same as last year). These results point to enhanced employee engagement year-on-year, and stable organisational health. However, while we saw

stability in our global results across all dimensions of organisational health, we still saw fluctuations across locations due to a range of external influences, including the cyber-security incident and raw material shortages. Nonetheless, given the unprecedented nature of the challenges we faced during the year, we interpret the 2021 OHI results as a testament to the determination of our workforce and the resilience of our organisation.



## ORGANISATIONAL HEALTH INDEX (OHI)

	Quartile score	Participation rate
2021	<b>3rd</b>	<b>76%</b>
2020	3rd	65%
2019	3rd	62%

We aim to achieve a top-quartile OHI score by 2025, and we will strive to meet this target by continuously sharing organisational health best practices across all our locations. To provide our colleagues with the opportunity to share their feedback outside of the annual OHI survey – and to enable us to continually improve our organisational health measures – there are several important pulse-checks in place, including weekly one-to-one sessions and monthly Town Hall meetings. Colleagues across our business, and especially in our plants, have regular access to supervisors and other members of senior leadership. Alongside this, we encourage and incentivise our managers to keep an open dialogue with their direct reports by including clear KPIs for employee engagement in their reward framework.

### Boosting our training and development

Training and development (T&D) forms a critical part of our people engagement ambitions. We seek to develop a robust T&D culture that stretches, supports and shapes our employees' personal and professional development. In 2021, we focused primarily on refreshing our talent development cycle and reviewing our performance management process.

As part of revising our training process, we adopted the 70:20:10 methodology (developing on the job: developing through others: developing through formal training), to allow employees to take ownership of their own career path. Under the formal training portion of our new development methodology, we are setting up the Trivium University, as the backbone of our future T&D process. Built under our Learning Management System (which is currently under development), it will act as a central, on-demand repository for our training programmes and teaching materials. The University, which we aim to fully implement in 2023, will also feature annual training calendars, define the professional development journey for the major roles in each function and allocate subject-matter experts to oversee best practice in our training procedures.

Over the coming years, we plan to focus on increasing access to our learning and development tools for colleagues in our plants. We also plan to deliver a specific metal packaging technology programme to our operational workers as a strong foundation for future T&D opportunities.

### Perfecting our performance management

To build on the fulfilment our employees achieve through our development programmes, we aim to provide meaningful performance management and to enable professional growth. In terms of developing our performance process in 2021, we primarily focused on renewing our talent review and succession planning procedures. As part of this, we introduced new 'growth agility assessments', to measure our employees' capabilities objectively against desirable qualities, including emotional intelligence, resilience and willingness to go above and beyond to meet the needs of the business. During the year, 14% of our workforce across all locations received regular performance and career development reviews, which is a figure we aim to build on in the years ahead.

## INITIATIVE IN THE SPOTLIGHT

## Building our Ability to Execute (A2E)

In 2021, we launched our new capacity-building A2E training programme, which focuses on developing the right mindsets and behaviours in our employees to facilitate change in our business. Comprising a number of engaging and interactive e-learning sessions on a range of practical business skills, including problem-solving, effective communication and resilience, the programme aims to empower our people and to embed these vital concepts into our day-to-day operations.

In 2021, we delivered eight 10-hour workshops to approximately 250 participants, which we believe forms a strong starting point towards our target of training 800 employees by the second quarter of 2023. Feedback from participants has been overwhelmingly positive, with most agreeing that the programme helped them enhance the knowledge and capabilities they need to succeed further in their roles.

### Prioritising inclusion and diversity

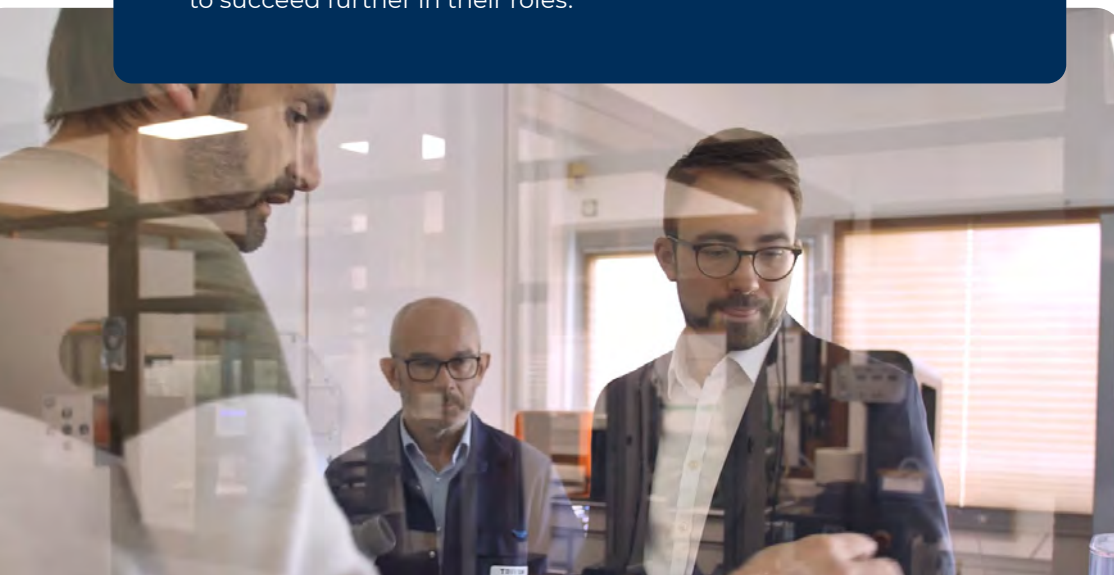
I&D is a fundamental consideration at Trivium. To engage with our employees and empower them to add value to society, it is important that we enable a diversity of thought within our organisation, and encourage teamwork wherever possible. However, we can only achieve this by providing equal opportunities and fair procedures for everyone, regardless of gender, race, ethnicity, nationality, age, sexual identity or background.

Our I&D programme is our core KPI for promoting I&D. Its implementation will be supported by the four pillars that we have defined to underpin our I&D actions: working groups, policies, trainings and engagement surveys.

In 2021, we introduced initiatives relating to two of these pillars, putting us on track to realise our ambition for full implementation of the I&D programme by 2025. In relation to the first pillar, we launched an I&D internal working group aimed at creating a space for colleagues to proactively discuss and address top-priority I&D goals in our business.

For our second I&D pillar, we began the process of strengthening Trivium's internal I&D policies. To this end, we reviewed our talent acquisition policy on I&D and refreshed our performance review and succession planning procedure to eliminate individual bias as much as possible.

In 2022, we will dedicate attention to the two remaining I&D pillars. We aim to launch an inclusive leadership programme to help recognise and combat our unconscious biases everywhere we operate. We also plan to add I&D-related questions in the annual OHI survey to derive greater insights into our performance in this area, as perceived by our workforce.





## GENDER SPLIT

		Manager-level and above	Executive committee	Supervisory board
2021	Female	24%	22%	22%
	Male	76%	78%	78%
2020	Female	23%	22%	22%
	Male	77%	78%	78%

## MINORITY GROUPS (US)<sup>1</sup>

	Total workforce	Manager-level and above
2021	14%	10%
2020	8%	10%

The table above shows the current gender balance in our business, as well as the percentage of minority members of our workforce in the US. These percentages underline the importance of our work around I&D at Trivium, and we recognise that there is room for improvement in increasing both the number of female employees in our business and the percentage of minority workers in management-level roles and above.

1. Data from Europe is not reported and not available.

## INITIATIVE IN THE SPOTLIGHT

# Supporting the LGBTQ+ community

Last year, we leveraged our social media presence to make a public statement in support of the LGBTQ+ community, and promoted our partnership with the Hungarian organisation WeAreOpen, which provides businesses with the tools they need to make their workplace more open and inclusive.

