



# The Good Neighbor Report

Our progress in being a good corporate citizen

2021





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# Introduction

Being there for our neighbors, that's what we care about

Dear reader,

The Cartamundi mission is '**Sharing the Magic of Playing Together**' while operating a business which is respected, profitable, promotes sustainability and values people. Our games connect us to people, communities and their environment.

So we need to take responsibility, in every way we can. Because of that, we don't just limit our success to financial profit. Instead, we keep our eyes on three goals - being relevant to our people, being relevant to our markets and society, and being sustainable and profitable.

By bringing magic into people's lives, we know that our products and services really do make a difference. The COVID-19 pandemic strengthened that belief even further.

While the pandemic has kept many people apart physically it also brought families and neighbors closer in terms of sharing a common bond to overcome together a dangerous unseen enemy. We all saw

many acts of neighborliness in ensuring that the most vulnerable among us were helped and cared for.

As a family owned business, we want to be good neighbors to the communities in which we live and operate. Good neighbors are kind to each other, they care for each other and help each other out, they respect each other's differences and beliefs.

That's why sustainable profit is very dear to us. We aim to preserve our planet and our company in excellent condition **for generations to come**. Long-term strategies for sustainability in its broadest sense are always top of mind.

## Be relevant to our people

### Our people are our most valuable assets.

Their wellbeing and health always come first. The pandemic has made us even more aware of our role of keeping our people safe and happy. We went to great lengths to ensure health and wellbeing for all. How? By helping employees stay active and healthy and by



offering work to people with occupational disabilities, from Parksons Cartamundi's annual Fun Fair in India to COPAG da Amazonia's Diversity Program in Brazil.

But we won't stop there. We will continue to use creative solutions to make everyone feel included.

### **Be relevant to our market and society**

If the pandemic taught us anything, it is how much our products actually mean to people. Games have the power to bring people together, regardless of age, gender or religion. For people in isolation, they bring comfort and distraction from daily worries.

That's why it was important for us to donate board and card games to people in lockdown. We also produced Personal Protective Equipment in our Irish and American factories to support the people in our communities. In Belgium we set up a joint venture, Medimundi, alongside the University of Antwerp, specifically for that purpose.

The pandemic has taught us a lot. Now we want to use that knowledge to do even better in the future.

Through the Cartamundi Global Fund – which we launched in 2020 – we will be able to share the magic even more. With the mission 'Sharing the magic of caring for people', the Cartamundi Global Fund will focus on projects that contribute to better health, sociability and education of children and young people between 1 and 18 years old.

### **Be sustainable and profitable**

We want to show the world that financial, social and ecological profit can grow side-by-side. When we act sustainably, we strengthen our connection to nature and the communities in which we live. As a company, we need to earn our 'social license to operate'. We want our local communities and other stakeholders to accept us as their neighbor. Because together we are One Group, One Team.

If we continue to be there for each other, there's no game we can't win. So let's win together.

Speaking for all our employees, stakeholders, executives and the families worldwide who make Cartamundi the caring company it is today: thank you for reading our Good Neighbor Report.



**Jean-Louis de Cartier de Marchienne**  
Chairman – Board Member

**Stefaan Merckx**  
CEO Cartamundi Group

**Frederic de Somer**  
Managing Director\* - Board Member

\*Permanent representative of Frebrec BVBA

# About this report

Social responsibility is becoming the norm in business. More and more companies are working to make a positive change. Making the world a better place isn't something you can do on your own. It's a **global effort where we all make a difference**, whether as a company or an individual.

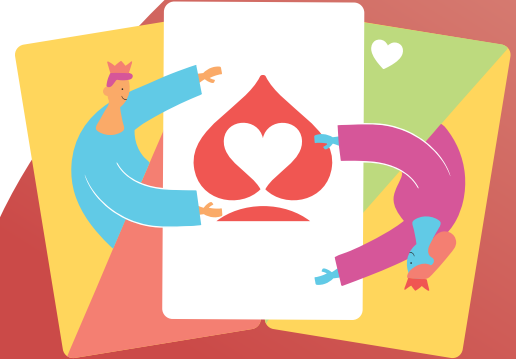
**At Cartamundi social responsibility is part of our DNA.** Our company wasn't created just to make profit. With our One Group, One Team philosophy, we want to share the magic of playing together with our people, our society and our planet. This means we always strive for **sustainable growth**.

Throughout the world our facilities are doing whatever they can to make a difference. **To share their inspiring stories** we have published this first Good Neighbor report.

It also includes our **vision for the present and into the future**. Where are we now? Where do we want to be tomorrow? And what are the best practices within our group?

In the following chapters, you will read the stories about our labor-related, social and environmental initiatives across the world. Heart-warming tales of philanthropic colleagues, inclusion and diversity, and greener ways of working. **These stories are here to remind us that good neighbors care – about each other and their environment.**

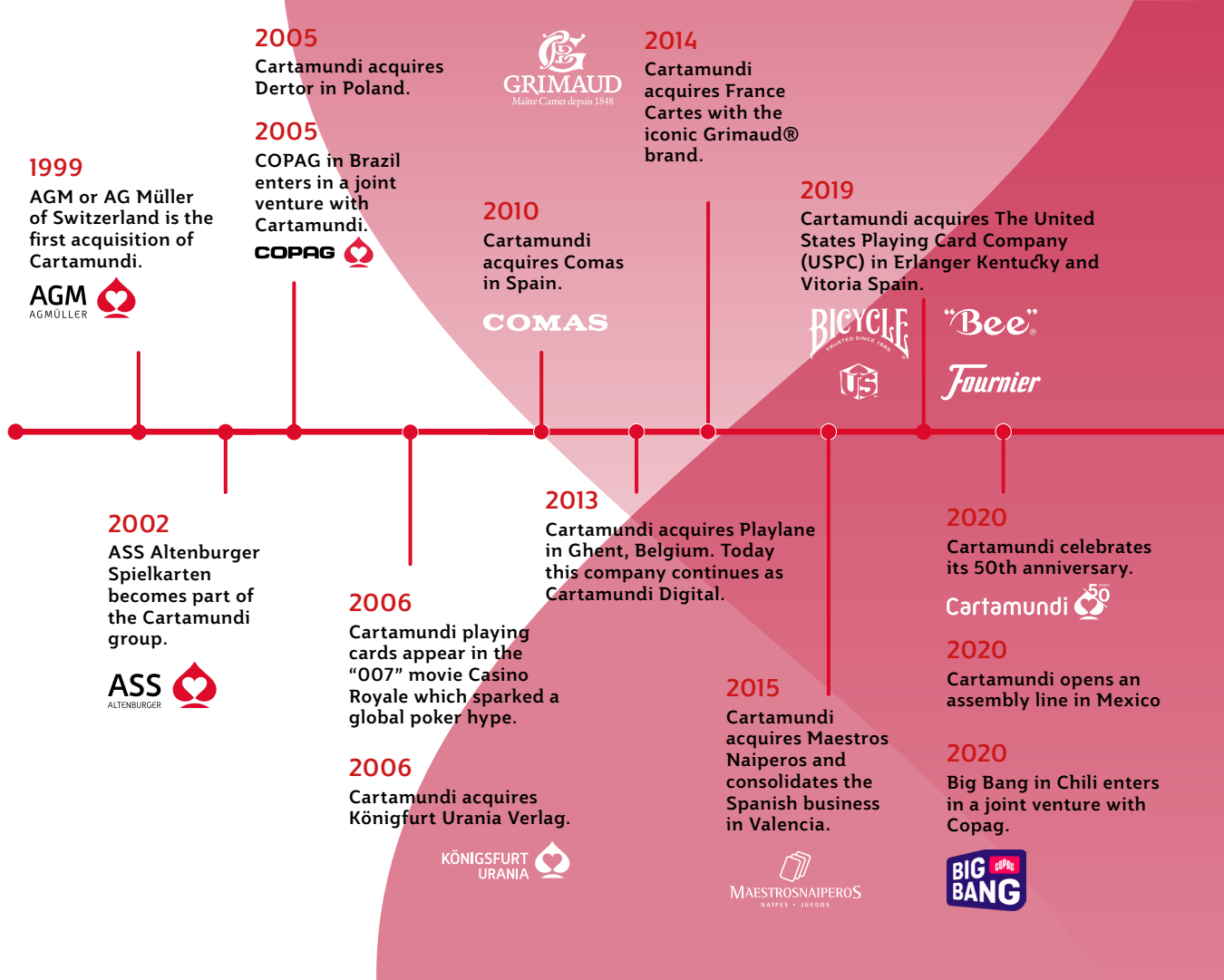
This report is the first Good Neighbor Report for the Cartamundi Group. Our ambition is to update this report on a yearly basis.



# History

## 1970

Cartamundi is founded as a joint venture of three competing card game manufacturers. Brepols, Van Genechten and Biermans join forces and bring together vast experience in playing cardmaking.



# Values



As a family-owned company, we care for all our employees. We care about current and future generations. For our planet and all its creatures. We care by including everyone in the game. And by sharing our magic in everything we do.



We get things done. With energy and enthusiasm. We find creative solutions to any challenge. Big or small. Our approach is fair and transparent. And delivering on our promise, that's what we do!



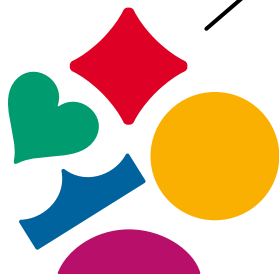
We are entrepreneurs at heart. Proud of our craftsmanship, creativity and expertise. We are also industry leaders, looking for cutting-edge innovation. And together, we can.

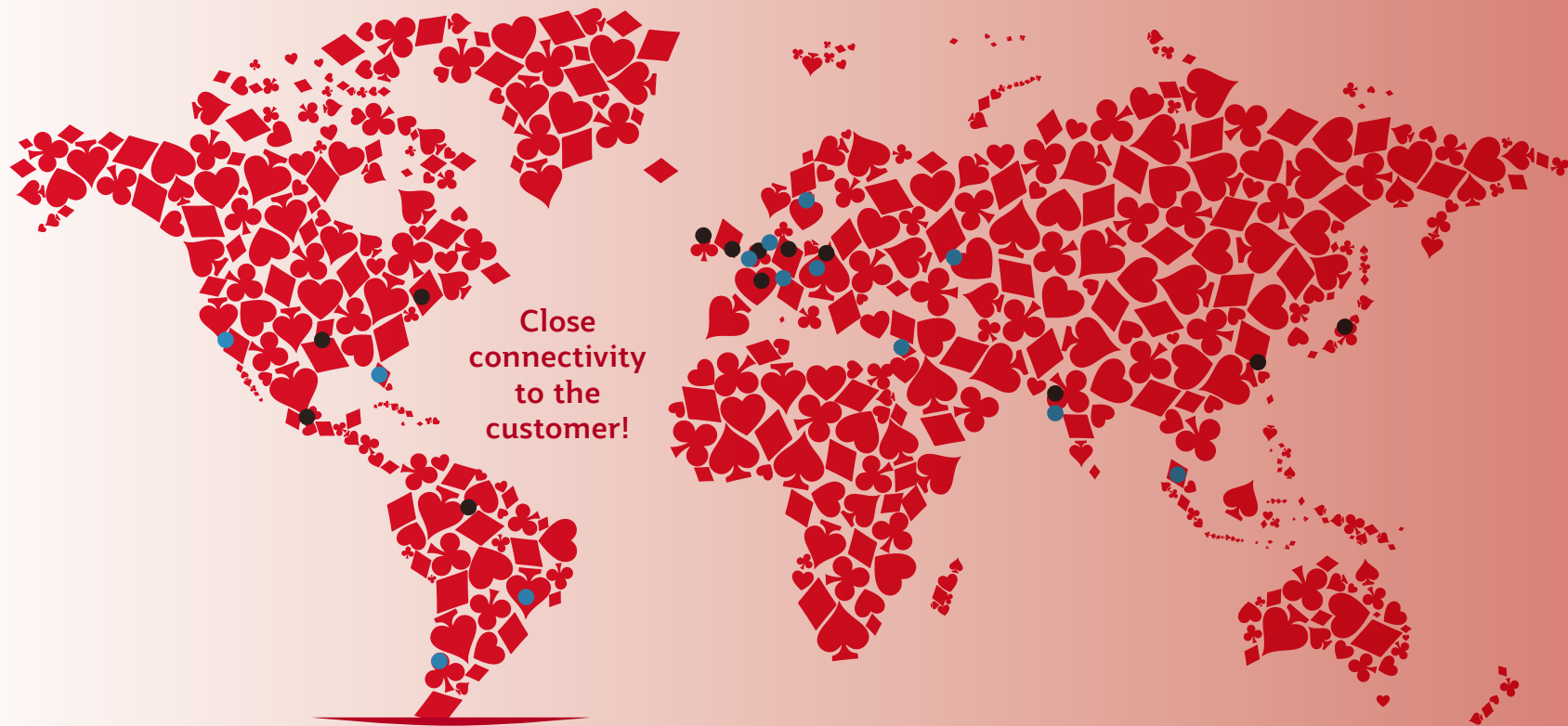


We create. And have fun doing so. Our games bring people together. And create magical moments. We play, so you can play.



We connect. With the world around us. By building partnerships with our customers, suppliers, consumers and employees. Open-hearted, regardless of our differences. As one Group, One Team.





# One Group, One Team

4 continents — 13 physical + 1 digital production plant — 6 Design centers - 8 sales offices

**75 million  
board games**  
manufactured annually



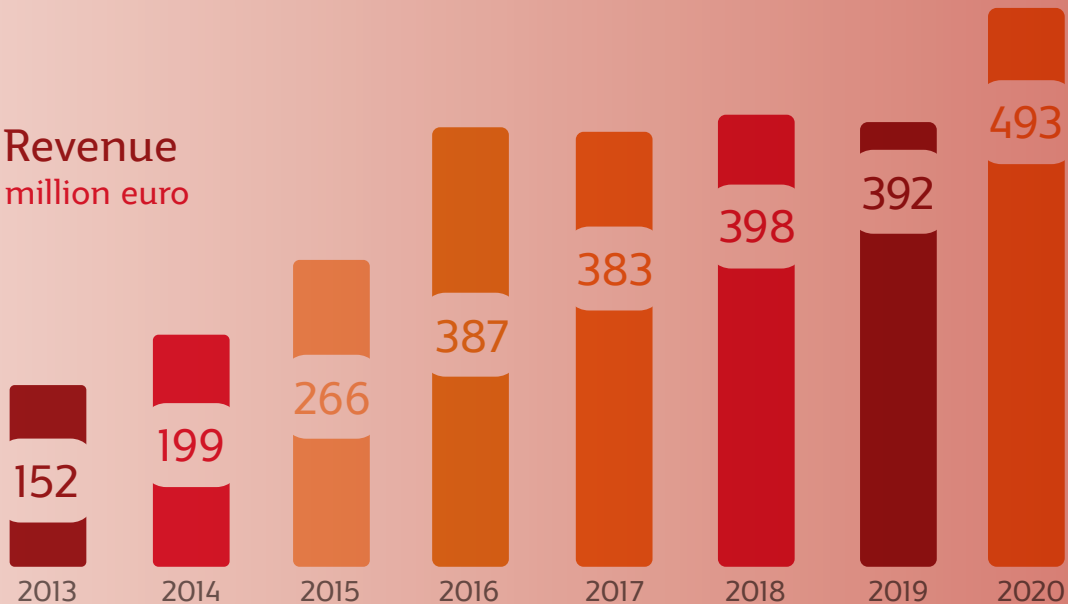
**2900**  
employees on  
4 continents



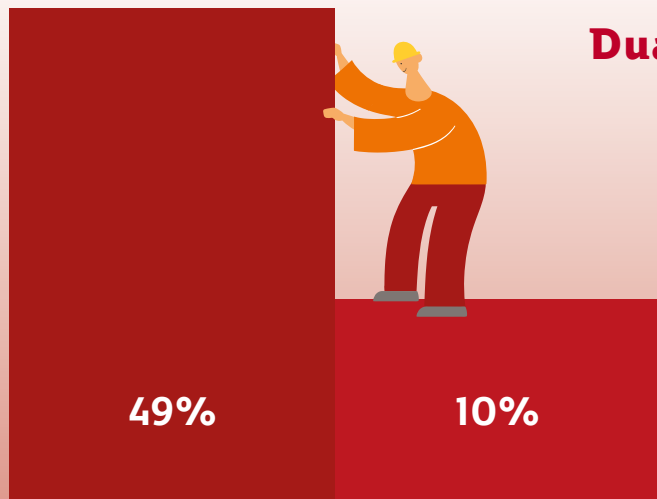
**150 million  
card decks**  
of 52 cards sold  
annually



Revenue  
million euro

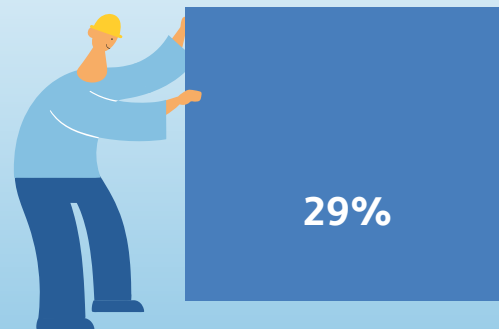


## Dual Business Model



Board games

Collectable Trading cards



Playing cards

Other is 2%

services



production



design studio

services



distribution



marketing

# 50/50 Joint Venture

between 2 families with a future proof governance model



Van Genechten n.v.



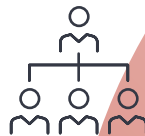
Engaged shareholders



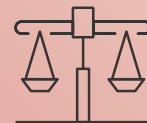
50/50 family ownership structure



Professional management



CEO as the “keeper” of the balance





# Executive committee

## BRANDS / CONSUMER



**Stefan Luther**  
EVP Retail &  
Industry Europe



**Ana Carolina Gonçalves**  
EVP Retail & Industry  
LATAM



**Michael Slaughter**  
EVP Retail &  
Industry NA



**Stefaan Merckx**  
CEO Cartamundi Group

## Support roles



**Candice Bosteels**  
CHRO



**Istvan Lagaert**  
CFO



**Steven Nietvelt**  
CTO



**Ann Viaene**  
CMO



**Tinneke Baeyens**  
Group General Counsel



**Paul Roberts**  
EVP Corporate Programs

## THIRD PARTY MANUFACTURING



**David Germis**  
EVP Publishers  
Europe



**Philip Wauters**  
EVP Publishers NA



**Steven Schoenmaekers**  
EVP Global Accounts  
and Innovation



**Sajjan Kejriwal**  
Managing Director  
Parksons Cartamundi



**Kapil Kejriwal**  
Executive Director  
Parksons Cartamundi



**Hiroyuki Sato**  
CEO  
Japan Card Products



Our Good Neighbor  
Report will lead you  
through our key  
sustainability domains.  
Feel free to dive in  
wherever it suits you:

► **People**

► **Community Involvement**

► **Environment**

► **Ethics & Audits**

► **Sustainable Partnerships**

► **Future**

# Our CSR Organization, Strategy and Priorities

Our One Group, One Team mindset, our global Corporate Social Responsibility (CSR) strategy and our priorities guide us towards a more sustainable company and society. In this chapter, we look at how our CSR organization is structured, what we want to achieve and how we will do it. As ever, being good neighbors is how we approach everything we do.

## One Group, One Team

Cartamundi operates globally. From Belgium to Brazil, and from the US to Japan. That's why our CSR strategy is a global one. Our offices and facilities worldwide

work together to achieve our common goal: to generate positive change in the communities in which we live and work. As One Group, One Team.

However, our strategy does allow all companies of the Cartamundi Group to determine how they will implement our actions. Our local employees know their own neighborhood best. They speak the same language, understand the needs of their community and will always make sure that our sustainability actions are in line with the local context. That entrepreneurial spirit is key to how we work.

Over the last few years, our company has evolved significantly through internal and external growth. Thanks to our One Group, One Team mindset and the installment of our Executive Committee (ExCo) in 2018, we have become a more integrated organization. The ExCo Team has established a long-term global strategy for our CSR trajectories, while offering guidance and coordination to all our offices worldwide.

## Local roots

We believe that our actions should always be in sync with local markets. Through close market proximity and short communication lines between sales, management and supply chains, we can quickly respond to urgent needs and upcoming development. The different Cartamundi companies use their expertise and knowledge of local markets and communities to set up purposeful initiatives.

## CSR committee monitors progress

To ensure that we stay on track with our global strategy, our CSR committee meets frequently to discuss our progress.



**An Christiaen, Global CSR Manager at Cartamundi**, takes the lead of the CSR committee and reports back to the members of the ExCo.



**Ana Carolina Goncalves, the EVP for Latin America and CEO of Copag da Amazonia**, acts as an executive sponsor of the CSR Manager.

**Supporting teams with members of different departments from Cartamundi offices and factories aroundt the world** focus on specific CSR priorities, such as plastic reduction and community involvement.

Within our organization, CSR is the responsibility of us all. We want to encourage every single employee to do their part and we call on our partners and vendors to follow our lead.

## Our global CSR strategy

Being socially responsible is something we commit to. We want to interact with each other like good neighbors would – anywhere, anytime. We aim for economic, social and environmental benefits for all by:

1. creating shared value for our business owners, employees and stakeholders
2. integrating sustainable development in our business models and inspiring sustainability in our people
3. having a positive impact on society and helping our communities
4. being relevant to our own people

# Our CSR priorities

Cartamundi pursues five crucial priorities:



The above CSR priorities have been defined through a materiality assessment in Q3 2019. Priorities are based on responses from own employees as well as external stakeholders. An update on the materiality assessment will be executed in Q3 2021.

# We Play Together

## Caring for our own people

We are here for our employees across the world. Because we are all neighbors, no matter how far we live from each other or how different our lives are. We play together, as One Group, One Team. We show that we care by letting our people know they are appreciated and respected, helping them to stay healthy and by supporting their professional growth.

## Diversity and work climate

At Cartamundi, everyone is welcome. We want our employees to enjoy an inclusive working environment where they feel heard and appreciated. For example at Copag da Amazonia, our people set up a [Diversity Program](#) to celebrate the differences between employees. The [Women Empowerment Program](#) at Parksons Cartamundi fights against gender

discrimination. These and other projects are described in more detail later in this report. Through these initiatives, we work towards more acceptance and a better understanding of all our neighbors. So that we play with and not against each other.

## Health, safety and wellbeing

We support our people to create healthy habits. Especially during the pandemic, but also in their day-to-day lives.

## Career development

Our people are very talented. We help them grow to their full potential in every way we can. That's why we launched Cartamundi Academy -an online and offline teaching program where our employees can train in a wide variety of skills.



# The Gift of Play

## Being relevant to the societies in which we live and operate

Good neighbors treat each other with kindness and respect. The communities in which we reside as a company are of great value to us. They grant us our license to operate. That's why we want to give back to society in any way we can.

## Donating our products to vulnerable groups

What better way to bring joy into people's lives, than through the Gift of Play? For years, Cartamundi has regularly donated games to people in need. Whether it be those struggling to make ends meet or people battling illness or loneliness.

During the corona pandemic, we donated board and card games to people in lockdown, so they could relax, feel less lonely or use them as an educational tool.

In the future we will continue to be there for vulnerable groups. We will donate even more of our products to those who need them. So we can keep sharing the magic of playing together. Every choice we make, we must consider what's most sustainable. For our people, the communities we live and operate in, and for the planet. It's a game we take seriously. And we play it together, as One Group, One Team.



## Helping society through our production facilities

Whenever possible, we use our expertise and our production facilities to make a positive contribution to the communities in which we operate. During the pandemic, our factories in the [US](#) and Ireland produce Personal Protective Equipment to alleviate the need for high-quality protective products in their regions.

In Belgium, Cartamundi formed a new company, [Medimundi](#), together with the University of Antwerp and engineering company Cloostermans-Huwaert to produce FFP2 and FFP3 masks.

## Supporting charity

Cartamundi financially supports charities and NGOs. Our employees often choose our beneficiaries by proposing organizations they feel strongly about. [Cartamundi Ireland](#) even has its own charity committee consisting of employees from various departments.

Our goal is to coordinate and expand our charity activities on a global scale so that every Cartamundi office and facility is on the same page. To achieve this, we recently launched the [Cartamundi Global Fund](#), founded in cooperation with the King Baudouin Foundation. Thanks to the commitment of our local offices, we will be able to sustain this fund as a global entity.





# Play It Green

## Making our products and processes more sustainable

Good neighbors keep their neighborhood tidy and clean. Every manufacturing company needs to be mindful of the negative impact its products or processes have on the environment. We work hard to limit waste and reduce carbon emissions as much as possible, all over the globe. We named this CSR priority “Play it Green”.

A key topic in the toys industry is sustainable packaging. To this end, Cartamundi follows the principle of **avoid-reduce-replace**. We avoid using virgin materials wherever we can, reduce the amount of material we use or replace it with a greener alternative.

We are also working to make our manufacturing processes more sustainable. We're taking steps in renewable energy, waste reduction, energy efficiency programs and the electrification of our company car fleet.

## Towards a lower carbon footprint and a circular economy

In the coming years, we will:

- thoroughly inspect our overall carbon footprint, both at company and at product level
- look into what we can do to support a circular economy, where resources are being used again and again instead of being discarded

These two topics are our additional priorities for 2021.



# Fair play is in our DNA

## Conducting ethical business

At Cartamundi, we value fair play more than anything. This means that we do business in a transparent and fair way – like good neighbors should. And we hold our stakeholders, suppliers and employees to the same standards. Our [Global Ethics Principles](#) clearly explain our position on a number of ethical topics, such as child labor, fair compensation for work and health and safety issues.

We also plan to provide clear communication and training on these topics through the Cartamundi Academy. We inspect and measure the deployment of our initiatives to see whether the procedures work effectively and also whether they need to be adjusted.



# Sustainable Partnerships

## Managing sustainable partnerships

Cartamundi puts a lot of effort into sustainability initiatives, but we can't make this journey without the support of our neighbors. Because sustainable development is a global issue. We're setting up collaborations with partners who help us reach our CSR targets. These partnerships with customers, suppliers, governments, universities and stakeholders are among our most important CSR goals. Many of our partners are on a sustainability journey of their own. By joining them, we can support each other every step of the way.

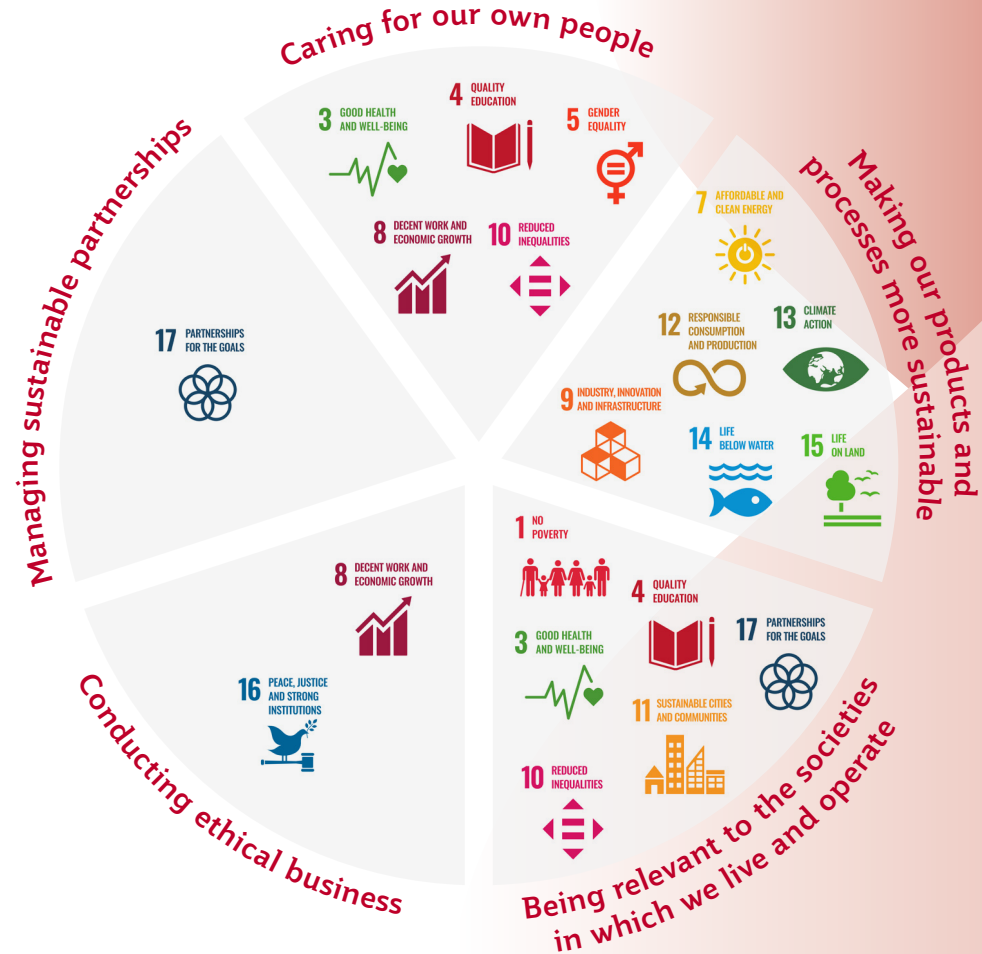
We also value strong internal partnerships. CSR can never be the responsibility of only one department. Rising above national and organizational boundaries is the only way to make a global impact and to better understand the needs of our neighbors.



## Aligning our goals with the SDGs

In 2015, the United Nations launched the 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs). Cartamundi is a big supporter of this agenda. Together with our partners, we strive to sustain the global goals set by the UN.

Throughout this report, we demonstrate how we can be relevant to our people, to the market and to our society, while growing as a sustainable, healthy and profitable business. That's also how we align our actions with the following [Sustainable Development Goals](#).



# People

We play together



# Our people: our most valuable asset

Cartamundi Group is a global family of 2,900 people who work in or with our 12 plants and offices across the world, from the US to Brazil and from Japan to Italy. Although our colleagues might be far apart geographically, we are still like good neighbors: a community supporting one another when help is needed.

## Our diverse Group

We're a colorful mix of people: loyal employees who've been active in the company for years and who bring a wealth of industry knowledge, skills and experience and more recent joiners, with a fresh pair of eyes and new ideas. This diversity helps us to prosper within the relatively traditional card and board games sector. We continue to delight our customers and consumers with innovative products and services that build on our proven craftsmanship topped with refreshing ideas. Connecting with our markets and consumers, and our local employees who understand their local culture and market is key to this.

Our Cartamundi family has grown a great deal in recent years as we are diversifying our business through acquisitions such as USPCC (United States Playing Cards Company) and Fournier. We have also set up new businesses like the production of FFP2 face masks as well as establishing new partnerships and ventures, such as Cartamundi Digital Ventures. This, in turn, has resulted in a more diversified set of skills and talents.

We're a colorful  
mix of people

## Treating our people like good neighbors: 5 areas of focus

If you watch out for the person living next door to you – caring about them, respecting them and helping them out in times of need – you're a good neighbor.

Cartamundi wants this kind of relationship with its people and would like them to treat each other in similar fashion. To promote neighborliness, we are focused on five areas, which will be explained in more detail in the following sections.



Diversity



Work Climate



Health & Safety



Wellbeing



Career Development



# Diversity

The world is our playground  
and play is universal.

Cartamundi creates experiences  
that bring people together,  
beyond differences.

At Cartamundi we strive to include  
everyone in the game, as this is  
where the magic happens.

A good neighbor respects the people living around them, even though these people might look different, have a different religion, or hold different views from themselves. At Cartamundi, we strive that our workforce represents the diversity in the communities around us.

While each of us has preconceptions, it's important for us to be aware of this and strive for equity. And we have a broad view of diversity: it doesn't just concern skin color, ethnicity, gender and religion, but also sexual orientation and age.

## Why diversity is important to Cartamundi?

- We want to reflect the diversity in the communities we operate in and in our customers and consumers
- Diversity is a catalyst for innovation
- We want everybody to feel included in the family and respected. And above all: because it's the only right thing to do!





## What are we doing to promote diversity?

Our two-phased approach

**Phase 1.** We are analyzing the level of diversity, within our organization, and becoming increasingly aware of what we need to improve. We are looking at the composition of our workforce and testing to see how accurately it reflects the surrounding society. If gaps are identified, plans are put in place to address them.

**Phase 2.** We are planning awareness campaigns and launching training on the importance of diversity and inclusion – becoming aware is the first step in helping us all to be good neighbors.

## Our principles

Diversity is integrated into Cartamundi's general [Global Business Ethics Principles](#). We expect our employees to treat everyone equally regardless of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, marital status, citizenship, genetic information, or any other characteristic protected by law.

## Group policies and practices

Our [Executive Committee](#) is becoming more balanced in its gender composition, and we are working to become more balanced in our age groups.

### Find out more about:

- how we're creating [opportunities for women in India](#)
- how our [sheltered workplaces help people with occupational disabilities](#)



## Breastfeeding accommodation

Wherever possible, Cartamundi supports breastfeeding, with eight out of 12 of our factories making some type of provision. Some provide a separate, private room, with access to a wash basin and a fridge. Others choose to cooperate with a nursery – as in the case of Japan Card Products – and are flexible in allowing the necessary breastfeeding breaks.

This accommodation enables mothers on maternity leave to return to work sooner, if they wish. Our policies are also in the interest of the baby's health.

# A welcoming work environment for everyone

Copag da Amazonia celebrates equality and inclusion through Diversity Program



In 2019, Brazil's COPAG da Amazonia set up a Diversity Program. Its intent? To create awareness of the differences between employees – and to celebrate them. COPAG da Amazonia wants to show it is possible to generate profit while taking good care of people. With two diversity committees, various initiatives and campaigns for and by employees, COPAG da Amazonia has developed a unique and inclusive working climate for everyone.