To further show our support for other minority communities, we also set up a local Employee Resources Group in I&D in Europe, which runs virtual sessions around LGBTQ+ issues, as well as gender equality and disability.

### WeAreOpen

Hungarian organisation in support of the LGBTQ+ community



“To ensure women are in leadership positions, all companies need to develop robust talent pipelines. That's done with a true commitment to inclusion and diversity which will benefit people of all backgrounds. Let's open our minds to change the game, let's challenge beliefs and biases that limit and constrain us, and let's open the door to new ideas and ways of doing things. Let's actively challenge each other and shape our future leaders to ensure they reflect the communities we live in.”

### Jenny Wassenaar

Chief Sustainability Officer

## Reinforcing our responsibilities

### Promoting human rights and labour relations

To be a force for good in our industry, it is important that Trivium employees conduct their business ethically and responsibly at all times. Trivium has clear policies in place concerning human rights and labour relations. In defining our internal policies, we take our lead from the United Nations Global Compact, the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and the ILO's Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy.

In keeping with these governing principles, we support (among other things) freedom of association and recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labour, the abolition of child labour and the elimination of employment discrimination. To date, over 80% of our employees are covered by a collective bargaining agreement. In addition, across our production facilities, we comply with all relevant local employment, environmental and health and safety laws and we regularly review our human resources policies on issues such as parental leave, pension and minimum wage requirements.

A key focus during the year was on increasing awareness of our *Code of Conduct* implemented in 2020. After getting close to 100% of our employees to certify their compliance with the Code at the time of implementation, we have since worked to deliver comprehensive training to colleagues across our business to help them understand how the principles of our Code of Conduct apply in their daily work by providing concrete examples. The training, which has been standardised as an e-learning course and translated into 15 different languages, covers all the key topics of our Code of Conduct, including regulatory compliance, anti-corruption and fair employment practices.

As of February 2022, 66% of all email users in the organisation had completed the training, and we are in the process of rolling it out to the rest of our workforce in 2022.

To further promote compliance with our Code of Conduct, Trivium operates a whistleblower hotline, through which employees can anonymously report incidents they perceive to be in violation of our Code of Conduct. All incidents reported in 2021 were promptly followed up on and the Compliance Committee took remedial action where necessary. Trivium's Compliance Committee is composed of senior management from across the business and is charged with monitoring compliance with the Code and its associated policies and reviewing compliance violations.



# 10 Sustainability leadership through stakeholder engagement

We strive to be a sustainability leader and have the necessary credibility and clout to raise the sustainability standards of the entire metal packaging industry. In pursuit of this ambition, we continued to engage our stakeholders with our mission by increasing transparency in our operations, connecting with our communities and enhancing our thought leadership.

## Transparency

Major external sustainability ratings participated in per year

2

Result 2020: 1

Target  
(annual):  
2

## Community engagement

Locations participating in at least one community engagement project per year

100%

Result 2020: 90%

Target  
(annual) by  
2025: 100%

## Thought leadership

Open access knowledge documents published per year

2

Result 2020: 2

Target  
(annual):  
2



## Raising the bar in the metal packaging industry

Our Circularity Champion strategy prioritises meaningful, collaborative and sustained engagement with a variety of groups, including customers, suppliers and employees. However, we recognise that our actual and potential impact on society and the environment reaches beyond just these stakeholders. For this reason, we do not limit our sustainability ambitions to the direct impact of our materials and operations. Rather, our aspiration has always been to be a sustainability leader; a source of inspiration for both our industry and non-industry peers looking to achieve transformational change, towards a more inclusive and sustainable future.

## Transparency: driving change for a more sustainable value chain

In 2020, we committed to the transparent reporting of our sustainability performance, so that our stakeholders receive clear, concise and regular updates on how we are progressing as an organisation, as well as the risks we face. In line with this commitment, we announced our intention to both report on our sustainability performance and participate in at least two major external sustainability ratings annually. This helps us not only to remain publicly accountable to our stakeholders, but also to challenge ourselves to achieve industry-leading sustainability performance.

Last year, we published our *first Sustainability Report* to document our sustainability progress, policies and priorities during calendar year 2020. Our report was awarded with Best in the World Hallbars awards for two categories (Packaging and Well-Being & Innovation). These awards were a wonderful recognition of our efforts to engage with our stakeholders meaningfully and transparently in our sustainability communications.

**“We were able to maintain our A- rating in the categories of ‘Climate Change’ and ‘Water Security.’**

In 2021, we also participated in two highly regarded sustainability reviews, conducted by CDP and EcoVadis. Both these rating organisations perform independent assessments of companies’ environmental performance to encourage urgent action

towards building a sustainable economy.

In our second year of assessment by CDP, we were able to maintain our A- rating in the categories of ‘Climate Change’ and ‘Water Security’ from 2020, reaffirming the effectiveness of our efforts in these areas. In addition, we received an A rating for ‘Supplier Engagement’, putting us in the top 8% of ranked companies worldwide for effectively engaging suppliers on climate change.



**“In 2021, we received a Platinum rating for our ESG performance, which put us in the top 1% of over 75,000 companies worldwide.”**

We also achieved tremendous success with EcoVadis. In 2021, we received a Platinum rating for our ESG performance, which put us in the top 1% in a global assessment of over 75,000 companies, covering more than 160 countries and 200 industries. EcoVadis reviews the performance of participating

organisations across four categories: Environment, Labour & Human Rights, Ethics and Sustainable Procurement. Companies are then recognised for exemplary work across each of these four pillars, spanning environmental impact and workforce health. Receiving the coveted Platinum award reflects Trivium’s dedication to – and genuine passion for – sustainability.

We are immensely proud of the recognition we have received from CDP, EcoVadis and Hallbars, all of which offer our customers and other stakeholders credible evidence of our sustainability leadership and our commitment to excellence. In 2022 and beyond, we remain committed to achieving world-class standards with at least two ratings providers so that our sustainability journey remains transparent and on track.



## Care: building engagement in our communities

Community engagement helps us to better understand the preferences of our local communities and provides us with the opportunity to raise the profile of metal packaging and its benefits to the wider public through meaningful dialogue. Our community engagement projects also provide meaning and purpose to our employees and even potentially inspire new talent to join our business.

To encourage our plants to continue prioritising impactful community engagement, we set a target to implement at least one project per production facility per year by 2025. In 2021, we met that goal (four years ahead of schedule), with 100% of our locations implementing at least one community project. Community engagement activities varied, and included a fundraising initiative held at our plant in Youngstown, US, where \$15,000 was donated to a local food bank, a volunteer day and donation drive to a local children’s activity centre and food bank at our Hoogeveen plant in the Netherlands and a learning and activity day for local primary school students at the Trivium R&D centre in Crosnières, France. Elsewhere, our plant personnel joined forces with colleagues, friends and families in various clean-up and tree-planting activities that both supported our local communities and benefited the surrounding environment.

We intend to continue with the roll-out of these engagement projects in 2022, sharing outcomes with our global teams to inspire everyone to embrace the power of teamwork to make a positive societal impact.



## INITIATIVE IN THE SPOTLIGHT

## Teaming up for cleaning up

In 2021, we continued our 'Sustainable September' activities by taking part in World Clean-Up Day. This international initiative, which encourages people around the world to join forces for a cleaner planet, is fast becoming a tradition at Trivium across all of our locations. Highlights from our 2021 event included the clean-up of a 130-year-old railway area in Teplice, Czech Republic, a family day of clean-up activities in Roanoke, US and a waste separation competition at our Itupeva plant in Brazil.



## Thought leadership: inspiring others for a sustainable future

To empower and inspire others to be a force for good, we aim to position ourselves at the forefront of global conversations around sustainability. This means that we actively participate in industry associations, engage in high-level conferences and coalitions and publish our own publicly available research and insights to inspire transformational climate action and promote the transition to a circular economy.