“We want to awaken something that already exists in all of us: respect for each other.

Ana Carolina, EVP Latam and CEO, COPAG da Amazonia

2019 was the year of the FIFA Women's World Cup. The employees of COPAG da Amazonia decided to honor women's empowerment by raising a banner. That's when they realized that there were other flags to be raised as well, says Ana Carolina Gonçalves, EVP

Latam & CEO of COPAG da Amazonia: “That was the start of our Diversity Program. Our goal was to make the corporate environment welcoming to any type of person. We want to awaken something that already exists in all of us: respect for each other.”

## Taking action to honor diversity

COPAG da Amazonia believes that great results are achieved by fulfilled professionals who can be themselves – and are respected for it. Everybody's different and has their own valuable experiences to offer. To nurture those differences and generate greater equality, COPAG da Amazonia created two diversity programs – one for each site.

“It guarantees that we can establish actions that resonate with the employees of different cultures,” says Juliana Cordeiro, HR Business Partner at COPAG da Amazonia. “It also allows us to organize more diversity actions and to increase participation. Every month the committees come together to discuss their plans.”

The Diversity Program has already brought forth many unifying actions for COPAG da Amazonia's employees. Some examples:

- Hair-braiding and capoeira workshops
- Kind messages on intranet for female employees
- Making a movie with children to start the conversation about diversity
- Celebrating different religions by decorating a "religious diversity tree"
- Awareness campaigns about different body types, health and different types of families

### Towards a more egalitarian society

The employees at COPAG da Amazonia are enthusiastic about the Diversity Program, says Juliana Cordeiro: "The diversity actions made them think about paradigms in our society. It's also helping people to feel more comfortable in their own physical body and choices. What's more, every employee can join our committee and make suggestions for diversity actions that are close to their heart."

“The diversity actions are helping people to feel more comfortable in their own physical body and choices.

Juliana Cordeiro, HR professional,  
COPAG da Amazonia

The diversity culture at COPAG da Amazonia will grow in the months and years to come. "In December 2020, we launched a retrospective video where we ask our employees about their favorite actions of the year. We're also excited to hear their suggestions for 2021," says Juliana Cordeiro.

"We want to instill the value of diversity in our employees, so they can carry out those values in their personal life," says Ana Carolina Gonçalves. "It's our contribution to building a more humane and egalitarian society."



# Creating opportunities for women in India

Awareness campaign at Parksons Cartamundi brings women empowerment

In 2018, Parksons Cartamundi in India launched the Women Empowerment Programme. It aims to eliminate all forms of discrimination and to develop human resource policies that reflect the diversity of society. Its final objective? Increased equality between women and men.

Despite its tremendous economic growth, India still has one of the lowest female participation rates in the world.

“Since they are also a minority at Parksons Cartamundi, we noticed that women initially consulted only women with questions about work”, says Vikash Ranga, Assistant General Manager.

“ The Women Empowerment Programme ensures that everyone feels included and valued — not in spite of differences, but because of them.

Vinod Vyas, Manager Contract Control, Parksons Cartamundi

The Cartamundi Group is aware of the global prejudices that exist against women and other minority groups at (and away from) the office/factory. By means of awareness campaigns and training such as the Women Empowerment Program in India, we want to make our employees aware of this and learn how to deal with it.



## Women Empowerment times four

The Women Empowerment Programme is supported by four main pillars: gender awareness, gender health, gender communication and gender-based violence. Nearly 66 female employees have already participated in the programme. Ten core group members and eight senior management teams were trained by partner agency Kshitij to act and communicate in a more woman-friendly way.

“With success,” says Vinod Vyas Manager Contract Control at Parksons Cartamundi. “Afterwards, we noticed fewer complaints, a generally more positive attitude and, above all, better communication between employees, supervisors and senior management. A certain barrier has been removed.”

“Women now ask their work-related questions to both male and female colleagues. Moreover, the answers to these questions are now also of higher quality, regardless of whether they are from male or female employees. The Women Empowerment Program ensures that everyone feels included and valued — not in spite of differences but because of them.”

## Diversity rhymes with creativity

In recent years, the Cartamundi Group has taken the first steps towards a more diverse personnel policy. There is now more focus on people from different generations. We also see that the number of women in management positions has increased significantly. The benefits of a diverse workforce? You bring new talent with specific views and expertise into your organisation. This leads to new creative ideas and an improvement in your services. “If your organisation is a reflection of the society, you build a strong company image,” Ranga concludes.



Parksons Cartamundi + Kshitij Team

## Kshitij + Parksons Cartamundi = partners in well-being

To pave the way for improved gender awareness at work, Parksons Cartamundi went looking for a suitable partner. The agency chosen was Kshitij.

Parksons Cartamundi and Kshitij share the same values and the drive to care for people. We both believe that each individual has the capacity to make their own choices. Kshitij strengthens us in our responsibility to involve and empower men, women and transgender people. Together, we provide them with the building blocks to improve their lives and thereby foster socially conscious communities.

[www.kshitijwb.org](http://www.kshitijwb.org)



# Sheltered workplaces relieve us of manual work

A win-win collaboration

Sheltered workplaces employ people with occupational disabilities. Cartamundi Turnhout outsources much of their manual work to these types of companies. These partnerships are mutually beneficial: in exchange for immaculate and affordable work, people with limited access to the 'regular' labour market get the opportunity to spend their time meaningfully.

Cartamundi has been collaborating with sheltered workshops for over 40 years. What sets them apart from other companies? "A regular company strives to maximize its profits. A sheltered workplace strives for maximum employment of people with disabilities. They focus on the employees and find work that suits them – not the other way around," says Elly Nooyens, subcontracting planner at Cartamundi Turnhout.

## A meaningful occupation

In 2021, almost 200 people will be working for Cartamundi in sheltered workplaces across Belgium

and the Netherlands. We send manual work to sheltered workplaces, so that the people who work there have a meaningful occupation. At the same time, their services are very beneficial to our company.

"Packaging that differs from the standard formats often can't be made or filled by machines," says Elly Nooyens. "We don't have enough time, workspace or people to take all of it on ourselves. Thanks to sheltered workplaces, we can help offer our customers products in a quick and affordable way. A win-win for all parties."

"I'm pleased to see that sheltered workplaces employ people from different cultures and nationalities.

Elly Nooyens, subcontracting planner, Cartamundi Turnhout

## Outsourcing manual labour

Sheltered workplaces take on all kinds of manual labor. The tasks range from manually packaging card and board games to making and folding displays.

Packaging collectable cards is another task which Cartamundi frequently outsources. "It's not an easy assignment, because of all the different language versions. Every language market may have its own packaging, sometimes in different sizes," explains Elly Nooyens.

"We're seeing a trend where packaging often becomes more exclusive and complex, to the point it can't be manufactured mechanically."

## We care for people

One of our partners is A-kwadraat in Turnhout: a sheltered workplace that employs more than 500 people. Elly Nooyens says: "A-kwadraat is a very structured company which puts its employees first. They have a positive mindset. The managers prepare the work so that any pressure on the employees is as low as possible."

At their plant in Turnhout, almost a 100 people work exclusively for Cartamundi. "The coordinator always evaluates who is most suited for the job and takes the strengths and weaknesses of each individual into account. And they pay attention to ergonomic measures. Their technical department looks at the orders in advance and checks whether the employees need any tools to make the work easier."

“A-kwadraat takes the strengths and weaknesses of each individual into account.

Elly Nooyens, subcontracting planner,  
Cartamundi Turnhout

## Respecting people just as they are

"It's a pleasure to work with sheltered workplaces.

The people at A-kwadraat know me and often come to have a chat after hours", says Elly Nooyens. "I'm also pleased to see that they employ people from different cultures and nationalities. It's important that people get the chance to integrate better. The people aspect is absolutely decisive for our collaboration. Everyone gets equal opportunities for personal development and employment. That fits in perfectly with our diversity and inclusion policy. We work with people and respect them just as they are."

# Our work climate

Everybody wants their neighborhood to have a good vibe, and we want to create one throughout Cartamundi. We like our people to feel free to be themselves, to speak their minds, and ask for help when they need it.

## Creating a good vibe

We try to help our employees feel good at work. It inspires them to do a better job. We encourage them to get to know each other, including in less formal situations outside of work – this helps to instill our company culture and make our teams better connected.

With personal “thank you” moments, we want to show people we appreciate their work.

## Welcoming new employees

Cartamundi has good onboarding processes for new employees, and these provide on-the-job training. We invite new recruits to “welcome meetings” or even a welcome lunch, helping them to feel part of the team.

We celebrate special occasions, including birthdays and Father’s/Mother’s Day. At Copag da Amazonia, our company in Brazil, for Father’s day, employees were invited to send in pictures of themselves with their “king” (father), and were given an elegant regal-looking frame, so they could print their picture and hang it on the wall. Cartamundi Ireland gives its employees birthday vouchers to treat themselves. And from Spain to Germany, Ireland to France, we celebrate Christmas with a meal together.

## Getting on with each other

We also have lots of casual get-togethers where teams and individuals can get to know each other better. These include team-building sessions, and informal brunches and moments together with management.







Across the Group, we hold other informal get-togethers to which employees can bring their partners and/or children, so their families can get to know their company and colleagues better. A good example of this is the Funfair at Parksons Cartamundi in India.

[read about it here ▶](#)

### Keeping human connections

The pandemic has made us think about how to maintain this connection with employees who are working from home. To address this, we are encouraging our management to organize virtual contact moments with their teams on a regular basis. In addition, we're looking at how our offices can be arranged differently in the future, so that we can continue to nurture and strengthen our company culture and work climate.

### Around the world

Different Cartamundi companies pay special attention to certain societal topics, raising awareness and forging a feeling of mutual respect. Copag da Amazonia in Brazil, for example, has named September “the month against suicide”, while Parksons Cartamundi (India) celebrates [International Women's Day](#), Environment Day and International Yoga Day.

# Family first at Parksons' Cartamundi Fun Fair

Games and entertainment at Cartamundi in India strengthen bonds between the company, the employees and their families

Every year since 2016, Parksons Cartamundi organizes an annual Fun Fair: a fun day out for its employees and their families with games, food stands and several talent competitions. It's a way of saying thank you to the employees for their hard work, to strengthen the mutual bond. In 2020 it became an extra festive edition because of the 50th anniversary of Cartamundi. For the first time Parksons Cartamundi organized a talent show for the children. The company welcomed a record number of visitors: 211 adults and 239 children.

Fun Fair is all about entertainment. Children and adults can participate in several games, like Jumping Jockey and Memory. But they can also sign up for dancing and singing competitions, chess games and a talent show. "We basically provide a platform for the family members to show their skills", says Executive Director Kapil Kejriwal. "Do we spot real talent? Then we encourage them to participate in competitions on state level or even national level."



“

# We want to keep the bond with our employees strong

Kapil Kejriwal,  
Executive Director, Parksons Cartamundi

## That family feeling

“At Parksons Cartamundi the employees work as a family. The Fun Fair strengthens that feeling, because we also welcome their partner and children.”

All activities take place on the company's premises.

It is a safe and secure location, which is vital for children's activities. Along with their loved ones, employees at Parksons Cartamundi experience they're part of something bigger – a community and company to be proud of. Partly because of this, the event is gaining popularity: in 2020, Parksons Cartamundi welcomed 25 percent more visitors compared to previous editions.

## More respect, more engagement

The Fun Fair is just one of the many activities

Parksons Cartamundi organizes for its employees.

“We want to keep the bond with our employees strong. That's why we also treat them to a cricket tournament and a special get-together lunch once a year. On these occasions, we get to know each other better. But we also seize the opportunity to show our respect for the efforts of our employees. That in turn increases the employee engagement and motivation.”

Parksons Cartamundi wants everyone to feel welcome, at any organizational level. That's why it also started a program on Women Empowerment.

[Read the full story ▶](#)



# People & Wellbeing

At Cartamundi, we care about our employees, just as a good neighbor cares about the people living around them. We want them to have a feeling of wellbeing, not least because happy employees deliver better results.

During the pandemic, we realized that the topic of wellbeing – that is, feeling good and positive – is becoming increasingly important. People are dealing with a lot of pressures, outside as well as inside work, and the work environment was changing, which led to increased tension.

## One vision

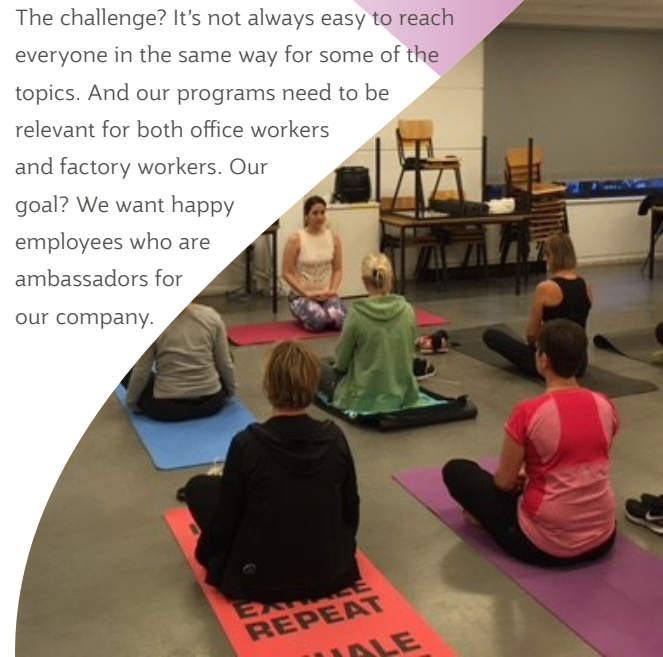
Many of our companies were already taking action to promote wellbeing, for example, with programs for physical fitness, cancer prevention, and more. Now we decided, as a Group, to launch a global program across the locations, focusing on one of the following aspects of wellbeing each quarter:

- Physical health (“body”)
- Mental health (“soul”)
- Educational health/development (“mind”)
- Connecting with others and having fun (“heart”)

The program is the same for all our regional companies, and they organize their own local events to support it. These can include inspiring talks about healthy food, fun sport activities and discounts on gym membership.

The program is managed by an international project team, with HR people from various regions. They define the strategy together, and each member takes the lead in consecutive quarters. Regional HR people and volunteers manage the roll-out locally.

The challenge? It's not always easy to reach everyone in the same way for some of the topics. And our programs need to be relevant for both office workers and factory workers. Our goal? We want happy employees who are ambassadors for our company.



# Investing in a healthy lifestyle for employees

COPAG Da Amazonia in Brazil offers free healthy snacks and meals

Employees spend a lot of hours at work, and work makes you... hungry. To ensure that employees do not immediately reach for that tempting candy bar, delicious portion of fries or even more delicious piece of cake, Copag da Amazonia's site in Manaus, Brazil, provides a balanced offering in their staff restaurant. "That way, we wish to encourage a healthy lifestyle among our people", says Juliana Cordeiro, HRBP Manager at COPAG Da Amazonia.

People often don't think about what they eat. They eat what is available. "That's why our fulltime and temporary employees, even our external workers, will find fresh vegetables and fruit in our staff restaurant, as well as the necessary proteins and carbohydrates. Free of charge. Everything is prepared and put together by a team of 8 full-time employees. The team leader is also a nutritionist."

## Healthy employees = productive workplace

The idea behind this healthy project? "Providing food for employees is standard practice in Brazilian companies. However, by offering free healthy food, we hope we hope that they become more aware of their health and take that attitude home, extending their good habits to family members." Juliana Cordeiro says.

Good health affects work performance, according to Juliana Cordeiro. "A sugary or high-fat lunch, for example, can cause an 'afternoon dip', with employees

feeling sleepy and productivity decreasing. If, on the other hand, they have a healthy, balanced meal, they are ready for an energetic and productive afternoon."

“By offering our employees free healthy food, we hope that they become more aware of their health and take that attitude home.

Juliana Cordeiro, HRBP Manager,  
Copag da Amazonia





## “Our cafeteria helps us to eat healthily”

“What sets us apart from the other cafeterias in the Manaus Industrial Pole, is that all meals are prepared inhouse. I love our healthy salads”



**Adriana Ferreira  
Fernandes Barbare**  
(Finishing department)

“What I like most in the cafeteria are the soups, beans, juices and fruits. The menu really encourages us to eat healthily.”



**William dos Santos  
e Santos**  
(Finishing department)

“The food offered at Copag helps us to be healthy in several ways. It's rich in nutrients, it's varied and always handled with care.”



**Andrew Luis  
Monteiro Batalha**  
(Safety department)

“Our cafeteria not only offers great meals, but also a nice environment, with air-conditioning. Today, I can say I eat better and healthier.”



**Ana Cassia Duarte  
dos Santos**  
(Finishing department)



# Health & Safety

As Cartamundi's employees are our most valuable asset, it's important that they stay healthy. Therefore, we include Health & Safety (H&S) in their onboarding programs. We also set up internal awareness campaigns. And experienced employees often provide safety training on the factory floor.