### Taking a leading role in industry groups

Trivium is an active member of Metal Packaging Europe and Aerobal in Europe, as well as the Can Manufacturers Institute in the US, which are associations comprising some of the world's leading metal packaging companies. Taking part in these industry associations enables us to keep our finger on the pulse of the latest regulatory developments in packaging, as well as giving us a platform to influence meaningful change in our industry with the view of benefiting consumers and society. Our customers often rely on our expertise to guide their packaging decisions and product development, which is why we are committed to continuously building our knowledge and providing industry insights.





## Engaging in cross-sector collaborations

Addressing major challenges – such as climate change – requires ingenuity, teamwork and cross-sector mobilisation, which is why we actively participate in partnerships with those outside our own industry, to leverage the power of business for the greater good (see boxout on p.69). Our participation in these partnerships binds us to like-minded organisations and provides some healthy competition to drive us to deliver ever more sustainable business practices. Importantly, these partnerships also enable the exchange of ideas and best practices through open and honest dialogue.

In March 2021, we joined the United Nations (UN) Global Compact, which promotes 10 fundamental corporate responsibilities in the areas of human rights, labour, the environment and anti-corruption. By participating in the UN Global Compact, we reinforce our commitment to its principles, which are embedded in the strategy, culture and day-to-day operations of Trivium – namely, to engage in collaborative projects that advance the broader development goals of the UN (especially the SDGs) and to support and pursue transparency and public accountability. In 2021, Trivium representatives discussed a range of topics with other participating organisations of the UN Global Compact, including how we can accelerate our alignment with the UN SDGs so that we continue creating positive value for our stakeholders.

Trivium is also a member of the World Business Council for Sustainable Development, where our Chief Sustainability Officer serves as co-chair of the Circular Sustainability Assessment for Packaging Workstream (CSAPW). With her support, the CSAPW developed the Sustainability in Packaging Holistic Evaluation for Decision-Making (SPHERE) framework – a novel, comprehensive tool that helps to analyse the full impact of packaging on the environment, and thus allows customers and end consumers to make more informed and sustainable purchases.

## WE SUPPORT



“Last year, Trivium Packaging joined the United Nations Global Compact, and since then we have come to know Trivium as a sustainability leader within its industry. We commend its 1.5-degree commitment to the Science-Based Targets initiative, and were happy to have it participate in our SDG Ambition programme. We are looking forward to continuing our collaboration in upholding the Ten Principles and taking bold, innovative action to achieve the SDGs.”

**Linda van Beek**

Executive Director, Global Compact Network Netherlands

## Sharing our industry knowledge

By sharing timely research with our customers, end consumers and industry stakeholders on the current and future state of packaging, we help to contribute to a circular economy. Through this knowledge-sharing, we seek to inspire and help stakeholders make well-informed packaging purchasing choices; correct misconceptions that drive consumers to underestimate the sustainability credentials of some packaging substrates and overestimate those of others; and initiate research collaborations with other industry and non-industry parties on broader sustainability topics, such as climate action.

To make sure our research remains widely accessible, we have a KPI to publish at least two open-access knowledge documents a year. We met this target in 2021 with the release of our [Buying Green Report](#) in April and a whitepaper (published in September) on the [role of metal food cans in reducing food waste](#).

We also complemented our research reports with multiple speaking engagements, in which Trivium representatives disseminated the latest insights on sustainable packaging to industry stakeholders. In 2021, we took part in 14 speaking events and conferences, including the Packaging

Waste & Sustainability Forum and Sustainability in Packaging Latin America. We also recorded two podcasts on the importance of circular packaging.

## INDUSTRY ENGAGEMENTS IN THE SPOTLIGHT

### Championing climate action ...

#### ... at COP26

In November, Trivium attended the UN Climate Change Conference (COP26) in Glasgow, UK. As the only metal packaging company in physical attendance, we had a vital role to play in championing and sharing our passion for infinitely recyclable packaging solutions, as well as a lot to learn from global industries facing similar sustainability challenges to us. We believe our participation in events like this sets high standards for the packaging industry, as well as helping to elevate the sustainability ambitions of our industry peers.



#### ... for Peace One Day

Peace One Day is a non-profit organisation that successfully campaigned for the adoption of the UN International Day of Peace on 21 September. Through its initiatives and collaborations, it encourages businesses and individuals across the world to reduce violence in the workplace, in our communities and towards our environment.

In 2021, Trivium was one of the key sponsors for Peace Day Live and Climate Action Live, the online editions of Peace One Day's two flagship events of the year. These events included a range of free broadcasts, including talks from international speakers, peacemakers, actors and musicians on how organisations and individuals can engage with important climate issues. At Climate Action Live, our CEO, Michael Mapes, also took part in an inspiring panel discussion alongside other industry leaders on the strong and natural connection between peace and environmental sustainability.

"The world needs business leaders who understand the impact that their commitment to peace and sustainability can have. Trivium's support of Peace One Day means everything to us and we are so grateful to have this partnership."

#### Jeremy Gilley

Founder of Peace One Day

## RESEARCH IN THE SPOTLIGHT

# 2021 Global Buying Green Report

On 22 April 2021 (Earth Day), we released our 2021 *Global Buying Green Report*. This report, which presents the latest research and data on consumer attitudes to sustainable packaging, is based on a survey conducted by the Boston Consulting Group. With a sample size of more than 15,000 end consumers across Europe, North America and South America, the results presented in this report provide a compelling picture of current spending habits and perceptions around packaging materials.

One of the key findings in this report is that the overall demand for sustainable packaging remains high, despite the major impact of COVID-19 over the last couple of years. For example, 67% of consumers still find themselves environmentally aware – and a matching 67% of consumers also find the recyclability of packaging to be important. There is also a steady but clear rise in younger consumers' dedication to sustainable living. In fact, 83% of consumers in younger generations showed a willingness to pay more for sustainable packaging.

## Highlights from our 2021 Buying Green Report

- 67% of consumers consider themselves environmentally aware
- 67% of consumers also find the recyclability of packaging to be important
- 83% of younger consumers are willing to pay more for sustainable packaging

But, while consumer awareness of the environmental impact of packaging remains high, the study also revealed some more startling statistics – particularly in relation to the perceived recyclability of different packaging substrates. Metal, for example, can be recycled at a much higher rate (64%) than was estimated by consumers (48%), and other materials (glass, cartons and plastic) all have a much lower recycling rate than consumers perceived.

This report evidences a shift towards sustainable buying behaviours – but also indicates that there is more work to be done when it comes to raising awareness about the environmental benefits of metal packaging. In 2022, we plan to use the insights in this report to start productive conversations with customers and industry peers around the importance of a shift to more sustainable metal packaging options – both for commercial success and the health of our planet.





# 11 Corporate governance

## Legal structure

Trivium Packaging B.V. ('Trivium') was incorporated in the Netherlands on 8 July 2019. Ontario Teachers' Pension Plan Board (OTPP), through one of its controlled entities, holds a stake of approximately 58% while Ardagh Group S.A ('Ardagh') holds a stake of approximately 42% in Trivium. Trivium is jointly controlled by OTPP and Ardagh.

## Leadership

Trivium has a dual-tier board structure consisting of a Supervisory Board and a Management Board.

### Supervisory Board

The Supervisory Board supervises the general affairs and operations of Trivium, including the policies and guidelines of the company's Management Board. The Supervisory Board has established an Audit Committee and a Compensation Committee.

The Audit Committee undertakes the following duties:

- (i) reviewing the reliability and integrity of Trivium's accounting policies, financial statement reporting practices and financial statements;
- (ii) overseeing and reviewing Trivium's independent auditor and internal audit functions;
- (iii) reviewing Trivium's compliance with applicable laws and regulations insofar as they relate to Trivium's financial statements and accounting and auditing practices; and
- (iv) reviewing certain related-party transactions within Trivium.