## Training for all

Our awareness campaigns and training programs are not just for colleagues in our production facilities. They're for our office workers as well.

Themes for people in our factories include machine safety, how to handle chemical substances, and how to lift heavy loads.

For our office employees, the focus is on ergonomic measures, noise pollution, and eye care for screen viewing.

Most Cartamundi plants have an H&S committee that meets on a regular basis to discuss H&S topics, concrete actions, and a strategic annual plan.

Also, most have an internal fire brigade and a number of internal first aid officers.



## Assisting older employees

Since the average age of employees in our factories is increasing significantly, we are focused on providing employees with tools to carry out their jobs for longer and with as little impact on their health as possible.

## Vaccination Program

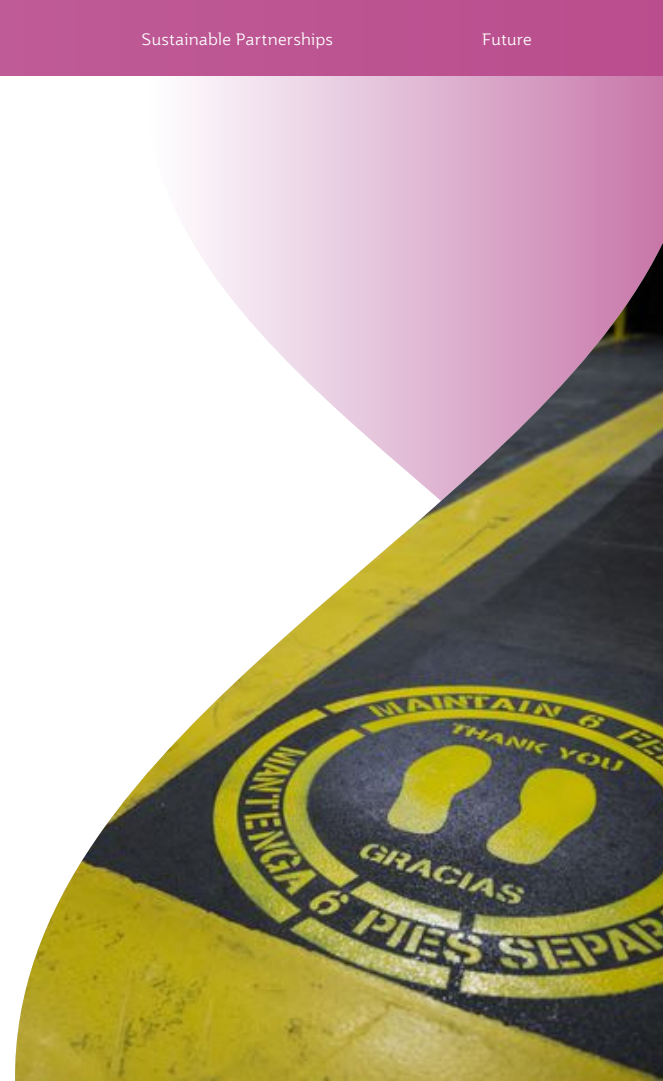
Cartamundi organizes several campaigns where employees can get a free and voluntary flu vaccine.

## COVID-19

We had an early warning when we had a case in Ireland in mid-March 2020.

As a result we set up a crisis cell globally with four components: a first response team that had to put out fires [resolve urgent matters] worldwide; a proactive scenario planning team that had to consider “what if” scenarios; a cash management team; and an HR team dealing with communication.

To protect our employees, we immediately had to close some of our factories temporarily. Wherever possible, employees there worked from home.





## Measures on the factory floor

When our plants reopened after a few weeks, we provided our production facility workers with:

- touchless temperature checks
- face masks/face shields
- cleaning between shifts
- disposable gloves
- bins with pedals
- hand sanitation

In addition, we're encouraging people to respect the rules of social distancing. In our Belgian facilities, we've conducted a test with "distance bracelets", slightly adjusted shifts, and changed the transfer of shifts from being physical to online or via phone.

## Measures for office workers

From the start of the COVID-19 crisis, we made sure that as many people as possible worked from home and provided them with laptops or desktops and access to our company network. Overnight, Microsoft Teams became our main means of communication. Also, we trained employees on how to work from home, including using Teams, and managing a team remotely.

During the pandemic's second global wave, we saw the need to support employees with their mental health. Our motto is "take care of each other". We've been trying to get in touch with colleagues who need help and take the time to listen to them and support them. We believe it's essential for us to discuss mental health in our organization.

## After Covid-19

The new way of working during the Covid-19 crisis made Cartamundi consider future work practices.

Working from home certainly has a number of advantages, especially in the context of sustainability. Often, people can enjoy a better work/life balance, saving time and experiencing less stress by not having to commute. On the other hand, there are certainly a number of challenges, as already mentioned, including the impact on mental health, lack of direct communication and social interaction.

## What our employees say

In May 2020 - at the beginning of the COVID crisis - Cartamundi wanted to map out the behaviors around working from home. We conducted a survey and asked people what they thought about it. Our key findings were:

- 95% want to continue working at least partly from home after lockdown measures are lifted
- On average, they want to work from home 2 to 3 days per week
- 35% work more efficiently from home than at the office; 40% work as efficiently from home as at the office; 20% are slightly less productive at home; and 5% are not at all satisfied with their efficiency
- More than 70% indicate that teleworking leads to a better work/life balance. (20% say it makes no difference)
- More than 80% indicate that the possibility of working from home has a positive impact on how they look at Cartamundi.

## Future plans

In Turnhout, the decision has already been made to give employees the option of working where they want in the future. Working from home and working in the office will be put on an equal footing, and teams will decide among themselves how to arrange things. Our branches in other countries also offer home working flexibility on a more permanent basis.

People are wondering what the office of the future will look like. For Cartamundi, employees who need to work in the office for their mental well-being will always be welcome to do so.

In addition, we're looking at how the office of the future will be used. It's clear that people will need informal contact moments to meet colleagues, and spaces to hold meetings, brainstorm, and exchange ideas. The office will also be an important place to stimulate company culture and bonding.



# Global Crisis Committee leads Cartamundi out of the web called COVID-19

The Cartamundi Group protects its plants and employees against corona: worldwide and in many ways

Whereas at the beginning of 2020 there was still some lighthearted speculation about that little virus in Wuhan, mid-March it had become bitterly serious. Also, for the Cartamundi Group. Especially when a number of employees in the Waterford plant, Ireland, tested positive for COVID-19. There was no hesitation and a real Crisis Committee was summoned which, in the months that followed, concentrated on four areas worldwide: HR, Communications, Finance and Sales/Operations.

As the crisis grew, the health and safety of the employees was, of course, a priority. Naturally the Waterford plant was closed immediately, but also elsewhere in the world, the Crisis Committee acted firmly but fairly. "Everything was done to allow as many employees as possible to work from home," says David Germis, Executive Vice President Europe at Cartamundi & Head of the Crisis Committee. "We made sure they had laptops available, including access to the company network."

“ Keeping our own people safe goes beyond providing mouth masks and disposable gloves.

David Germis, Executive Vice President Europe / Head of Crisis Committee

## Never treat safety lightly

When employees were able to gradually return to work, various protective measures were also introduced to ensure optimum protection of the employees. This included appropriate personal protective equipment, a non-contact temperature check and sanitizing tables, to a division of the work zones. "In the East Longmeadow plant employees were assigned and restricted to a specific work zone to limit cross-contamination," Germis says. "We even installed foot pedals on toilet doors, vending machines were taken out of service, different teams were assigned a

different parking area. The approach paid off and was well received externally. These measures taken were highlighted as best practices during webinars by The Environmental League of Massachusetts (ELM)."

## Communication is king

In terms of communication, Cartamundi's top management played a leading role. On the one hand, the 20-strong team was asked to roll out – sometimes difficult – messages to the work floor. On the other hand, they were explicitly asked to consult strongly with the local authorities and health services. "That way, the global efforts made could also be deployed at a local level, taking into account the regional measures," Germis continues.

## Keeping people employed

"Keeping our own people safe goes beyond providing mouth masks and disposable gloves," says Germis. "It's just as much about business continuity. A company that keeps running contributes to the wellbeing of its

workforce. Of course, the initiatives to temporarily change our activities to the production of face shields, test kits, FFP2 and FFP3 masks were initially – as suggested by our shareholders – launched to make a difference in the communities in which we operate. Although it has to be said that this also helped keeping our plants up and running."

## COVID-19 changed Cartamundi forever

### A new way of working

"The end of the pandemic is not yet in sight, although our meetings no longer feel like a Crisis Committee," says Germis. "The measures taken are working. It's just a matter of making adjustments where necessary. "Apart from a number of infections, the pandemic also gave us the necessary insights, such as about working

from home. In the headquarters and the Belgian plant, teleworking is now as highly valued as working at the office. Teams can decide among themselves how to arrange things. A change in mentality that other branches are also considering. "The office environment will therefore not disappear," Germis says. "On the contrary. It will remain a place of connection to stimulate each other. Moreover, we have noticed that – no matter how popular working from home has become – many people still need the social contact at the office. "

Another insight is the shift in consumer habits like for instance the phenomenal growth of e-com platforms and the renewed interest in games that connect people both physically but also digitally. We had to develop new offerings and implement completely different and new methods to reach out to our consumer base."

# Career Development

As a good neighbor, you like to see the people around you grow and flourish. Then, the whole community benefits.

Cartamundi is no different. We believe that investing in the development of our people leads to increased engagement and happiness at work, improved performance, and, ultimately, greater company success.

We are investing in it to build our employees' talents and skills.

## Helping employees grow

We want each of our employees to be able to steer their career according to their professional targets and goals, guided by their manager and supported by their peers. As such, we endeavor to be clear and transparent about helping them develop.

Cartamundi offers salaries and benefits in line with the local market, plus opportunities for career progression, training, and courses for continuing education.

We encourage our people to think and express their opinions and suggestions, regardless of hierarchical levels. At the same time, we want them to take responsibility for the improvements that can be made in their work and for their professional development.

## Cartamundi Academy

Our People Development Program helps employees to evolve and improve their skills. That's why we rolled out the Cartamundi Academy: a hybrid – online and offline – program supporting the professional and personal development of our employees. It is a learning management system, where online content on a wide variety of functional skills and business skills, plus safety training and personal development will be offered, and it will include classroom training. We've realized that it's also great for helping to onboard our new employees.

The Cartamundi Academy went live for our office workers in December 2020. We're planning to make it available for our factory workers in 2021.

## Building our academy

We expect to build our own content with the help of experts within our Group, and will include training (to name only a few examples) on:

- our brands with the help from Marketing
- diversity and inclusion with the help of our Diversity team
- sales training with the help of our Sales experts

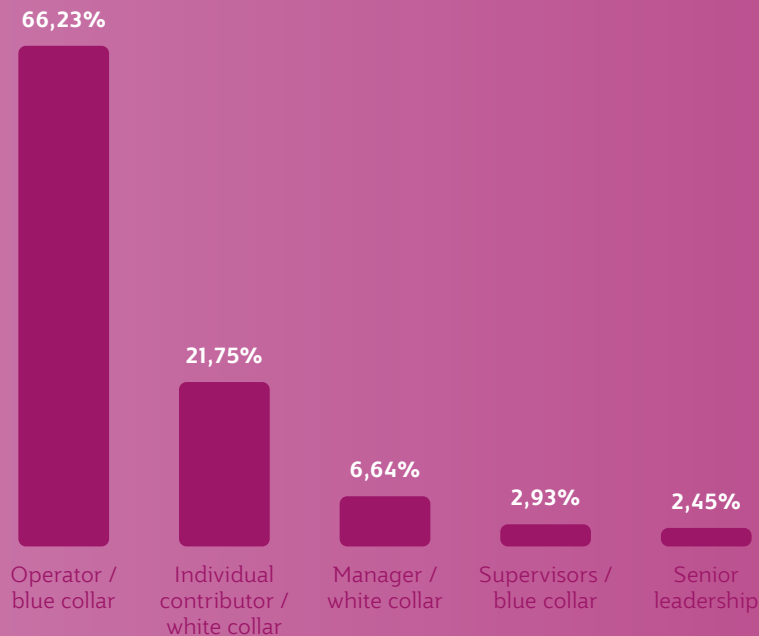
In a few years' time, we envisage our customers having access to the Cartamundi Academy, sharing our best practices, and gaining knowledge and inspiration to help them grow their businesses. Potentially, our suppliers will also be able to use the program so that they can get to know our ethical standards, good business practice, and our expectations.

## Talent gets chances

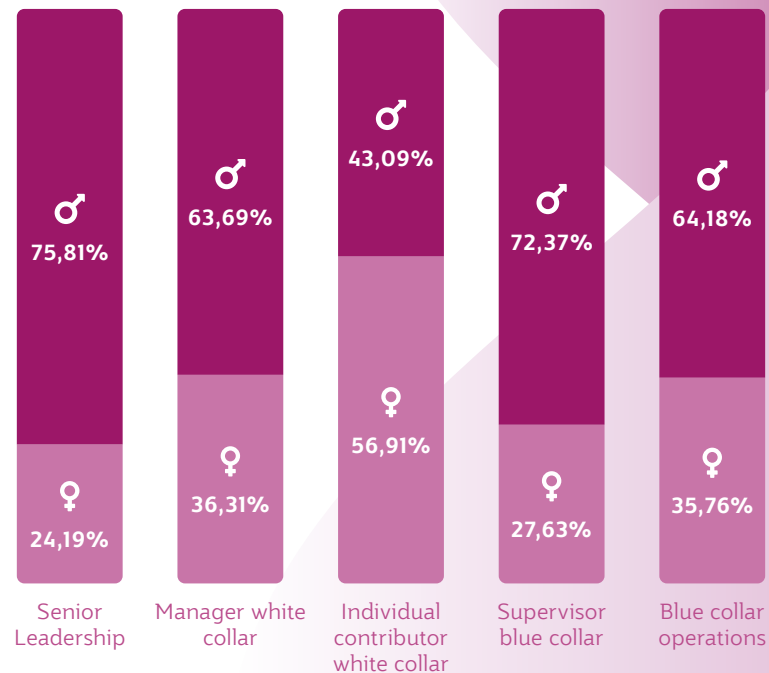
Talent has no age limit. That is why we like to work with schools. Through internship contracts we give young people the opportunity to develop their skills and gain valuable practical experience. We provide them with opportunities to fulfill their dreams, encouraging them to see the pathway to their development. By putting into practice the knowledge they have acquired, they collaborate with society and strengthen their skills in the working world.



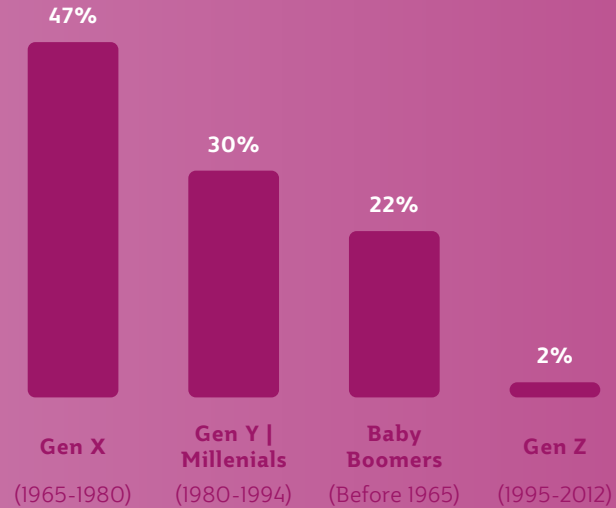
## Number of employees by function



## Gender per function (Cartamundi Group Fixed Employees)



## Number of employees by generation



## Number of employees by gender





# Community Involvement

The gift of play



# Make a difference? Yes, we can!

Cartamundi wants to be part of the multitude of communities in which we live and operate

Our roots are in Belgium, but the world is our home with neighbors from all walks of life, positions, colours and origins. Communities with whom we have become so closely involved with over the years. With some because we share the same postal code, but with others because we have been brought into their homes through one of our products. Whoever they are, we want to make a difference. We want to secure our license to operate and do our bit by donating products, providing financial support, caring for the environment as well as for all employees, stakeholders and other significant members of the community.

As one would expect of a good neighbor, community involvement is deeply rooted in Cartamundi's DNA.

We are not an isolated institution, but we influence and are influenced by numerous groups and individuals. Therefore, we want to strengthen the positive effects we can have on society by investing in expertise, manpower, facilities and networks in and especially with the local community. This does not always result in financial gain, but some benefits cannot be expressed

in financial terms. "It takes a village to raise a child."

This well-known African proverb visualizes a universal value: each community is responsible for creating a comfortable and healthy living environment for future generations. As a strong organization in the heart of so many communities, we like to play our part.

## Everybody has the right to play

Cartamundi's card and board games are for everyone. We focus on increasing our accessibility to physically, financially or socially vulnerable groups. We donate games to people who live in poverty and find it difficult to buy toys for their children, to patients who need a welcome distraction during a hospital stay, or to daycare centers or schools, for educational reasons.