The Compensation Committee undertakes the following duties:

- (i) determining the compensation of the CEO and the Supervisory Board members of Trivium;
- (ii) evaluating the performance of the CEO, the Management Board members, the Senior Management team and the Senior Directors and Officers of other Trivium companies and reviewing and approving their compensation; and
- (iii) overseeing and administering the management incentive plans of Trivium.

The members of the Supervisory Board are selected by the shareholders with due consideration to the relevant business experience each of them brings to the areas in which Trivium operates. For more information about the composition of our board, directors' profiles and the rules for the Supervisory Board and the committees, see our [2021 Report to Bondholders](#).

## SUPERVISORY BOARD

Name	Position	Age	Date of first appointment	Committee
Mr Shaun Murphy	Chairman and Supervisory Director	55	31/10/2019	Compensation (Chairman)
Mr Rick Frier <sup>1</sup>	Vice-Chairman and Supervisory Director	60	31/10/2019	Audit (Chairman)
Ms Debra Kelly-Ennis <sup>1</sup>	Supervisory Director	65	29/10/2020	Audit
Mr Claude Marbach	Supervisory Director	53	31/10/2019	
Mr Ashfaq Qadri	Supervisory Director	40	31/10/2019	Audit
Ms Amanda Sourry <sup>1</sup>	Supervisory Director	58	30/10/2020	Compensation
Mr Blake Sumler	Supervisory Director	51	19/11/2020	Compensation
Mr John Sheehan	Supervisory Director	56	26/5/2021	Compensation

## Management Board

Trivium's three-member Management Board comprises the Chief Executive Officer, the Chief Financial Officer and the Chief Legal Officer, who each also sit on the nine-member Executive Committee. The Management Board is responsible for the day-to-day management of Trivium. This is done consistent with the policies and guidelines provided for such management by the Supervisory Board.

## MANAGEMENT BOARD

Name	Position	Age	Date of first appointment
Mr Michael Mapes	Chief Executive Officer and Director	44	31/10/2019
Mr Stefan Siebert	Chief Financial Officer and Director	54	31/10/2019
Ms Charlotte van Meer	Chief Legal Officer and Director	42	16/03/2021

<sup>1</sup>. Independent director

# How we make sustainability a part of our company DNA

Sustainability is a fundamental part of our business strategy. Its governance encompasses robust oversight and risk management.

## Oversight

Within Trivium, the CEO and CSO respectively hold accountability and responsibility for leading and managing the company-wide sustainability strategy and its implementation, with oversight from the Supervisory Board. Together, Trivium's leadership helps ensure that we remain committed to reducing our environmental impact and that Trivium is an economically sustainable and socially responsible business. This work includes, but is not limited to, setting long-term sustainability targets and supporting the necessary investments in capital, systems and personnel; assessing and responding to operational risks and regulatory developments related to sustainability; conducting regular reviews of our sustainability performance; and engaging with stakeholders – including customers and suppliers – on sustainability risks and opportunities.

Trivium's Supervisory Board provides the necessary leadership and strategic counsel to propagate the principles of good corporate governance across the entire organisation and oversees that the decisions and actions taken within Trivium are based on integrity, responsibility and transparency. The Supervisory Board recently signed off on our sustainability strategy, challenging us to embrace even more ambitious sustainability targets in alignment with the Science-Based Targets initiative and to further our position as a force for good in the world.



Supporting our CSO is the Global Circulate Team (GCT), a standing group on sustainability matters composed of environmental representatives from all our manufacturing plants. The GCT works on defining, refining and driving the implementation of Trivium's sustainability strategy across the business. This primarily involves overseeing that our Environmental Policy, Environmental Control Standards and standard operating procedures are upheld consistently across all our locations. The GCT also tracks plant-level environmental performance and responds accordingly.

## Risk management

At Trivium, risk management is an integral part of doing business and decision-making, not only for safeguarding the business and assets of the company but also for securing long-term performance and value creation. Risk management is supported by a clear governance framework



and is an essential element when business opportunities are assessed and strategies are developed. A proactive approach helps ensure risk management is part of our executive conversations and is embedded in our decision-making processes, addressing potential threats and opportunities and securing our ability to grow and be sustainable.

**“A proactive approach helps ensure risk management is part of our executive conversations.”**

In particular, we recognise that our capacity to remain a resilient and economically sustainable organisation depends on our ability to anticipate and respond to social and environmental risks in our business environment. The critical social and environmental risks we have identified relate to climate change and water scarcity. We acknowledge the growing concern that carbon dioxide and other greenhouse gases in the atmosphere could adversely affect global temperatures, weather and precipitation patterns, and drive the frequency and severity of extreme weather and natural disasters. Such events may, in turn, have detrimental effects on our employees, customers and operations. A future decline in water availability could also negatively impact our stakeholders and business.

As a forward-looking organisation, we take measures to carefully identify and assess these risks and develop management plans to address them. Trivium’s sustainability team oversees an Enterprise Risk Management Charter System. The team works alongside designated environmental representatives in every plant to identify and assess emerging risks, based on environmental data submitted to the Trivium Risk Inventory Management System.

Risk assessments are complemented with audits, annual supplier questionnaires and data from external providers such as the World Resources Institute. Once risks have been identified, medium- to high-risk locations are provided with the necessary support to mitigate these potential issues. Risk owners are subsequently assigned and – together with a sustainability team lead – oversee the development of detailed action plans on risk mitigation. Action plans are sent to the CSO and, upon approval, are implemented by the risk owners. Risk owners regularly report on their progress to their Enterprise Risk Management lead and the CSO – or whenever necessary, such as when it is justified by the circumstances.

**“Our risk management incorporates three crucial elements: emergency response plans, environmental control standards and shared responsibility.”**

More broadly, our risk management incorporates three crucial elements. First, we develop emergency response plans, which include guidance to all relevant employees to assess and resolve any disruption to critical business processes. Second, we embrace the precautionary principle in the management of long-term sustainability risks through Environmental Control Standards, third-party assurance and external accreditation. Third, we promote shared responsibility. Everyone within our organisation, and even partners who work with us, has a part to play in mitigating environmental risks. As such, we go to great lengths to communicate the importance of sustainability clearly and concisely to our employees, suppliers and customers.

# 12 About this report

## Our reporting approach and criteria

This report is our second Sustainability Report and was published on 15 June 2022. It summarises our sustainability performance over the 2021 calendar year, outlines our key sustainability challenges and opportunities and describes our sustainability management approaches, systems and policies. The report also describes our sustainability strategy, which consists of three pillars (Customer, Planet, People), and explains how this strategy enables us to create long-term value. Through this strategy, we aim to become the metal packaging industry's Circularity Champion, as well as the partner of choice for quality, sustainable metal packaging.

This report has been prepared in accordance with the 'core' reporting requirements of the Global Reporting Initiative (GRI) standards (see GRI content index on p. 82). However, even where it is not explicitly required by GRI standards, we have made every effort to disclose information we feel provides additional insight into our sustainability activities, initiatives and performance.

As signatories of the UN Global Compact, we have committed to report annually on our progress relating to human rights, labour, the environment and anti-corruption. This report constitutes our 2021 Communication on Progress (p. 81).

During the preparation of this Sustainability Report, we used the long-term value creation model (VCM) of the Value Reporting Foundation (VRF). The VRF framework enables us to communicate how our sustainability strategy, governance, sustainability performance and clients/prospects lead to long-term value creation, within the context of external developments. We designed our VCM, based on VRF principles, by integrating our core business activities with our corporate responsibilities.

The process for defining the material topics and report content, as well as the list of material topics itself, is described in the materiality assessment section of this chapter. The results of this assessment determined the material topics we address in this report, together with targets and indicators that quantify our progress in each of these key areas.

## Scope and boundaries

This report incorporates environmental, economic and social data relating to the worldwide operational activities of Trivium for the period 1 January 2021 through to 31 December 2021. Data coverage encompasses a total of 52 production facilities across 20 countries, which Trivium operated during the full reporting period. Environmental data from our nine standalone office facilities, such as Trivium's headquarters in Schiphol, the Netherlands, are not included in this report. None of these facilities are involved in the production of our products and their resource and energy consumption is therefore considered negligible. For employee demographics, safety performance and other non-environmental sustainability indicators, data from office facilities has been included unless otherwise specified.

## Data quality and completeness

Quantitative data concerning environmental performance set out in this report is collected using our Trivium Risk Inventory Management System (TRIMS). All plants must submit their environmental data to TRIMS on a monthly basis. This data includes CO<sub>2</sub> emissions, energy consumption, volatile organic compound (VOC) emissions, water consumption, waste generation and recycling. After submission to TRIMS, all plant-level data is consolidated and reviewed centrally to validate its accuracy.

Remaining data, such as new product developments, awards received, employee diversity and composition, health and safety, Organisational Health Index, supplier ESG ratings and local community engagements, were extracted from information management systems by the responsible business units or taken from standardised reporting questionnaires. All data was validated by the responsible actors.

## Scoping and calculation methodologies

### Carbon footprint

We measure the carbon emissions of our operations by following the guidelines of the Greenhouse Gas Protocol.

- **Scope 1** refers to direct emissions from company-owned and company-controlled sources
- **Scope 2** refers to indirect emissions generated by the consumption of purchased electricity, steam, heating and cooling
- **Scope 3** refers to all other indirect emissions not included in Scope 2 that occur in a company's value chain

Due in part to a retrospective update of emissions values for one of our plants in the US (Roanoke), we have restated our 2020 Scope 1 carbon footprint from 149,973 tCO<sub>2</sub>e to 151,945 tCO<sub>2</sub>e, and Scope 2 carbon footprint from 132,082 tCO<sub>2</sub>e to 133,002 tCO<sub>2</sub>e.

Following a revision from some of our suppliers of their emission factors, we additionally restated our 2020 Scope 3 carbon footprint from 2,932,377 tCO<sub>2</sub>e to 3,219,288 tCO<sub>2</sub>e. More information on these restatements, including the corresponding independent assurance, is available [here](#).

## Sustainable innovation

In 2021, we launched an eco-design tool to help us evaluate the sustainability credentials of our new and existing products, using the European Commission's Product Environmental Footprint guidelines as a benchmark. With this tool, we assess the performance of a product across nine pre-defined criteria, awarding it with a high sustainability rating if – relative to the current industry standard – it:

- Has been light-weighted
- Has been designed with refill, reuse or reclosure functionality
- Has a higher level of recycled content
- Has fewer design and/or material combinations that could hinder recyclability
- Has lower chemical boundaries
- Produces a lower cradle-to-cradle carbon footprint
- Consumes less water in the production process
- Produces less waste in the production process
- Produces fewer VOC emissions in the production process

We consider a new product to fit our eco-design standard when it meets at least one of the nine above criteria and also generates a higher overall sustainability score than the current industry standard. We provide our R&D teams with guidance and support on eco-design ratings through 'decision checklists' and year-round training. We measure our 'sustainable innovation' KPI through the percentage of all new product developments that meet our eco-design standard.



## Workplace safety

We measure our 'workplace safety' KPI through the total recordable accident rate (TRAR), defined as the number of accidents that require medical treatment per 200,000 man-hours (around 100 full-time employees) per year. TRAR includes fatalities, lost time accidents, restricted work accidents, and medical treatment accidents. It covers all employees, including temporary workers and leased employees – but excludes contractors.

## From limited to reasonable assurance

All information provided within this Sustainability Report is subject to internal review. Our environmental data has been additionally verified by a third party, Research Institutes of Sweden AB (RISE), for the purpose of providing reasonable assurance, which represents a higher level of assurance than last year's limited assurance. Assurance provided by RISE has been conducted in accordance with RISE's own methodology, which itself is based on ISAE 3000, an internationally recognised and widely applied international assurance and audit standard for non-financial information disclosures. An assurance statement provided by RISE, including a comprehensive list of the sustainability indicators verified, is available [here](#).



## Focus and coherence of information

### Stakeholder engagement

Our sustainability commitments and initiatives allow us to work with various stakeholders around the world. We value these engagements, as they provide us with new opportunities to understand our stakeholders and their individual needs. Importantly, they also enable us to establish lasting partnerships with parties that can affect (and be affected by) our business. In 2021, we identified a subset of stakeholders whose interests we consider to be material, as determined by, among other things, their alignment with our values, objectives and expertise; their proximity to our operations; and their capacity and willingness to collaborate with us on sustainability issues. We aim to maintain an ongoing and constructive dialogue with these groups, at all levels of our company. Examples of these engagements are highlighted in the following table:

Stakeholder group	How we engaged	Main topics of discussion	Examples of actions we have taken
Customers	Innovation sessions and meetings, account managers, annual customer satisfaction survey, conferences and tradeshows, open access knowledge documents,	Carbon footprint reduction	Limiting carbon emissions from our operations (p. 43)
		Material cost and availability	Facing the universal challenge of material shortages and rising costs (p. 52)
		Product safety and technical performance	Advancing technical innovation (p. 31); safeguarding product quality (p. 36)

Stakeholder group	How we engaged	Main topics of discussion	Examples of actions we have taken
<b>Customers</b>	Webinars, sustainability report, company website, social media	Regulatory compliance and product information	Staying ahead of regulations through compliance and regulatory monitoring (p. 37)
		Eco-design	Strengthening sustainable innovation (p. 35)
		Sustainability rating	Transparency: driving change for a more sustainable value chain (p. 65)
		Research insights on sustainable packaging	Sharing our industry knowledge (p. 68)
<b>Employees</b>	Organisational Health Index survey, personal development reviews, trainings and seminars, community engagement projects, newsletters, company intranet, company video, sustainability report	Employee engagement and empowerment	Elevating our employee engagement (p. 59); pioneering sustainability through digital collaboration tools (p. 49)
		Employee health, safety and well-being	Strengthening our safety procedures (p. 56)
		Employee Code of Conduct	Promoting human rights and labour relations (p. 63)
<b>Shareholders</b>	Report to bondholders, sustainability report, company website	Financial performance	Growing our business sustainably (p. 22)
		Sustainability performance	How we make sustainability a part of our company DNA (p. 73); transparency: driving change for a more sustainable value chain (p. 65)
<b>Community</b>	Community engagement projects, volunteering, sustainability report	Local community needs	Care: building engagement in our communities (p. 66)
		Inclusion and diversity	Supporting the LGBTQ+ community (p. 62)
		Responsible business	Promoting human rights and labour relations (p. 63); promoting responsible business practices (p. 52); environmentally conscious facilities (p. 39)
<b>Suppliers</b>	Annual supplier questionnaire, audits and assessments, meetings	Supplier Code of Conduct	Promoting responsible business practices (p. 52)
		Carbon footprint reduction	Supporting carbon reduction across the value chain (p. 53)
<b>Industry associations and non-governmental organisations</b>	Conferences and speaking engagements, meetings, membership, research collaborations, philanthropy, sponsorship	Legislation and public policy	Taking a leading role in industry groups (p. 67)
		Sustainability rating	Transparency: driving change for a more sustainable value chain (p. 65)
		Transformational climate action	Engaging in cross-sector partnerships (p. 68)

## Materiality assessment

In 2020, we carried out a materiality assessment to identify our company's most material issues. In line with GRI Standards, we define as 'material' those issues which have a 'direct or indirect impact on our organisation's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large'.