## Raising money, donating money

Another way of showing our commitment to the local community is by providing financial support to a number of organizations. Often, a group of our employees volunteer to organize specific fundraising actions to support a local entity. The Charity Committee of Cartamundi Ireland for example each year organizes a wide range of activities to raise money for local and national children's charities. But we are also setting aside money in our Cartamundi Global Fund, to support the future of children and young people between 1 and 18 years old.

## The added value of our production facilities

The acute shortage of personal protective equipment gave Cartamundi Ireland the idea of putting together medical test kits at the Cartamundi factory in Waterford in order to support the local community.

Also, elsewhere in the world, we examined how we could use our existing production facilities to make a difference to various communities during this debilitating crisis.

At Cartamundi North America, for example, they produced tens of thousands of face shields for weeks and then donated them to various hospitals, health workers and first responders. Not to mention the creation of Medimundi, the new spin-off of Cartamundi and the University of Antwerp. The much-needed FFP2 and FFP3 respiratory masks have been rolling off the production line in the Turnhout plant, destined for the national and international markets.



# Making games opened doors to engage with our community through schools and charities

The Charity Committee of Cartamundi Ireland has a heart for children

Ever since its establishment in 1977, Cartamundi Ireland has been based in Waterford. The more than 300 employees are often from the neighborhood and contribute to the production of popular board games such as Monopoly, Trivial Pursuit and Connect 4.

The factory has solid roots in its local community and continues to invest in that relationship by supporting community members. That's where the Charity Committee comes in. Each year, the members organize several fundraisers among employees. The collected money gets donated to local and national charities.

The Charity Committee was established years ago, but it got an update in 2018. "Now the committee consists of twelve members, both white- and blue-collar", says Lisa Kenneally, HR Manager at Cartamundi Ireland. "Each year they organize various fundraisers. Traditional cake sales, quizzes and raffles. But also

charity nights out, carol singing in the local town and country markets in our canteen. Our members are very committed. They work hard to organize fun activities for the employees and raise money for charity at the same time."

“The Charity Committee works hard to organize fun activities for the employees and raise money for charity at the same time.

Lisa Kenneally, HR Manager  
Cartamundi Ireland

## Focus on helping children

With the donated money and games, the Charity Committee helps local and national charities that support children with their basic needs. For example, the committee donates regularly to children's hospitals, the Childhood Cancer Foundation and local schools.

Fran Conroy, blue-collar employee and proud member of the Charity Committee: "We have a heart for children. Making games opened doors to engage with our community via schools and children's charities. Kids learn and experience the world through play. We feel privileged to be part of that."

In 2020, due to the corona crisis, the Charity Committee also reached out to local retirement homes and homes for the elderly. "Some of our employees couldn't visit their parents or grandparents who resided in homes", says Lisa Kenneally. "This inspired the committee to donate games and puzzles to elderly residents, as a distraction during their isolation."

The Charity Committee also helped to create a Christmas village in the garden of one of the retirement homes, giving the residents a lift in spirit.

“Children learn and experience the world through play. We feel privileged to be part of that.”

Fran Conroy, member of the Charity Committee

## Communication on multiple fronts

The committee gets a lot of support from the employees, partly thanks to its smooth communication. "We inform our colleagues as often as possible about the charities we select", says Fran Conroy. "Through our newsletter, for example. But also through internal information boards, social media and presentations in our canteen."

In previous years, the Charity Committee even invited the charities to introduce themselves to its members. "That way we knew exactly what help they needed: games, money or helping hands", says Fran Conroy. "And afterward, they received another invitation to visit. So that they could tell us what they had accomplished with our help."

What is the Charity Committee working on now? "The committee will certainly play a connecting role between local communities, employees and the brand new, overarching CM Fund", says Lisa Kenneally. "But we still have to examine how exactly this role will take shape. To be continued."



# Magie à l'hôpital makes children's dreams come true

Providing moments of joy for children with a long-term illness

Long hospital stays are emotionally draining, especially for children. They miss their friends and family. And may worry about their future. Cartamundi wants to offer them a moment of joy, so that – at least for a while – they forget their sorrows. How? By supporting Magie à l'hôpital, a French association of volunteer magicians who organize magic shows for long-term hospitalized children.

“The project is very important to us”, says Julien Klop, CFO Cartamundi France. “Offering conviviality and entertainment to our community members is part of the Cartamundi DNA. Hospitalized children need those things badly. For them, we are happy to go the extra mile.”

## **Magic as medicine**

Magie à l'hôpital organizes magic shows in 15 children's hospitals in France, 1 to 4 times a month in each hospital. Children are treated to a personalized show at their bedside. Or they gather in the playrooms for an interactive show or a magic workshop.

“The magicians rehearse in a spare hospital room, so they can adapt the show to the child's situation and offer the best to their spectators. Volunteer magicians help to alleviate the mood and the anxiety of the children during their stay in the hospital, which is beneficial to the child's healing process.”

## Cartamundi ensures games and publicity

Cartamundi started to support Magie à l'hôpital in 2018 by donating games for the children. That support expanded in the following years.

"The magicians of Magie à l'hôpital now use the images of our playing cards to spice up their magic shows. We also developed a new magic game to teach children simple tricks. For every copy we sell, we donate 1 euro to the association."

In addition, Cartamundi uses its network to raise awareness of the association. Through social media, press releases and influencer marketing, for example.

## Big stories, big smiles

The children can also whisper their greatest wish to the magicians. "Everything is possible: meeting their favorite artist, taking part in a television show, flying in a hot-air balloon, ... Magie à l'hôpital does everything possible to make the wish come true. And is financially supported by Cartamundi."

The dream always takes place in a family context. A volunteer from the association welcomes the family members and accompanies them during the realization of the dream. And the children? They are overjoyed and have a great story to share with their friends afterwards.

Those big smiles on the children's faces prove it: Magie à l'hôpital makes a difference!



# Cartamundi Global Fund shares its magic

As time moved on, it became clear that the successful local initiatives needed a more structured approach. Less ad hoc, more cohesion. And aimed at one specific target group - children from 1 to 18 years old - instead of several. That is precisely why we set up the Cartamundi Global Fund at the end of 2020, in cooperation with the King Baudouin Foundation which is responsible for a transparent screening of the applicants and their files to ensure that the organizations have genuine requests.

## Why support children?

As a games manufacturer, the link with children is never far away. We feel a strong connection. Moreover, children are at the beginning of their lives. By investing

in these children at an early age, we can guide them and their families towards a sustainable life and really make a difference to their future.

With the mission "Sharing the magic of caring for people", the fund focuses on projects that contribute to better health, sociability and education:

## Health

The COVID-19 crisis once again underlined the increasing need for health support. The Cartamundi Global Fund wants to support projects that strengthen the physical and mental health of children and adolescents.

## Sociability

Just like our products do, we want to connect people. Young, old, man, woman, holebi, transgender, highly educated, less educated... Everyone should have the same opportunities, both around the gaming table and in life.

## Education

Cartamundi wants to encourage disadvantaged groups

to develop their talents. Our fund matches its support to the needs of children in specific regions. In non-European countries like India and Brazil, the focus is rather on hard skills: making sure everyone can go to school. In the European countries and North America, on the other hand, the pillar 'education' is filled in with support for soft skills: social and emotional skills, creativity, empathy...

## Support by means of funding and manpower

The idea for a global fund was born out of a desire to support local communities on a long-term basis. We don't just want to donate money or materials. We strive to work together with several non-profit organizations and bring sustainable solutions to the table. We examine how we can support each other structurally, how we can learn from each other. Cartamundi's employees are closely involved in the operation of the Cartamundi Global Fund. They will have the opportunity to submit files or make suggestions. They will help us decide which projects to support. Moreover, they will be encouraged to roll up their sleeves themselves. Each individual should use their strengths to help others.



# We want to contribute to a bright future for the generations to come

Cartamundi Global Fund launched in 2021

In collaboration with the King Baudouin Foundation (KBF), Cartamundi launched a global fund in 2020. Its main aim is to help children and youth between 1 and 18 years old. "Through this fund, we want to invest in their future and help the next generations. Our projects will offer support to learn and grow, as well as the basic skills to lead a full and rewarding life," says An Christiaen, Global Corporate Social Responsibility Manager of the Cartamundi Group. "With this fund, we want to give back to the communities in which we live and operate."

With the mission "Sharing the magic of caring for people", the Cartamundi Global Fund focuses on projects that contribute to better health, sociability and education.

The first, health, comprises mental fitness and development of all people in society. Ana Carolina

Gonçalves, EVP Latin America at Cartamundi explains: "Lately, there's been an increased need for emotional support. Our fund supports projects that strengthen the mental health of children and adolescents. By teaching them how to take care of themselves mentally, we combat the risk of social isolation."

“ Our fund supports projects that strengthen the mental health of children and adolescent.

Ana Carolina Gonçalves, EVP Latin America, Cartamundi



By supporting sociability, Cartamundi improves social cohesion between generations, cultures and societies. The last pillar is education. Cartamundi encourages disadvantaged groups to develop their talents. Our fund aligns its support to children's needs in specific regions.

### Financial support, donations and volunteering

The Cartamundi Global Fund wants to make a difference by offering financial support and donating games to organizations and schools. At least 70% of our financial aid will be gifted through the open calls of the King Baudouin Foundation. "We also want to engage our stakeholders by volunteering, organizing fundraising events and asking for their participation," says An Christiaen, Corporate Social Responsibility Manager at Cartamundi.

“ Covid-19 struck hard in Manaus, Brazil, where our Copag da Amazonia factory is situated. That's why we will definitely make a contribution there.

An Christiaen, Global Corporate Social Responsibility Manager, Cartamundi

The global fund supports projects in the different countries in which Cartamundi operates. Since the entire Cartamundi Group is on board for the fund, we can organize initiatives in all regions where we are active. It allows us to use our means where they are most needed. "Let me give you an example", An says, "We know that Covid-19 struck hard in Manaus, Brazil, where our Copag da Amazonia factory is situated. That's why we will definitely make a contribution there."

Aside from financial and material support, Cartamundi also wants to encourage employees to volunteer. Each individual should use their strengths in order to help others. Cartamundi's marketeers could draw up a marketing plan for a non-profit organization or the maintenance staff could paint a school, for example.

### A year of positive contributions

"In 2020 we were supposed to celebrate 50 years of Cartamundi," says Stefaan Merckx. "But when Covid-19 struck, we knew we had to shift our priorities. We decided to bring the global fund to life before the end of the year, to make a positive contribution. Our idea of success goes beyond economic profit. We want to make a difference to people and society. By founding the Cartamundi Global Fund, we're one step closer to fulfilling that ambition."

## Choosing the right projects

To decide which projects are most suited, the King Baudouin Foundation screens the applicants and their files to ensure that the organizations have sincere requests. Then, it is up to Cartamundi to make the decision. We want to enhance the community feeling of all Cartamundi employees, so we encourage our colleagues to become socially engaged. They are free to suggest projects that are close to their hearts.

“I would very much like to actively involve all stakeholders in the Cartamundi Global Fund,” says An Christiaen. “Employees will have the opportunity to send in files or make suggestions. They will help us decide on the projects that receive support.” For game donations, Cartamundi will develop a transparent internal procedure, so that all applications are treated in the same fair manner.

## Long-term partnerships

The idea for a global fund was born out of a desire to support local communities on a long-term basis. “We don’t just want to donate money. We strive to work together and bring sustainable solutions to the table. That’s also why we choose to volunteer,” says An Christiaen. Cartamundi found the right partner in the King Baudouin Foundation. “By cooperating with KBF, we can rest assured that every penny will go to the people who need it most.”

“By cooperating with Koning Baudouin Foundation, we can rest assured that every penny will go to the people who need it most.

An Christiaen, Global Corporate Social Responsibility Manager, Cartamundi

## King Baudouin Foundation joins forces with Cartamundi

The King Baudouin Foundation is an actor for change and innovation, with a mission to contribute to a better society. It operates both on a local and international scale and supports social justice, health, the environment and many other areas of life.

Nicolas Bastenie, philanthropy advisor at KBF, was delighted to set up the global fund with Cartamundi: “We’re always pleased when more and better philanthropy can be done. The Cartamundi Global Fund will certainly do its part. We created the fund through intense dialogue. And we appreciate that Cartamundi took the time to reflect on its values and ambitions. We’re at the beginning of a beautiful story, where the international nature and local presence of both our organizations will show their full potential.”

# Covid-19: caring for our communities, becoming more relevant than ever

Social isolation, a critical shortage of Personal Protective Equipment (PPE), a local health care system under great pressure, ... From March 2020, the Covid crisis reveals a new, harsh reality. Cartamundi immediately plans to **help its local communities worldwide**.

In the US, it re-opens its closed factories and calls back employees to produce PPE. In Belgium, a brand-new company, Medimundi – a joint venture, emerges to produce high-quality face masks. And elsewhere, local branches donate games to hospitals, childcare centers and nursing homes, providing entertainment and fun at a time when people need it the most.

“The corona pandemic has proven the enormous strength and generosity of our employees.

Stefaan Merckx, CEO, Cartamundi

## Alleviating the need for high-quality PPE

Rewind: early 2020, many of our factories are forced to close for several weeks to ensure the safety of our employees and customers. But soon, some production lines were running at full speed again. Not to produce

games, but to make **essential face shields and face masks**, alleviating the urgent need for high-quality personal protective equipment.

In **Waterford, Ireland**, the Cartamundi board games factory partially re-opened: “A small team of employees compiled **essential medical test kits** to help out local nursing homes,” says Barry Morrissey, Managing Director of Cartamundi Ireland.

[Read the full story ▶](#)

In the US, the Cartamundi Design Centre in Seattle designed a **face shield** which was later produced in the Cartamundi facilities of Dallas, Texas and East Longmeadow, Massachusetts. Says Stefan Congram, Senior Management Consultant at Seattle Design Centre: “Speed was essential: our health workers needed high quality face shields as soon as possible and in less than 48 hours we finished our prototype.”

[Read the full story ▶](#)

## Medimundi rises to the challenge

In Belgium, Cartamundi joined forces with the University of Antwerp and machine manufacturer Cloostermans. On July 9th they founded Medimundi, a venture that produces FFP2 and FFP3 masks for Belgian healthcare workers.

“Medimundi produces unique face masks: ultra-secure, extremely comfortable and 100% local.

David Germis, CEO, Medimundi

The masks are 100% local. The University of Antwerp provided the design, Cloostermans developed and installed the machine and Cartamundi made its factory available for production. The result? Respiratory masks with the highest possible protection and a certified European quality label.

[Read the full story ▶](#)

## Donations bring comfort and distraction

The pandemic has hit the socially vulnerable particularly hard. To support them, several Cartamundi branches and companies decided early on to donate games to retirement homes, childcare centers, hospitals and social care centers.

From Belgium to Spain, from Poland to the USA: throughout the Spring and Summer of 2020, our games brought **distraction, companionship and moments of fun**, with employees showing initiative and sharing their creativity.

“We want to be at the heart of our communities,” says An Christiaen, Global CSR Manager. “After all, we need their support to be able to operate. Setting up valuable local initiatives is one of the ways we try to contribute to local communities.”

“We want to be at the heart of our communities.

An Christiaen, Global CSR Manager



# Life-saving face shields for health workers in the front line

Cartamundi USA reinvents itself during corona crisis, producing essential Personal Protective Equipment

What can we do to give back to society and to help fight the coronavirus? Cartamundi USA did not hesitate long to answer this question. For weeks, they produced tens of thousands of face shields and then donated them to various hospitals, health

workers and first responders.

March 2020. As in the rest of the world, COVID-19 struck mercilessly. In the US, too, non-essential factories such as Cartamundi's were forced to close.

"One could argue that games are essential too because they give us something fun to do while at home and because they contribute to our mental wellbeing," says Philip Wauters, Executive Vice President of Cartamundi USA. "But according to the law they're not essential and so we could not produce them."

However, it didn't take long for a bright idea to arise. "With an acute nationwide shortage of protective materials for frontline healthcare workers, we decided to design, manufacture, and donate face shields to the organisations that need them the most. All in close cooperation with our customer Hasbro."

“By producing and donating face shields we've given our employees something to care for and be proud of.

Stefan Congram, Senior Management Consultant Cartamundi USA



## The need for speed

“Under normal circumstances, to make a face shield, I would just pick up the phone and order whatever I need. But now we had to work with whatever we had floating in the cupboard”, says Stefan Congram, Senior Management Consultant at Seattle Design Center.

Around the globe, there were shortages of not only PPE (personal protective equipment) but also of the raw materials because the supply chain for many of the materials had either completely collapsed or ran dry. Still Congram finished the design and prototype of the new face shield in less than 48 hours. Quite remarkable, considering that it would usually take a full month. “Speed was essential,” says Congram. “Healthcare workers needed these face shields as soon as possible.”