This first materiality assessment focused on internal stakeholders. Following guidance from the Sustainability Accounting Standards Board for the resource transformation sector and the containers and packaging industry, we identified 16 sustainability issues that are most material to our business and stakeholders. We then asked Trivium's senior leadership, key internal business partners and plant managers to rate each topic on the degree of stakeholder interest and the potential business impact on Trivium. The results of the assessment have been plotted on a materiality matrix (see the right-hand side of the page). Our assessment identifies four priority material issues, as reflected in their higher positions along both axes: **carbon footprint**, **product safety**, **sustainable innovation** and **workplace safety**. These are also the four issues that you see reflected in this report. We focus on these issues by discussing all the ways in which we develop and apply policies, set targets and monitor our performance by the KPIs we defined. On other issues, we still demonstrate our social responsibility, but tend to discuss how we monitor these topics more succinctly.

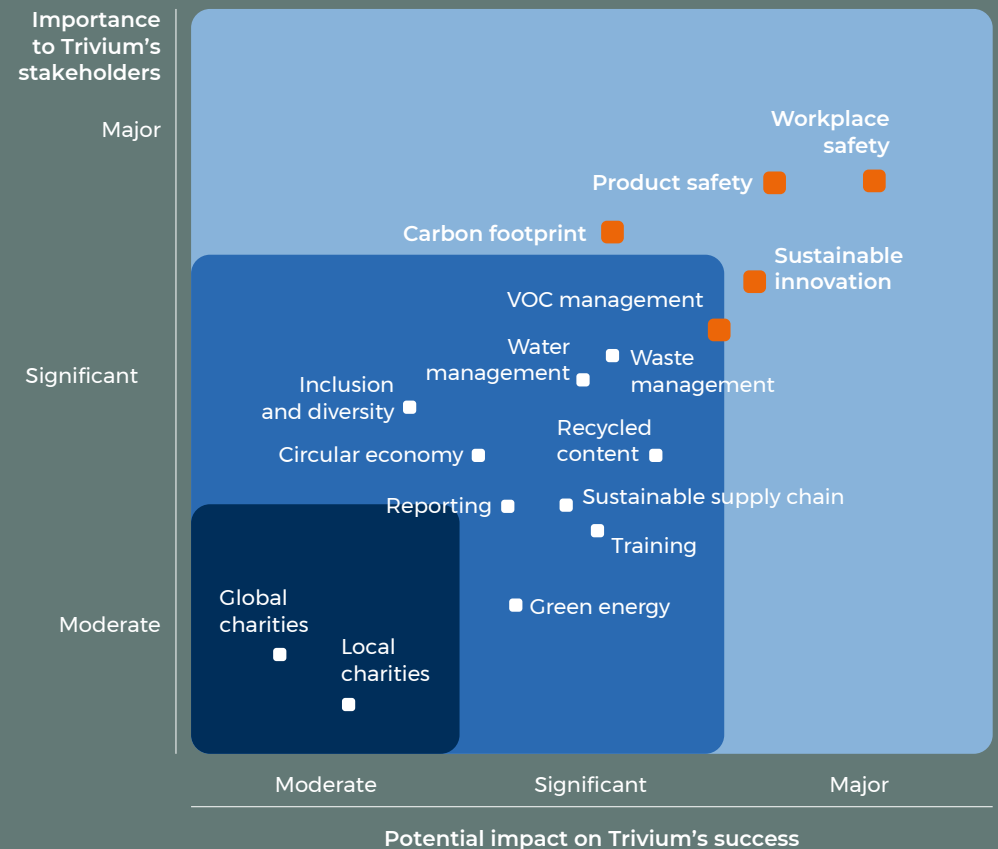
We note that the issues most material to our business should not be viewed in isolation, since they are increasingly interconnected (and thus often impact one another). For this reason, we strive to achieve an integrated, holistic approach to managing sustainability.

In early 2022, we began conducting a new materiality assessment to refine our integrated long-term impact strategy. This assessment will help us validate our awareness of the developments in our environment, where we can have an impact and how we can build on our efforts.

We analyse materiality in three stages: 1) determining topics of relevance to our business and broader industry, 2) assessing the importance of these topics based on the principle of double materiality and 3) working with board members to determine and validate the most material topics for Trivium, and evaluating their implications for our long-term integrated strategy.

### MATERIALITY MATRIX

■ Priority material issues





# 13 Appendix



## UN Global Compact

“We reinforce our commitment to the UN Global Compact, to its principles and to reporting on our progress within its framework through this report.”

**Michael Mapes**  
CEO

Topic	Principle	Reference in the report
<b>Human rights</b>	<ol style="list-style-type: none"> <li>1. Businesses should support and respect the protection of internationally proclaimed human rights; and</li> <li>2. Make sure that they are not complicit in human rights abuses.</li> </ol>	<ul style="list-style-type: none"> <li>■ Sustainable sourcing (p. 50)</li> <li>■ Safe, engaged and responsible workforce (p. 55)</li> </ul>
<b>Labour</b>	<ol style="list-style-type: none"> <li>3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> <li>4. The elimination of all forms of forced and compulsory labour;</li> <li>5. The effective abolition of child labour; and</li> <li>6. The elimination of discrimination in respect of employment and occupation.</li> </ol>	<ul style="list-style-type: none"> <li>■ Sustainable sourcing (p. 50)</li> <li>■ Safe, engaged and responsible workforce (p. 55)</li> </ul>
<b>Environment</b>	<ol style="list-style-type: none"> <li>7. Businesses should support a precautionary approach to environmental challenges;</li> <li>8. Undertake initiatives to promote greater environmental responsibility; and</li> <li>9. Encourage the development and diffusion of environmentally friendly technologies.</li> </ol>	<ul style="list-style-type: none"> <li>■ Grow our business sustainably (p. 22)</li> <li>■ Innovate to lead (p. 30)</li> <li>■ Environmentally conscious facilities (p. 39)</li> <li>■ Sustainable sourcing (p. 50)</li> <li>■ Sustainability leadership through stakeholder engagement (p. 64)</li> <li>■ Corporate governance (p. 71)</li> </ul>
<b>Anti-corruption</b>	<ol style="list-style-type: none"> <li>10. Businesses should work against corruption in all its forms, including extortion and bribery.</li> </ol>	<ul style="list-style-type: none"> <li>■ Sustainable sourcing (p. 50)</li> <li>■ Safe, engaged and responsible workforce (p. 55)</li> </ul>

## GRI content index

Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>GRI 102 general disclosures</b>				
<b>Organisational profile</b>				
102-1	Name of the Organization	Who we are	10	
102-2	Activities, brands, products and services	<ul style="list-style-type: none"> <li>Who we are</li> <li>Our role in society</li> </ul>	10,11 14-17	
102-3	Location of headquarters	Who we are	10	
102-4	Location of operations	Who we are	10	
102-5	Ownership and legal form	<ul style="list-style-type: none"> <li>Governance</li> <li>Trivium Packaging B.V. Report to bondholders 2021</li> </ul>	71	
102-6	Markets served	Who we are	11	
102-7	Scale of the organization	Who we are	9, 10	
102-8	Information on employees and other workers	Sustainability matters: how our people are leading by example	9	
102-9	Supply chain	Our role in society	14-17	
102-10	Significant changes to the organization and its supply chain	Not applicable		
102-11	Precautionary principle or approach	<ul style="list-style-type: none"> <li>Corporate governance: Risk management</li> <li>Environmentally conscious facilities: Putting the right environmental systems in place</li> </ul>	73, 74 41, 42	
102-12	External initiatives	Sustainability leadership through stakeholder engagement	64-70	
102-13	Membership of associations	Sustainability leadership through stakeholder engagement: Taking a leading role in industry groups	67	



Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>Strategy</b>				
102-14	Statement from senior decision-maker	Foreword	3-4	
<b>Ethics and integrity</b>				
102-16	Values, principles, standards and norms of behaviour	<ul style="list-style-type: none"> <li>Who we are: Our core values</li> <li>Our role in society; How we create value</li> <li>Safe, engaged and responsible workforce: Reinforcing our responsibilities</li> </ul>	11 14-21 63	
<b>Governance</b>				
102-18	Governance structure	Corporate governance	71-74	
<b>Stakeholder engagement</b>				
102-40	List of stakeholder groups	<ul style="list-style-type: none"> <li>Value Creation Model</li> <li>About this report: Focus and coherence of information</li> </ul>	19 77, 78	
102-41	Collective bargaining agreements	Safe, engaged and responsible workforce: Reinforcing our responsibilities	63	
102-42	Identifying and selecting stakeholders	<ul style="list-style-type: none"> <li>Value Creation Mode</li> <li>About this report: Focus and coherence of information</li> </ul>	19 77	
102-43	Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>Value Creation Mode</li> <li>About this report: Focus and coherence of information</li> </ul>	19 77, 78	
102-44	Key topics and concerns raised	About this report: Focus and coherence of information	77, 78	

Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>Reporting practice</b>				
102-45	Entities included in the consolidated financial statements	About this report: Scope and boundaries	75	
102-46	Defining report content and topic boundaries	About this report	75-79	
102-47	List of material topics	About this report: Materiality assessment	79	
102-48	Restatements of information	<ul style="list-style-type: none"> <li>About this report: Scoping and calculation methodologies</li> <li>2020 Independent Assurance Statement</li> </ul>	76	
102-49	Changes in reporting	Our role in society: Our sustainability strategy	20, 21	
102-50	Reporting period	<ul style="list-style-type: none"> <li>About this report: Our reporting approach and criteria</li> <li>About this report: Scope and boundaries</li> </ul>	75 75	
102-51	Date of most recent report	<ul style="list-style-type: none"> <li>Trivium Sustainability Report 2020: June 21, 2021</li> <li>Sustainability leadership through stakeholder engagement: Transparency: driving change for a more sustainable value chain</li> </ul>	65	
102-52	Reporting cycle	About this report: Our reporting approach and criteria	75	
102-53	Contact point for questions regarding the Integrated Report	Colophon	92	
102-54	Claims of reporting in accordance with the GRI standards	About this report: Our reporting approach and criteria	75	
102-55	GRI content index	GRI content index	82	
102-56	External assurance	<ul style="list-style-type: none"> <li>About this report: Scoping and calculation methodologies</li> <li>2021 Independent Assurance Statement</li> </ul>	76 77	



Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>GRI 103 Management approach</b>				
<b>Workplace safety</b>				
103-01	Explanation of the material topic and its boundary	Safe, engaged and responsible workforce	55-63, 77	
103-02	The management approach and its components	Safe, engaged and responsible workforce	55-63	
103-03	Evaluation of the management approach	Safe, engaged and responsible workforce	55-63	
403-09	Work related injuries	Safe, engaged and responsible workforce	57	
Own indicator	Total Recordable Accident Rate	Safe, engaged and responsible workforce	57	
<b>Products safety</b>				
103-01	Explanation of the material topic and its boundary	Innovate to lead: promoting product safety	36-38	
103-02	The management approach and its components	Innovate to lead: promoting product safety	36-38	
103-03	Evaluation of the management approach	Innovate to lead: promoting product safety	36-38	
416-01	Assessments of health and safety impacts of products and service categories	Innovate to lead: promoting product safety	36-38	
416-02	Incidents of non- compliance considering the health and safety impacts of products and services	Innovate to lead: promoting product safety	36-38	
Own indicator	Plants with quality management system	Innovate to lead: promoting product safety	36	





Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>Carbon footprint</b>				
103-01	Explanation of the material topic and its boundary	<ul style="list-style-type: none"> <li>■ Environmentally conscious facilities: Limiting carbon emissions from our operations</li> <li>■ Sustainable sourcing: Supporting carbon reduction across the value chain</li> <li>■ About this report: Scoping and calculation methodologies</li> </ul>	39, 43-45  50, 53-54  76	
103-02	The management approach and its components	<ul style="list-style-type: none"> <li>■ Environmentally conscious facilities: Limiting carbon emissions from our operations</li> <li>■ Sustainable sourcing: Supporting carbon reduction across the value chain</li> </ul>	39, 43-45  50, 53-54	
103-03	Evaluation of the management approach	<ul style="list-style-type: none"> <li>■ Environmentally conscious facilities: Limiting carbon emissions from our operations</li> <li>■ Sustainable sourcing: Supporting carbon reduction across the value chain</li> </ul>	39, 43-45  50, 53-54	
305-01	Direct (Scope 1) GHG emissions	Environmentally conscious facilities: Limiting carbon emissions from our operations	43-45	
305-02	Energy indirect (Scope 2) GHG emissions	Environmentally conscious facilities: Limiting carbon emissions from our operations	43-45	
305-03	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>■ Sustainable sourcing: Supporting carbon reduction across the value chain</li> <li>■ About this report: Scoping and calculation methodologies</li> </ul>	53-54  76	
305-04	Reduction of GHG emissions	<ul style="list-style-type: none"> <li>■ Environmentally conscious facilities: Limiting carbon emissions from our operations</li> <li>■ Sustainable sourcing: Supporting carbon reduction across the value chain</li> <li>■ About this report: Scoping and calculation methodologies</li> </ul>	43-45  53-54  76	



Standard	Disclosure	Reference to section in report	Page # in report	Omission
<b>Sustainable innovation</b>				
103-01	Explanation of the material topic and its boundary	<ul style="list-style-type: none"><li>■ Innovate to lead</li><li>■ About this report: Scoping and calculation methodologies</li></ul>	30-36 76	
103-02	The management approach and its components	Innovate to lead	30-36	
103-03	Evaluation of the management approach	Innovate to lead	30-36	
Own indicator	New product developments that meet eco-design criteria	<ul style="list-style-type: none"><li>■ Innovate to lead</li><li>■ About this report: Scoping and calculation methodologies</li></ul>	30-36 76	

## Glossary

### A

**Ability to Execute (A2E):** An internal capacity-building training programme, comprising several interactive e-learning sessions on a range of practical business skills.

**Aerobal:** An international organisation representing manufacturers of aluminium aerosol cans.

**Alloy:** A metal made by combining two or more metallic elements, especially to enhance strength or resilience.

**Aluminium slug:** An aluminium blank punched out of aluminium sheet coils in different shapes, used as extrusion blanks for tubes, cans and containers.

**Aqueduct Water Risk Atlas:** An online risk-mapping platform operated by the World Resources Institute, which provides global coverage of 13 different indicators of physical, regulatory, and reputational risks related to water. Trivium uses this resource to derive key insights on water-related risks – such as water stress and flood occurrence – in the locations where it operates.

### B

**Bisphenol A (BPA):** A chemical compound mainly used in the manufacture of various plastics, as well as epoxy resins found in the protective coatings and linings of various food and beverage metal cans and vats.

**Brand Reputation Compliance Global Standards (BRCGS):** An organisation that provides a framework to manage product safety, integrity, legality, quality and operational controls in the food, food ingredient, manufacturing, processing and packaging industries.

### C

**Can Manufacturers Institute (CMI):** The national trade association of the metal can manufacturing industry and its suppliers in the US.

**CDP (formerly the Carbon Disclosure Project):** An international, non-profit organisation that helps companies and cities to disclose their environmental impact.

**Circularity:** A model of production and consumption that involves reusing, repairing and recycling existing materials for as long as possible.

**Circular Economy Action Plan (CEAP):** A comprehensive body of legislative and non-legislative actions adopted in 2015 that aim to transition the European economy from a linear to a circular model.

**Circularity Champion:** Trivium's overarching sustainability strategy to transform Trivium into the partner of choice for quality, sustainable packaging, underpinned by the three pillars of customer, planet and people.

**Climate Action 30@30:** Trivium's emission reduction strategy, comprising a commitment to reduce its CO<sub>2</sub> footprint by 30% by 2030. In light of more recent climate data, Trivium has increased its carbon reduction targets even further.

**Conflict Minerals Reporting Template (CMRT):** A standardised reporting template (developed by the Responsible Minerals Initiative), that facilitates the transfer of material origin information through the supply chain.