## Work hard and be proud

The designs were reviewed by the factories in Dallas and East Longmeadow, Massachusetts and production started there on April 9. As soon as Cartamundi USA started working on the face shields, a tremendous sense of pride spread across the organisation. “We’ve given our employees something to care for and be proud of,” says Congram. “From the stories that I’ve heard, everybody who worked on the face shields is proud. Some even requested: ‘Hey, can I have one while I work to keep myself safer?’ There’s going to be merit in that. Knowing that your employees are motivated and happy to produce something like this is rewarding in itself.”

Elsewhere in the world, in Waterford, Ireland, Cartamundi started assembling essential medical test kits in the board games facility. Initiatives that all fit perfectly with the objectives set by the shareholders: “Be relevant for the communities we live and operate in”.

## Guaranteed health & safety at the workplace

Measures taken to safely produce face shields include:

- All-inclusive individual workstations separated by plexiglass screens
- Touchless temperature check
- Gloves, sanitary gels, and other protective measures
- Separated shifts to reduce contact
- Social distancing throughout the factory

At the first signs of the pandemic, mid-March, Cartamundi implemented stringent safety measures worldwide to protect its employees, some of which were even more strict than local regulations prescribed.

# Distraction, companionship and a moment of fun

Fournier playing cards brighten up daily life for vulnerable groups in Spain

A deck of cards provides entertainment. That's for sure. But it also forges strong bonds between people. Thanks to Fournier, playing cards made those difficult COVID-19 times bearable in Spain, offering distraction, companionship and a moment of fun to patients, medical staff, the elderly, children and the homeless.

During the infamous spring of 2020, Spain was among the countries hardest hit by COVID-19. For weeks, the temporary hospital in Madrid's trade fair complex IFEMA was the nerve centre and symbol of the fight against the corona virus in Spain. Doctors, nurses, firefighters and the military worked day and night to attend to almost 4,000 people who were transferred to IFEMA to relieve overcrowded hospitals. In this hard and dark period, Fournier tried to provide that one ray of hope.

“Building a hospital in less than a week requires the solidarity of lots of people. We had to pitch in by offering what we're good at: playing cards.

Diego Ruiz de Gauna López,  
Marketing Manager Fournier



## Clearing your mind, forging social relationships

Together with the charity Diversión Solidaria, Fournier donated several hundreds of its traditional playing card decks to the IFEMA hospital, as well as to hundreds of doctors and nurses who stayed in a Room Mate hotel before and after their shifts. Both hospital staff and patients were delighted with the playing cards.

“Our donation did what we had hoped for”, says Ruiz de Gauna. “Doctors and nurses were able to clear their minds after an intense day at the hospital with a deck and a tablecloth to play solitaire. Among the patients, the cards not only provided distraction, but I was also told that it helped to forge social relationships.”

## Recreation for the vulnerable in difficult times

Worldwide, the Cartamundi Group tries to make a positive difference for the communities in which they operate, without losing the link to their own world and

products. Therefore, not only the Spanish heroes in healthcare were vaccinated with some game fun, but also many elderly people who have been particularly vulnerable to corona and loneliness were surprised with a deck of cards.

Fournier donated more than 1,500 decks to homes for the elderly, but also to homeless shelters and children's homes in the Basque Country, where Naipes Heraclio Fournier is situated, and Castilla La Mancha. The playing cards encouraged them all to stay more active and brought some joy into their difficult quarantine days.

Playing together works in all levels of society, according to Fournier's Ruiz de Gauna: “Someone told me recently ‘Just playing cards with my family for an evening helped me realize I should spend more time with them from now. No screens, just a game in good company’. I thought that was a poignant thing to say.”

## One team, one game

“It was heart-warming to see how our products were more than just a deck of cards during this crisis”, Ruiz de Gauna continues. “We were able to show that we are much more than a strong manufacturer, that we are happy to take our responsibility. The distribution of playing cards was a project that we were able to roll out in a very short period of time. All thanks to our employees and internal teams who made full use of their strong expertise, creativity and flexibility.”



# Why we picked up producing face masks

We joined forces with University of Antwerp to form Medimundi

On July 9th, 2020, Cartamundi and the University of Antwerp set up a joint venture called Medimundi. The company provides a solution to the shortage of high-quality face masks in the Belgian healthcare sector. The FFP2 and FFP3 respiratory masks by Medimundi are 100% local: the university took care of the design, Cloostermans provided the machine, and production takes place in the Cartamundi factory in Turnhout.

Since November 2020, production of face masks has been running at full speed. "I'm proud of Cartamundi fulfilling its social role in our community," says David Germis, CEO of Medimundi.

## Helping Belgian healthcare workers

"Companies like Cartamundi play an important role in society," says David Germis. "At the beginning of the COVID-19 crisis, the family shareholders explicitly asked us to help the affected local communities wherever we could. Around that time we learned that the University

of Antwerp and machine manufacturer Cloostermans wanted to produce face masks in Belgium. We immediately offered our help. A few months later, Medimundi was born."

The healthcare sector was in urgent need of respiratory masks with the highest possible protection. But today fewer than 20% of the imported respiratory masks meet that standard. That's why Medimundi produces FFP2 and FFP2 respiratory masks with a certified European quality label, which will protect our healthcare workers from viruses, bacteria and carcinogens.

“ We are taking an important step in society.

David Germis, CEO, Medimundi

## Unique partnership

Researchers from the Product Development Department of the University of Antwerp (Antwerp Design Factory) designed the masks using an innovative and patented technology. David says: "The masks are not only ultra-secure, they're also extremely comfortable. Their form is fully adapted to our anatomy. An innovative filter and valve technology makes it easier to breathe." The Belgian company Cloostermans supplied their innovative machine that produces the masks. Meanwhile, Cartamundi is in charge of operations leveraging its experience in transport, production and packaging.

## Determined to go worldwide

Medimundi started with a basic investment of €3,5m and intends to continue investing in international expansion and in similar products. The extensive network of Cartamundi factories worldwide will certainly play an important role in this.

"Thanks to our global industrial and commercial capacity, we can easily expand abroad in the long term. Demand is high here too. We also look beyond the medical sector. Employers who want the best possible protection for their staff, construction companies active in asbestos removal, fire brigades and civil protection, ... Everybody deserves the finest protection equipment," David concludes.



# Environment

Play it green



# Helping to protect our environment

The world is our home and we're taking action to repair it

Human activity is changing our climate, earth, and water. People are using natural resources at a greater rate than the planet can sustain. As residents of this endangered environment, we at Cartamundi are aware of both our impact and our responsibilities to be a good corporate neighbor and avoid even more damage.

We are constantly examining the materials used in our products to work out where we can avoid unnecessary packaging; where we can reduce and optimize the use of materials, by designing our products differently; and where we can replace unsustainable materials such as single-use plastic with recyclable plastic and FSC®-approved cardboard and paper. We're also taking steps to use energy more efficiently and reduce our CO<sup>2</sup> footprint.

In this section, you'll learn about how Cartamundi is minimizing its environmental impact – both in the communities in which we live and work and in the wider world – as we work to:

- reduce our supply chain and manufacturing footprints
- find and use ecological alternatives
- cut down or eliminate the use of some materials
- promote a sustainable company culture
- encourage sustainable commuting



## Reducing our supply chain footprint

Our aim is to have the **greenest possible supply chain** to deliver products of the same high quality that we've always offered.

Cartamundi has a global network of 12 production facilities. These allow us to manufacture around the world and stay as close to our customers' markets as possible.

Through this network and close-to-market strategy we reduce transport and mileage, not only for incoming goods from our suppliers, but also for the outgoing transport towards our many customers. By working closely with our customers and transport partners, we aim to always drive with full truck or container loads or to group our orders for multiple customers.

That's how we try to minimize our environmental impact. Because of this, our supply chain has a relatively small footprint compared with our

competitors. Specifically, we add less pollution and CO<sup>2</sup> to our neighboring customers' and consumers' environment.

## Reducing our manufacturing footprint

Our aim is to use the **greenest possible manufacturing process** to make products of the same high quality that we've always offered.

We're taking two different approaches to make our production processes more sustainable, and be a cleaner, greener neighbor:

## Energy-efficiency and renewable energy.

It goes without saying that we need energy to manufacture our products and operate our machines. Our goal is to use as little energy as possible. That's why we invest heavily in energy-efficient measures and awareness campaigns for our employees and partners. Step by step, we try to switch to renewable energy.

- Seven of our facilities have switched to LED lighting. Some of our buildings make use of residual heat, and a number of them actively consume less water than they used to.
- We regularly organize energy audits to detect energy losses in our manufacturing process. We tackle the challenges we find by setting up improvement programmes.
- Some of our production plants already make use of energy from wind, hydro, or solar generation. We intend to significantly increase this over the next five years while at the same time reducing our dependence on energy from non-sustainable sources wherever possible.

## Waste management and recycling materials.

Avoiding and reducing waste is the first step towards more sustainability. Every day, Cartamundi strives to decrease industrial waste and recycle as much as possible. Our factories sort and recycle many types of material, especially paper and cardboard. We always follow national recycling policies, and we're determined to do more to encourage recycling in all our markets in the coming years. Here are a few of our current actions:

- At Cartamundi's headquarters in Turnhout, Belgium, we collect and recycle toner & ink cartridges in cooperation with Recyca ([www.recyca.be](http://www.recyca.be)). In exchange for the collection, money is directly deposited to a charity of our choice – Hannibal Vakanties, which organizes holidays for young people with disabilities.

- We don't just practice waste management within our own factories. We also assist our customers to correctly recycle our products. In Germany, for example, we have detailed recycling icons on our packaging.
- In Brazil, there's a National Solid Waste Policy (NSWP) that aims to decrease the nationally produced waste and increase sustainable waste management. Since 2017, Copag da Amazonia complies with the Brazilian waste policy. That means Copag da Amazonia compensates at least 22% of the packaging it sells. We make payments to recycling cooperatives, so they have more funds to reduce waste. In 2018 alone, Copag da Amazonia offset seven tons of plastic and 18 tons of paper and cardboard from products sold in São Paulo. In 2019, we expanded this program nationwide, significantly increasing the amount of recycled materials.





# Fournier rethinks its products, processes and machines

Pressing global environmental problems? Spanish plant wants to be part of the solution

A growing need for economising, increasingly severe legislation (for example on chemicals such as volatile organic compounds (VOC)), ever-higher quality requirements... In recent years, Fournier has been strongly encouraged to change its ecological course. "It was a strong wake-up call for all our employees," says Puy Echeverria, Procurement & Quality Manager at Naipes Heraclio Fournier S.A, Spain. "As a result, we started tinkering on three levels: products, processes and machines."

Successful tinkering apparently, as Fournier was rewarded for their effective environmental management system with an ISO14001 certification in 2018. According to Echeverria, the start of an ambitious route to more sustainability: "This achievement was like a catalyst to do even better in the future. For instance, we are constantly looking for ways to reduce, replace or simply avoid certain, often harmful, materials."

“We are planning to replace our older printing press with a new one, equipped with an eco-friendly varnish unit.”

Puy Echeverria, Procurement & Quality Manager, Naipes Heraclio Fournier S.A.



## Better products, new machinery and less processes

'We Care' — taking care of our planet — is one of our five global values at Cartamundi and we take it very seriously. How is that put into practice? That differs from country to country. "In Spain, we explored the routes for alternative eco-friendly coatings", says Echevarria. "We also invested in new sustainable machinery. Processes were closely examined. Result of this exercise? Some of the processes are not even used anymore because they turned out to be unnecessary. That way, we were able to eliminate a source of contamination, which led to a considerable reduction in the consumption of solvents containing VOCs. Also, with improved water-based varnish and UV varnish we were able to make a noticeable difference."

## Measuring and sharing results

Every year Fournier's progress is measured in detail and shared with the authorities. "So that everyone knows where we stand," says Echavarria. "Meanwhile, we continue caring about the ecological impact of our factory and would like to keep improving our products, processes and machines in the future. For example, we are planning to replace our older printing press with a new one, equipped with an eco-friendly varnish unit. The investment will allow us to stop using nitrocellulose varnish and use more sustainable materials instead."

## ISO 14001: global standard for environmental management

ISO 14001 specifies the requirements of an environmental management system that an organisation can use to improve its environmental performance.

To obtain this certification, Fournier had to:

- identify and monitor the environmental impact of its activities, products and services.
- continuously improve its environmental management.
- implement a systematic approach to setting environmental objectives, achieving them and communicating them when they are met.



# Finding and using ecological alternatives

Our aim is to **use sustainable materials** to deliver the same high-quality products we have always offered.

We don't want to create unrecyclable waste that our neighbors have to deal with. So, to make our products greener, we evaluate the sustainability of all materials used and, if possible, replace non-sustainable materials with eco-friendly alternatives.

Several of our facilities already use environmentally friendly inks and varnishes, as well as sustainable Forest Stewardship Council®(FSC®)-approved paper

and cardboard. We're gradually replacing traditional materials with eco-friendly ones, but there's still some work ahead. [Read about our progress with Bicycle playing cards.](#)

It's not just our own concerns that drive us to change the way we make products. Increasing numbers of business customers (game publishers and retailers) are encouraging us to make our products more sustainable, as are the younger generations of consumers of our card and board games.

In our switch to greener product components, we are:

- 1) using more FSC®-certified, sustainably sourced paper and cardboard; and
- 2) using less plastic.



# Sustainability is the Ace up our Sleeve

Bicycle: legendary for decades, green for the future

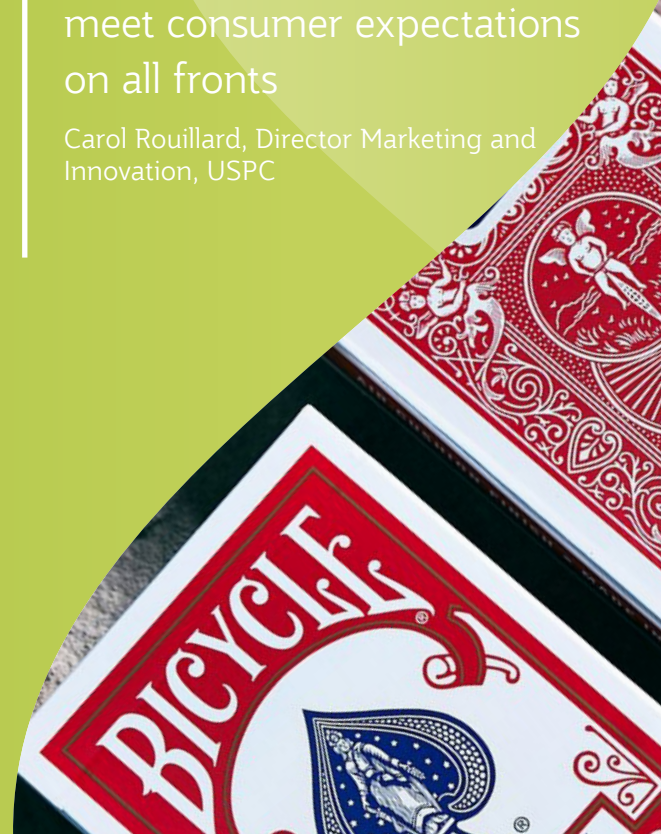
For over 100 years, Bicycle® has been one of the most trusted brands of playing cards worldwide. Loved by magicians, its cards are famous for their consistent high-quality feel and superior shuffling and playing. Bicycle® conjures up magical experiences that inspire play and an enjoyment of life. At the same time, it's in sync with the modern world and its responsibilities to the environment. "The brand manages to perfectly combine quality and sustainability", says Carol Rouillard, Director, Marketing and Innovation, at the United States Playing Cards Company (USPC).

Back in 1881, Russell, Morgan & Company began playing card production, launching a range of brands. One of these was Bicycle®, which quickly grew to become their flagship. Since then, while the manufacturer has evolved into USPC and become part of our Cartamundi Group, the Bicycle® brand remains pre-eminent.

Bicycle®'s great asset? Its Air-Cushion® Finish embossing technique. Using a unique paper stock, the technique creates pockets of air that allow the cards to glide smoothly over each other. Artisans have formulated and fine-tuned the finish through decades of R&D. Looking to perfect every aspect and detail of the cards, they developed specialized in-house raw materials, production processes and, of course, player- and user-focused refinements.

“We have a responsibility to meet consumer expectations on all fronts

Carol Rouillard, Director Marketing and Innovation, USPC



## Innovation meets sustainability

Innovation is deeply embedded in the Bicycle® brand's DNA. Born out of a desire to create something both fashionable and chic, over the past 15 years, Bicycle® has modernized to become sustainable as well.

Carol Rouillard says: "We have a responsibility to meet consumer expectations on all fronts. For example, generally speaking, GenZ consumers expect businesses to have a positive impact on society and the environment. At the same time, Millennials appreciate purpose-driven brands, with environmental responsibility being one purpose that gets a lot of attention."

## Nine eco-friendly layers

"Unlike other playing card manufacturers", Carol says, "we laminate our own paper stock in house, so we can be selective about ingredients, such as adhesive and coating. This gives us an advantage over our competitors."

You can tell a good card by the number of layers it's made of. All Bicycle® cards are composed of nine layers. For each layer, Bicycle® uses sustainable components – and they're locally sourced, meaning they create a smaller carbon footprint versus imported components.

- Coating
  - Water based
  - Made in the USA
- Ink
  - Vegetable based
  - Made in the USA
- Paper Fibers
  - 100% sourced in North America from FSC®- (Forest Stewardship Council-) and SFI- (Sustainable Forestry Initiative-) certified forests
  - Proprietary to USPC
- Adhesive
  - Water soluble, starch based
  - Repulpable, helping to make cards recyclable (100% of our paper card stock scrap is recycled into household or industrial tissue and towel products)
  - Made in the USA

## Strike a balance

As it's evolved into a more sustainable business, USPC has searched for a balance between quality and environmentally friendly products.

Carol says: "12 years ago, when we moved from Norwood, Ohio to our current location in Erlanger, Kentucky, we updated some equipment. Doing this opened up some options to use other types of materials such as a polymer-based adhesive for our laminated paper stock and other printing inks. For sustainability reasons, we decided against using this adhesive, knowing that it results in less flexibility in product attributes.

"The tricky part is balancing the sustainability profile with innovation that consumers demand in fit, finish and function and, of course, cost. Some of the commercially available solutions don't always have an attractive environmental profile. Right now, we make two product where the scrap is segregated because

“When evaluating new materials, their impact on the safety of our employees and the environment is just as important as the impact on product performance and cost

Carol Rouillard, Director Marketing and Innovation, USPC

it cannot be recycled. It is more work to do that, but it allows us to continue to recycle everything else. Another example is our iconic Air Cushion® finish that people love and which gives us superior performance. We create that mechanically instead of adding and using chemical components that would make our products less environmentally friendly.”

## Focus on the future

"As we progress on our journey, we know our ultimate goal would be to move away from cello overwrap someday", says Carol. "We've started an innovation trajectory to investigate whether we can replace the cello used to wrap our tuck boxes with more sustainable paper-based alternatives.

"When evaluating new materials, their impact on the safety of our employees and the environment is just as important as the impact on product performance and cost."

# FSC®-certified paper and cardboard

Paper and cardboard are the main materials that go into making our cards and games. The FSC®-certified variety is made from trees cut down and replanted in a responsible way. Research shows that responsible forest management leads to replanting, and forests get younger. The younger trees absorb more CO2 from the air and, thanks to the FSC®, the forests can grow – great for the environment and for reducing greenhouse gases.

In France, where Cartamundi goes under the France Cartes name, we work with a comparable certification system called PEFC.

## Why sustainable forest management works

It might come as a surprise to know that the production of paper and cardboard has actually created additional forests in Europe. Between 2005 and 2015, European forests grew by no less than 44,000 km².

Sustainable forest management ensures that harvested trees are replaced with new trees and more of them. These forests contribute to the growth in the area of Europe covered by forest. The trees capture and absorb the man-made CO2 that's driving climate change.

And naturally, they're a habitat for animals. Paper and corrugated board bearing the FSC or PEFC logo are guaranteed to have been produced from legally harvested wood from sustainably managed forests.

Only 13% of the world's wood harvest is used to make paper and cardboard. Fuel is number one, with at least 50% of wood harvested being used for this purpose.





# Full steam ahead for paper and cardboard from sustainable forests

8 of our 12 Cartamundi facilities are FSC® certified

Cards, boxes, game boards, Monopoly money, ...

The majority of our products are made from paper and cardboard. We want to reduce the negative impact of deforestation on the climate. That's why we choose FSC® materials whenever possible: paper and cardboard originating from forests that are managed responsibly.

Forests play a crucial role for the biodiversity of our planet. In addition, they remove CO2 from the atmosphere and provide a real counterbalance to climate change. Unfortunately, we lose millions of hectares of natural forest every year, partly due to clearance and deforestation.

The FSC® label ensures that harvested trees are replaced by new ones, which capture more CO2 from the air than the older specimens. "By choosing FSC®, Cartamundi contributes to fighting climate change and protects the natural habitat of animals," says Marleen De Geeter, Material Planner at Cartamundi Turnhout.

## Forest Stewardship Council, protecting our forests since 1993

The Forest Stewardship Council® (FSC®) is an international non-profit organization founded by foresters, companies from the wood and paper sector, social movements and environmental organizations.

Together, they strive for responsible forest management worldwide. To this end, they manage a system of forest certification, with which they protect more than 222 million hectares of forest worldwide.

[Find out more at fsc.org](https://www.fsc.org) ▶

## Annual audits keeps us focussed

“At Cartamundi Turnhout we purchase paper and cardboard, all FSC®-labeled. But the FSC® logo also plays an important role in sales,” says Marleen. “An increasing number of B2B customers are consciously choosing sustainable products. Especially retailers and organizations linked to government agencies. That’s why the colleagues responsible for FSC® compliance work together closely with an international network of officially recognized FSC® auditors. They examine on an order-by-order basis whether the logo can be lawfully granted to our products.”

In addition, the FSC® organization subjects our purchasing and sales procedure to a strict examination every year. They advise adjustments if necessary.

“FSC® auditors examine on whether the FSC® logo can be granted to our products

Marleen De Geeter, Material Planner,  
Cartamundi Turnhout

## Sustainability transcends borders

For years now Cartamundi has been working with paper from sustainable sources. “Our department in Turnhout has been FSC®-certified since 2008. The colleagues from Altenburg, Ireland, Dallas, East Longmeadow, Brazil and India followed suit. Our French branch faithfully uses the PEFC system, a similarly recognized label in responsible forest management. In all our departments, sustainability plays an important role.”

Marleen's focus is to make all departments work together like clockwork. “Some of our games are printed in Turnhout, but later forwarded to our factory in Altenburg where they are further assembled into a board game. In those cases, we have to closely monitor the entire chain. Because it's the only way to guarantee that our products are fully FSC®-worthy.”

The FSC® policy works. For every tree that is cut down, (more) new trees are planted. As a result, European forests grew by 44,000 km<sup>2</sup> between 2005 and 2015.. A beautiful evolution that we gladly contribute to.



# Plastic reduction

We are working hard to reduce single-use plastics in our products and packaging, because the material poses an urgent and global environmental problem. Waste plastic ends up in our seas and oceans, where it releases microplastics, which are harmful to humans and animals.

The demand for plastic-free products is growing, both from our business customers and from our end consumers. And to be a good neighbor who looks after their environment, we're taking action.

We are coordinating teams at all of our factories worldwide. Four teams are working together, using our engineering, supply chain, marketing and communication to reduce our use of single-use plastics: cello, shrink-wrap, flow packs/flow wrap and plastic

bags for components. In the course of 2021, we plan to gradually eliminate them from our organization.

## Avoid, reduce, eliminate

We've previously mentioned the avoid, reduce, eliminate principle. Here's how it works in reducing down our use of plastic.

First, we try to avoid using this material altogether. When developing a new product, we evaluate how to make it with as little plastic as possible. An example of this is our Red Devils fan packs, a loyalty concept for supermarket chain Carrefour in Belgium. Normally, the cards would come packaged in plastic flow wrap. We simply avoided this by keeping them together with an easy-to-remove glue instead.

We're also finding ways to reduce the volume of plastic we consume. For example, at Cartamundi Turnhout, we've started employing a more stretchable plastic around pallets, reducing the use of plastic by 51%.

Finally, we try to eliminate as much single-use plastic as we can and replace it with an eco-friendly, paper-based alternative like the one described below.

# Our ambition? To phase out single-use plastics as much as possible

Cartamundi opts for sustainable packaging worldwide

Every year eight million tons of discarded plastic ends up in our oceans and seas. Animals become entangled and suffocate or starve to death. Meanwhile, our once pristine waters get more polluted every day. To put an

end to such tragedies, we have a duty as a company to limit our plastic waste. That is why Cartamundi is taking steps to ban all single-use plastics from its products. Engineers in Belgium, Brazil and the United States have joined forces to find suitable and sustainable alternatives.

In true One Group, One Team fashion, three Cartamundi engineers have found each other to tackle our plastic challenges: Erik Van Genechten in Belgium, Mariana Gonçalves (Brazil) and Stefan Congram (USA). They meet each other every week – in cyberspace, of course – to share ideas, allocate tasks and discuss the progress of our plastic reduction programs.

## Eco-friendly materials suitable for each of our plants

One particular challenge is to find universal alternatives for plastic, materials that could be used in any Cartamundi facility worldwide. For the engineering team, it's crucial our global clients consider us a complete

partner, one that produces cards and games in the same way, wherever the factories are situated. "That is why we test the materials at different locations. Take Brazil, for example. Our factory there is located in Manaus, right in the middle of the Amazon rainforest, where temperatures and humidity are high," says Mariana Gonçalves.

In the USA, we find yet another focus. "We are examining how we can use sustainable alternatives for packaging game components," says Stefan Congram. "And since we have different machines from the ones in the other Cartamundi facilities, we are investigating how our machines would handle new packaging materials."



## First step is taken: transparent paper to replace cellophane

So far, worldwide research within the Group has been successful. In 2021 Cartamundi announces it will start replacing cellophane with a paper-based see-through alternative, for the packaging of card games for some of its items.

“It took a lot of preparation,” says Erik Van Genechten. “After the tests, we needed to look for global suppliers who could provide the materials and meet our quality standards. After we found a suitable partner, our communication team started a marketing campaign to inform our customers, partners and employees.”

The first Cartamundi facility to begin using this transparent paper in production is the one in Poland.

[Read the full story ▶](#)

## Paper toys bring sustainable innovation to loyalty

Other Cartamundi departments are also committed to the fight against plastic soup. Our packaging engineers in Altenburg (SAL), for example, are inventing and printing the most wonderful 3D paper toys. That way, they anticipate the increasing demand in retail for durable collector's campaigns, helping Quick Service Restaurants and supermarkets to stop distributing plastic giveaways.

It is clear we have taken important steps. But we still have a long way to go before we reach our goal. Not all of the selected alternatives can be applied to all products and in every facility around the world. That is why we will continue to look for sustainable and strong alternatives in 2021.

## Why do we think paper-based materials are the solution?

In our search for alternatives to plastic, our engineers focus primarily on paper-based materials. They do so for these reasons:

1. Paper is noticeably **more durable** than plastic over the product's entire life cycle. Plastic only proves to be more sustainable in the production stage.
2. The recycling rates of paper and cardboard are higher than those of other materials. By producing paper-based items from materials with a single source, our products can be fully recycled. Which is an important step towards a circular economy.
3. Cartamundi favors wood or paper with an FSC® label, which guarantees **sustainable forest management**.

[Read the full story ▶](#)



# There's no turning back now: ecological packaging is here to stay

Cartamundi Poland is the first of our factories to produce paperwrapped cards

Cartamundi wants to ban single-use plastics from its products. A few years ago, our engineers started looking for an alternative to cellophane for the packaging of card games. In 2021, Cartamundi introduced a paper-based see-through material, to

wrap cards that come with board games or in separate tuckboxes. The material will eventually be integrated in all of our production facilities, but the scoop is for Cartamundi Poland.

"We are definitely proud to be the first to produce glassine," says Damian Kula, Operations Manager at Cartamundi Poland. "But it's also very exciting, because all eyes are on us now. The other Cartamundi production facilities eagerly await our feedback."

## 100% recyclable

Cartamundi engineers all over the world collaborate to find the best alternatives to single-use plastics in our production process. One of those solutions is a transparent kind of paper. Damian Kula: "Unlike cellophane, paper wrapping is 100% paper-based. Cartamundi uses FSC® materials for its games and packaging. That means that all our paper and cardboard originate from forests that are managed responsibly."

Cartamundi Poland was involved in the project early on, as one of the first factories where the production was tested. "The production processes are very similar. We were able to continue working smoothly. We did have to look for the ideal way to store the paper wrapping, but we have now found a solution for that as well."

“All our paper and cardboard originate from forests that are managed responsibly.

Damian Kula, Operations Manager,  
Cartamundi Poland

## Staged approach

In our search for ecological packaging materials, we follow the avoid-reduce-replace formula. If we can't avoid the use of packaging, we try to reduce it. And if that isn't possible either, our engineers will look for an alternative. In this way, we want to eventually ban all single-use plastics from our products.

Further down the road, our engineers will also be looking for alternatives to the cellophane we use to wrap card boxes. There are several requirements: the packaging must hold the cards together during transportation and needs to look good for the end-user.

"This shift to ecological packaging is logical and necessary," concludes Damian Kula. "Our customers demand change, which we fully support. Working together, we're looking at the next steps for more sustainable packaging options."





# Paper toys: a big opportunity

An important and exciting part of our plastic reduction project is the development of paper toys.

We started making these in response to a request from QSR (Quick Service Restaurants). These chains are under a lot of pressure to remove their plastic giveaway toys for kids and are looking to offer environmentally friendly alternatives. QSR often look to Cartamundi to provide fun yet sustainable products.

So, inspired by QSR, we launched our PaperToys 2.0 project. This is a huge opportunity for Cartamundi to innovate and strengthen our position as the biggest paper toy manufacturer in the world.



# Retail collector's campaigns and sustainable giveaways go hand in hand perfectly

At ASS Altenburger, ingenious paper toys come to life

A 3D tractor made out of thick cardboard, an entire farm of animals made out of glued-together die cut shapes, ... There's so much paper can do. Including: reducing the amount of plastic in the world. Quick Service Restaurants (QSRs), for example, are gradually replacing their plastic giveaways with ingenious paper toys.

Who are the masterminds who design and produce these cute ecological alternatives? Meet Sebastian Runge and Julius Muschalek, two passionate engineers at ASS Altenburger, Cartamundi's German branch.

More and more supermarkets and QSRs focus on sustainability and are looking for ecological collector's items, instead of disposable plastic toys. Cartamundi's paper toys are the ideal answer to their increasing demand.

"We prefer FSC®-certified paper," says Julius.

"In addition, we try to keep the sheet sizes of the punchboards as small as possible to limit the amount of waste. And we recommend to switch to thinner materials for boxes and punch boards, for example. This is also cheaper and thus more advantageous for the customer."

Supermarkets and QSRs can stack the punchboards neatly on top of each other. This compactness is an extra benefit because the loyalty gifts require less storage space.



### More building fun, more quality time

The paper toys have another great advantage over their plastic equivalents: children often have to put the toys together themselves, which is part of the fun. They also practice their spatial understanding and hand-eye coordination. And they feed their self-confidence, because they have made it themselves.

“Children engage with the paper toys – they build something they can be proud of

Sebastian Runge, Manager Technical Product Development, ASS Altenburger

“The fun is not just in receiving the toy,” Sebastian says, “But in engaging with it and building something nice to keep or play with. Something to be proud of. For example, for a board game, we made a set of two

jungle animals that can stand on their own, but they can also be stacked on top of each other.” A promising beginning of remarkable adventures for sure.

### Jungle of possibilities

Sebastian goes on to say: “Our sales colleagues from different channels regularly knock on our door requesting a new 3D design. When we’re done, we print them on paper and glue them to a thicker sheet of cardboard. Then we die cut the components so the consumer can easily punch them out and get started.”

Since 2020, Cartamundi Group has been collaborating with Dodoland, a New Zealand company. They sell 3D paper toys of wild animals and fantasy figures. In fact, Dodoland is the very first license that Cartamundi has secured in the paper toys segment.

“We will be allowed to sell Dodoland figures to companies as branded promotional gifts and to retail chains for collector’s campaigns,” says Julius.

“By using die cutting, we could easily produce toys on a large scale

Julius Muschalek,  
Technical Product Development

The Dodoland collaboration also signaled the move from laser cutting corrugated cardboard to die cutting solid cardboard. “Pretty challenging. But it also opens up a lot of possibilities,” says Julius, “Thanks to die cutting, we can now produce our paper toys on a large scale.”



## Game publishers and musea

Julius and Sebastian also receive questions from publishers who want to replace the plastic trays of their game boxes with a paper version. “One example is Hans Im Glück, the publisher of the game Carcassonne. They asked us to put the punching boards together with paper bands instead of traditional shrink-wrap. Fortunately, Cartamundi has a lot of experience in this area, as we choose durable paper binding as standard for our punch out cards.”

The project Sebastian and Julius are most proud of? “That would be the Brutus race car we did for the Technik Museum Sinsheim in Germany. It’s a cool replica of the race car the museum developed, on a truck chassis with an airplane engine.”

And with Brutus and its many cardboard friends, paper toys are off to a roaring start.



# Reducing and eliminating materials

Our aim is to **reduce or eliminate the use of materials** by changing product specifications.

When planning a new product, we always make a preliminary analysis of how resources can be used optimally. For example, we look at how a printing sheet can be used efficiently so that as little waste as possible is produced.

We also consider how to optimize the number of games per box and pallet in order to lessen the ecological impact of transport.

In addition, we evaluate how to replace plastic components with a green alternative, or reduce plastic use by making changes in the packaging.