**COP26:** The 2021 UN Climate Change Conference. Held in Glasgow, UK, this summit brought together parties to accelerate action towards the goals of the Paris Agreement and UN Framework Convention on Climate Change.



**Cradle-to-cradle:** A variation of the cradle-to-grave life-cycle assessment that exchanges the end-of-life disposal step with a process of recycling into new products.

**Cradle-to-grave:** A life-cycle assessment that extends from resource extraction ('cradle') to use and disposal ('grave').

**CREATE:** Trivium's online platform, designed to facilitate company-wide collaboration on sustainability and R&D initiatives with bottom-line potential.

## E

**EcoVadis:** An international platform that assesses the material corporate social responsibility (CSR) impacts of different companies.

**Environmental Control Standards:** A set of stringent specifications – in line with relevant legal and regulatory guidelines on environmental criteria – that define Trivium's minimum requirements on a range of environmental topics.

**Environmental, social and governance (ESG):** The three central factors in measuring the sustainability and societal impact of a business.

**European Union Conflict Minerals Regulation 2017/821:** A regulation that lays out supply chain obligations for companies using tin (and certain other metals) originating from conflict-afflicted or high-risk areas.

**European Food Safety Authority (EFSA):** An agency of the European Union that provides independent scientific advice and communicates on existing and emerging risks associated with the food chain.

**European Green Deal:** A set of policy initiatives by the European Commission with the aim of making the European Union climate neutral by 2050.

**Epoxy resins:** A class of reactive prepolymers and polymers containing epoxide groups. These resins are often used in industrial applications due to their increased thermal and chemical resistance versus other types of resin.

## F

**Full-time equivalent (FTE):** The equivalent of the number of employees with a full-time contract.

## G

**Global Buying Green Report:** An annual open-access report published by Trivium featuring up-to-date research and data on consumer attitudes to sustainable packaging. The 2021 Buying Green Report is based on a survey of more than 15,000 end consumers across Europe, North America and South America.

**Global Circulate Team (GCT):** Trivium's standing group on sustainability, composed of environmental representatives from various manufacturing plants. The GCT works on defining, refining and driving the implementation of Trivium's sustainability strategy across the business.

**Global Food Safety Initiative (GFSI):** A business-driven initiative for the continuous improvement of food safety management systems, with the ambition to ensure confidence in the delivery of safe food.

**Global Reporting Initiative (GRI):** An organisation that publishes international standards for CSR reporting.

**Greenhouse Gas Protocol (GHG Protocol):** A multi-stakeholder partnership of businesses, non-governmental organisations, governments and others that develop internationally recognised GHG accounting and reporting standards.

## I

**International Organisation for Standardisation (ISO):** An organisation that is responsible for international management standards such as ISO 14001, 50001, 45001 and 9001.

**ISAE 3000:** An internationally recognised and widely applied international assurance and audit standard for non-financial information disclosures.

## K

**Key performance indicator (KPI):** A quantifiable measure of performance over time for a specified objective.

## L

**Life-Saving Rules:** 10 crucial rules that Trivium has introduced to help ensure that everyone working in or visiting its locations remains safe and free from injury.

**Low-NOx boiler:** A type of burner that is designed to control air and fuel mixing in each burner, reduce the peak flame temperature and enable lower NOx production.

## M

**Metallurgy:** The process of extracting metals from their ores and modifying metals for use.

**Metal Packaging Europe (MPE):** An industry association that gives Europe's metal packaging industry a unified voice, and helps to promote the industry as a valuable contributor to sustainability throughout the supply chain.

## N

**Non-intentionally added substances (NIAS):** Chemical compounds present in food contact materials that could migrate into food, but which are not added for a specific technical reason during the production process.

## P

**Packaging and Packaging Waste Directive (PPWD):** A set of European Union regulations, currently under revision, on packaging and packaging waste covering design and waste management.

**Paris Agreement:** An international treaty on climate change, with the long-term goal of limiting global warming below 1.5 degrees Celsius, compared to pre-industrial levels.

**Peace One Day:** A non-profit organisation that successfully campaigned for the adoption of the UN International Day of Peace on 21 September. Through its initiatives and collaborations, it encourages businesses and individuals across the world to reduce violence in the workplace, our communities and our environment.

**Product Environmental Footprint (PEF) guidelines:** A multi-criteria measure of the environmental performance of a good or service through its life cycle, created by the European Commission.

## R

**Reasonable Country of Origin Inquiry (RCOI):** An inquiry used to determine whether tin (or certain other metals) has been sourced from conflict areas.

**Regenerative thermal oxidiser (RTO):** A unit for air pollution control that decompresses hazardous gases at a high temperature and releases them into the atmosphere.

**Research Institutes of Sweden AB (RISE):** A Swedish research institute, collaborating with universities, industry and the public sector to drive sustainable change.

**Request for proposal (RFP):** A process by which Trivium assesses potential suppliers based on a series of questions about, among other things, their sustainability and social responsibility actions and/or plans.

## S

**Science-Based Targets initiative (SBTi):** An organisation that helps to drive positive climate action in the private sector by enabling businesses to set science-based emission reduction targets.

**Scope 1 emissions:** Direct GHG emissions occurring from sources that are owned or controlled by an organisation.

**Scope 2 emissions:** Indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling.

**Scope 3 emissions:** Other direct GHG emissions that are a consequence of the company's activities, but which do not come from sources owned or controlled by the organisation.

**Section 1502 of the Dodd-Frank Wall Street Reform:** A US regulation that requires US companies to disclose their use of tin (and certain other metals) to determine whether or not they have been sourced ethically.

**Substrate:** A material or surface on which processing is conducted.

**Sustainability Accounting Standards Board (SASB):** A non-profit organisation that connects businesses and investors with the financial impacts of sustainability.

**Sustainability in Packaging Holistic Evaluation for Decision-Making (SPHERE) framework:** A comprehensive tool that helps to analyse the full impact of packaging on the environment.

## T

**Tinplate:** Sheet steel or iron coated with tin.

**Trivium Business System (TBS):** A system that underpins Trivium's approach to the standardisation of excellence across its administrative, commercial, operational, procurement and supply chain activities.

**Trivium Risk Inventory Management System (TRIMS):** An internal reporting system that allows Trivium to track its environmental footprint and document its environmental incidents. Trivium's plants submit their environmental data to TRIMS every month.

**Trivium Stars:** Trivium's global employee recognition initiative.

**Trivium University:** Built under Trivium's Learning Management System, Trivium University is planned to be a central, on-demand repository of training programmes and teaching materials.

## U

**United Nations Global Compact:** A United Nations initiative that promotes 10 fundamental corporate responsibilities in the areas of human rights, labour, the environment and anti-corruption.

**United Nations Sustainable Development Goals (UN SDGs):** A collection of 17 interlinked goals to end poverty, protect the planet and ensure prosperity for all, as part of a sustainable development agenda.



## V

**Value creation model (VCM):** Trivium's VCM defines all the ways in which the company transforms its assets to create value for its stakeholders, and how the business intends to act as a force for good in the world.

**Volatile corrosion inhibitor (VCI):** A material that protects metal from corrosion.

**Volatile organic compounds (VOCs):** Compounds that have high vapour pressure and low water solubility. Some VOCs are harmful to human health or react with gases in the air to form pollutants.

## W

**World Business Council for Sustainable Development (WBCSD):** An organisation of over 200 international companies aiming to accelerate global system transformation towards a net-zero future.

**World Resources Institute (WRI):** A global research non-profit organisation that works with governments, businesses, multilateral institutions and civil society groups to develop practical solutions that improve people's lives.

## Colophon

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### Concept and graphic design

CF Report, Amsterdam, the Netherlands

### CSR consultancy

Sinzer - Grant Thornton

### Copywriting

Narrative Labs, The Hague, the Netherlands

### Photography

Trivium Packaging B.V.  
iStock  
Shutterstock