# Standardized printing processes and color proofs help us save material

Reducing paper waste is a top priority at our ASS Altenburg plant

Heiko Lasch is Manager Prepress/Print at our Spielkartenfabrik Altenburg (ASS) factory in Germany. His operation prints <volume/weight> of playing cards each year. In recent years, print runs have become smaller and, considering the way machines have to be set up, this could lead to a lot of wasted material. Fortunately, working with his operators and their supplier, he found a solution.

“We use so-called running sheets to adjust the colors on the machine precisely”, says Heiko. “The sheets are made of paper and eventually go to waste. Every time different colors are used, the machine has to be readjusted to those colors. So you end up using a lot of running sheets. The more of these sheets the machine needs, the more paper is wasted.”

For this reason, Heiko recommends working with standard color proofs whenever possible. “Standard color proofs allow you to start up a new print run or order with previous color settings. The consequence?

You need fewer running sheets and therefore produce less paper waste.

“Encouraging customers to use standardized color schemes, has become a good practice at the factory. And so is the practice of using both the back and the front of any running sheet.”

It was Heiko and his team's goal to reduce the usage of paper by 1 percent in 2020. By the end of the year, they had saved 2.28 percent.

## Importance of operators

Printing machine operators play a pivotal role in the reduction of paper at ASS Altenburg. “They have to find the right balance”, says Heiko. “Operators will judge any printing situation differently and we like to give them the autonomy to do so. Their starting question is always: ‘How can we guarantee the highest-quality printing and save paper at the same time?’ Some printers will argue that it's better to be safe than

sorry. For any given run, they will print some more sheets, so that they're sure they have enough high-quality prints. Others are bolder and print less, which will most probably lead to less paper waste."

“You have to talk to the operators and encourage them to be more responsible and conscious of the need to reduce waste.

Heiko Lasch, (Pre)Press Manager,  
ASS Altenburg

It takes a lot of training to keep operators focused on our sustainability objectives. "We closely collaborate with our printing machine manufacturer, Heidelberg. Their trainers visit our facility every year and help our machine operators to reduce paper waste. Last time,

the trainers conducted a performance check for every operator and decided that we are well-organized, and our operators have the right amount of knowledge."

"During the course of the year, we discuss the subject of paper reduction with our operators regularly. We give them tips and provide additional training to those who want to adjust the color parameters more precisely. This keeps the practice front of mind."

### **Saving energy, water, and chemicals**

Clearly, good practices and standardized processes are making a real difference at the plant. "A lot of small improvements create a significant result", says Heiko.

There's another area where his team are making their plant more sustainable – inside the offset printing machines. Traditionally, using the CMYK four-color model (Cyan, Magenta, Yellow and Black), the color plates have to be prepared and washed, which requires a lot of chemicals and water. Heiko says: "After the plate

setting (where a laser pointer paints a picture on the plate), the plate needs to be developed – this used to take up a lot of water and chemicals. Now that development happens inside the printing machine, using less energy and no chemicals or water whatsoever."

### **Encouraged by ISO 14001**

"Sustainable measures have been present at ASS for over 20 years now", says Heiko, who has worked there for the past 25 and seen the factory evolve. "Our efforts are cost-effective, and save us time and materials. But we shouldn't underestimate the power of certification and audits. When we were working towards our ISO 14001 certification, we needed a clear and ambitious goal. Further reducing our paper use was the one that did it."

What could ASS Altenburg do better? "I'd love to exchange more information on our printing practices with my colleagues at other Cartamundi facilities. That would be another step in the right direction."



# Promoting a sustainable company culture

Our aim is to **raise awareness about sustainability** among our employees.

At Cartamundi, we're transforming our company culture in every country where we operate.

We've launched a number of initiatives to inspire our employees, their families and our communities to live sustainably together – like good neighbors.



# Every year we rid our local community in Japan of waste

27 years of cleaning up waste at JCP

Japan Card Products Co. – also known as JCP – is the joint venture between Cartamundi and Amada Printing. Every year, JCP participates in a big clean-up project in its local community, alongside 32 other companies.

Kiyoko Nagao, General Affairs Manager at JCP, says: “We have been working on this project for 27 years. Every year we collect all the waste in the industrial area of Kazo – where our factory is located. Cleaning up is one of our ways to contribute to our community. And with great results. In 2020, we collected over 300 kg of waste in the neighborhood.”

“ In 2020, we collected  
300 kg of waste

Kiyoko Nagao, General Affairs,  
Japan Card Products

Building towards a more sustainable society is a top priority at JCP. Together with Kazo City Hall and the Chamber of Commerce and Industry, JCP also helps to organize summer festivals, health management seminars, and sports tournaments. At those events Kazo residents and JCP employees get together to have a good time and improve their quality of life.

It's how JCP ensures its positive impact on local society.



# Factory flourishes amidst over 100 newly planted trees

Employees and distinguished guests plant new trees at Parksons Cartamundi in India

An estate of 39,863 m<sup>2</sup>. A new factory building of 11,731.42 m<sup>2</sup>. An investment of € 5 million. The plant that Parksons Cartamundi built in Pardi, India, represents some staggering numbers. The investment brings a more extensive product range,

and more employment. At the same time, over 50 mango and cheeko trees had to be cut down to make way for the new site. Luckily, twice as many trees have been replanted on the site since.

“Since 2013, when the factory opened, it has become a bit of a habit to ask important visitors like customers, suppliers, shareholders, etc. to plant at least one tree during their visit,” says Kapil Kejriwal, Executive Director at Parksons Cartamundi. “By 2020, more than 100 employees and guests planted a tree on our property. Last year, 20 more were planted. So that makes 120: a lot more than the 50 we had to cut down.”

Among the enthusiastic tree planters were CEO Stefaan Merckx, Steven Schoenmaekers (EVP Global Accounts & Innovation), David Germis (EVP Europe), CFO Istvan Lagaert, Paul Roberts (VP Corporate Programmes), Chairman of the Board Jean-Louis de Cartier de Marchienne and Boardmember Frederic de Somer and of course Mr. Kejriwal himself.





“ Together, employees and visitors have already planted some 120 trees. More than the 50 we had to cut down.

Kapil Kejriwal, Executive Director,  
Parksons Cartamundi

### **Sustainable entrepreneurship**

For the Cartamundi Group it's becoming ever more important to do business with an eye for the environment and the climate. Parksons Cartamundi certainly does its part, and not just by planting trees.

“In Pardi we also try to banish plastic as much as possible. Both from our products and from our daily lives”, says Kapil Kejriwal. “We recycle waste water and collect rainwater with a water collection system. By setting a good example at work, we hope that our employees will take these habits home with them.”





# How we encourage Germans to recycle

We've designed detailed on-pack icons to educate consumers

Germany is Europe's leading recycler, reprocessing 68% of its municipal waste. In 2016, Germans recycled 70.7% of their packaging waste, already exceeding the EU target for 2030. "A lot of households are indeed recycling diligently," says Susanne Thomas, Head of Marketing at our ASS Altenburger factory. "But you can't just assume people know how to do it correctly. That's why 90% of our game boxes now sport clearly visible, detailed recycling icons."

Susanne says increasing numbers of business customers and consumers are asking ASS Altenburger about the sustainability of our products. "There's a real need to educate people on what can and can't be recycled, and to inspire our partners and toy manufacturers on this issue."

"When reviewing our factory to award us the ISO 41001 certificate, our auditor warmed to the idea of using recycling icons on our packaging. That certainly inspired us to develop it further," Susanne says.

## Learning from another industry

"When designing our new icons, we took inspiration from the food industry. I have a food pack at home that's very cleverly branded, and contains clear information on how to recycle the various contents and packaging correctly. Using this pack as our model, we went to work on our own designs."

“It would be great if we could encourage customers to recycle through online articles, connecting them to these via QR codes on our packaging.

Susanne Thomas, Head of Marketing, ASS Altenburg

The results are simple: graphic black icons that stand out on any colored background and are easy to follow. “Since we also export our retail games to Switzerland and Austria, we made sure our icons would fit the recycling guidelines of these countries as well,” says Susanne.

Susanne’s team decided early on to not put the icons on the front of the packaging: “It’s important information, of course, but it’s still secondary in importance — we don’t need it to convince consumers to buy the games — and we already have a lot of elements to fit on the outside. Our icons are clearly visible though. You can see them as soon as you open the box. Sometimes, we also include the icons on the game-rules sheets featuring the rules of the game.”

### Helpful information

So, what do the icons look like? Here are three examples:



“On the inside lids of the boxes containing our games, we include these combinations of icons – one for each component,” Susanne explains. “In these examples, the outer box and cards go with paper; the inner tray and plastic bag with plastic; and the cup and dice with general waste.”

These icons can be found on our own playing cards and children’s card games such as the My Lilimals 3-in-1 Spielebox and the Karten & Würfel Box (two traditional German games involving cards and dice) as well as the card quiz Querdenker, plus various Disney card games.



## Working to reduce plastic

As mentioned above, Germans are avid recyclers. “We are trained,” says Susanne, “Kids learn how to sort waste properly from kindergarten onward. Local governments are really well organized as well. They encourage people to handle waste consciously, with a yearly plan.”

ASS Altenburger's icons initiative ties in with Cartamundi Group's bigger strategy on sustainability. It's part of our plastic reduction program, which takes its cues from the avoid-reduce-reuse ethos. In line with this principle, the factory ensures that recyclable items don't end up with general waste. This way, valuable materials can be reused later, and we can reduce our consumption of raw materials.

So, what's next for ASS Altenburger? “We're exploring how we can communicate more broadly about our green initiatives,” says Susanne. “It would be great if we could encourage customers to recycle through online articles, connecting them to these via QR codes on our packaging.”

Things are moving in a positive direction in the customer field as well. “More and more customers are interested in green products and promotions, highlighting the fact that sustainability isn't just good for the environment; it's also good for business.”

# Encouraging sustainable commuting

Our aim is to **encourage as many employees as possible to commute** by bicycle, public transport, or electric and hybrid cars.

Cartamundi encourages sustainable transport, either by providing bikes, promoting the use of public transportation, or even offering chartered transport.

In Europe, our companies in Ireland, Belgium and Germany promote cycling. In other countries, where distances are greater, we focus on promoting the use of public transport or even providing a bus to bring employees to work. For example, at our Massachusetts facility (ELM), there is clear communication about the

bus schedules, in Japan we provide transport from the station to the factory and in India, we are helping employees to live closer to our factory.

In general, our fleet is becoming much greener. Diesel cars are gradually being replaced by more sustainable hybrid or electric alternatives. With more of us cycling to work and fewer of us polluting the air with car fumes, we help to keep the environment clean for our neighbors.



# Cycling for a better planet

Corporate bike leasing is the next step towards green mobility

Cycling is growing in popularity, especially in Europe. Since 2018, employees at Cartamundi Turnhout are able to lease a bike, thanks to our collaboration with KBC Bicycle Leasing. It's a great success. By 2020, 116 employees have joined the bicycle project. That means a whopping 34% of employees at Turnhout used a bike to go to work by the end of 2020.

When the employees of Cartamundi Turnhout asked for a bicycle leasing option, Sophie De Schepper, Project Coordination Group Technology, got in touch with various companies: "We decided to join forces with KBC Bicycle Leasing, because they offer a total package – from top-notch bicycles to annual maintenance."

## Commuting to work by bike

Sophie De Schepper and her colleagues organized information sessions to show employees the options they had. During these sessions, the leasing agency and Cartamundi's social secretariat answered all their practical questions. "We start the registration round for new bikes in the first quarter of every year. In the meantime, the project is doing well: 116 employees have already joined."

One of those employees is Staf Geeraerts, Technical Purchaser at Cartamundi. He has been leasing a racing bike since 2018. "With the lease bike, not only do I commute to work, but I also use it in my spare time. Because of those many kilometers, the bike does wear out a bit, so the annual maintenance is a plus. The lease package also comes with an insurance and bicycle assistance. A great deal if you ask me."

“The lease package comes with an insurance and bicycle assistance. A great deal if you ask me

Staf Geeraerts, Technical Purchaser and early adopter



## More bicycle facilities

Commuting by bicycle is a great alternative to the car. There are lots of benefits to riding a bike to work, Sophie says. “A bicycle doesn’t emit CO<sup>2</sup>. And every bike ride to work is one car less on the road. Our leasing project undoubtedly has a positive impact on the environment. The added bonus is that cycling is healthy for our employees. It is a tax-friendly and cost-saving means of transport. Employees receive a bicycle allowance for every kilometer they ride.”

Bike leasing is an important step towards sustainable commuting. As a result of its successful leasing project, Cartamundi Turnhout has expanded its bicycle parking facilities considerably in 2020. They are now equipped with electric charging points. “We’ve noticed that other branches of the Cartamundi Group, like Ireland and Germany, are exploring similar initiatives” says Sophie. “Cartamundi is also making its car fleet greener. We are switching to electric and hybrid cars.”

“A bicycle doesn’t emit CO<sup>2</sup>.  
And every bike ride to work  
is one car less on the road

Sophie De Schepper, Project Coordination  
Group Technology, Cartamundi

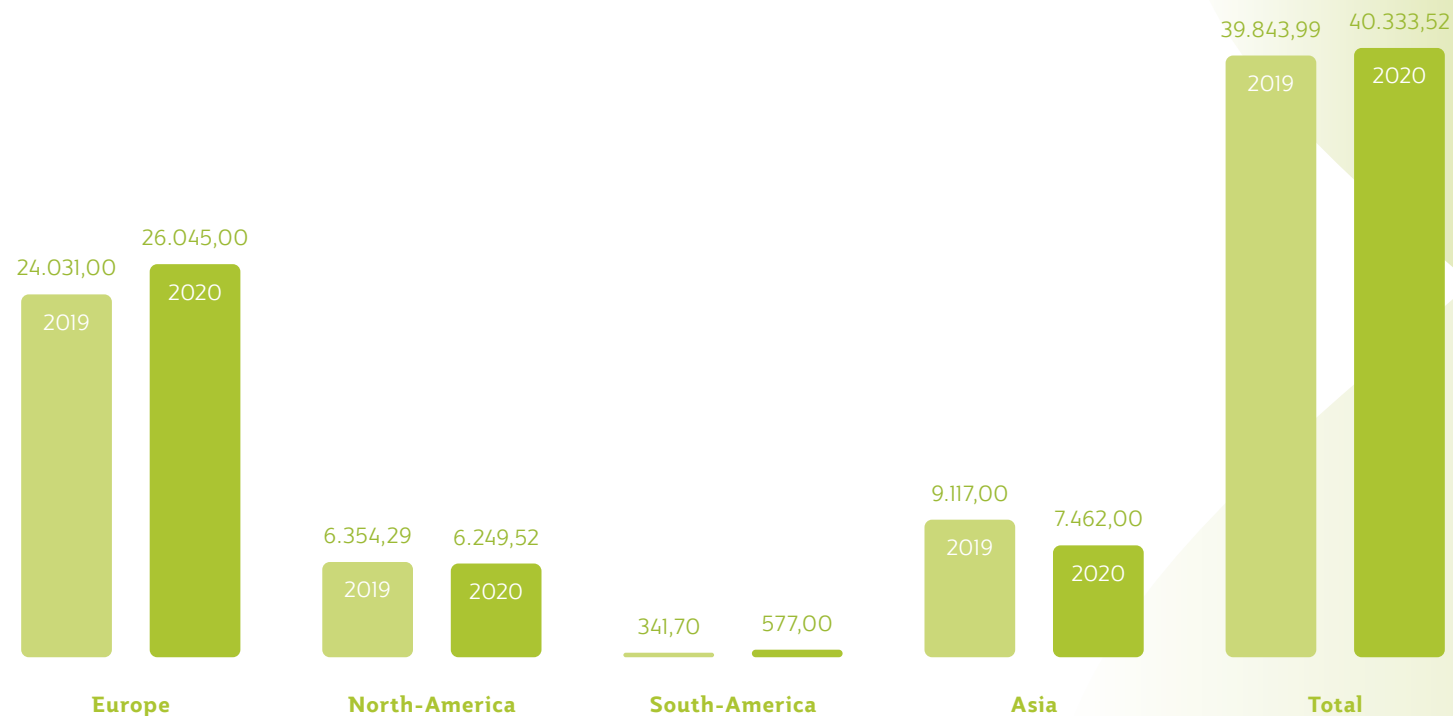
## Participating in Car-Free Day

Every year in September, Cartamundi Turnhout participates in the Flemish ‘Car-Free Day’. “On Car-Free Day, Cartamundi encourages its employees to travel by train, bike or carpooling,” Sophie says. “We collaborate with a local bicycle dealer, so employees can test lease bikes for free. Every participant receives a goodie bag, carpoolers can use priority parking spaces, and our bicycle sheds are given a festive make-over.”

## Healthy and sustainable initiatives at Turnhout

Cartamundi Turnhout is off to a healthy future. To get employees off their feet during the workday, there is Cartamotion – a fun programme filled with sports activities and tournaments. The Bicycle Leasing project complements that initiative perfectly. “The ardent cyclists who participate in Cartamotion competitions also play an active role in our bicycle leasing project,” says Sophie. “So not only are they improving their health, but they’re also contributing a better planet by leaving their cars at home.”

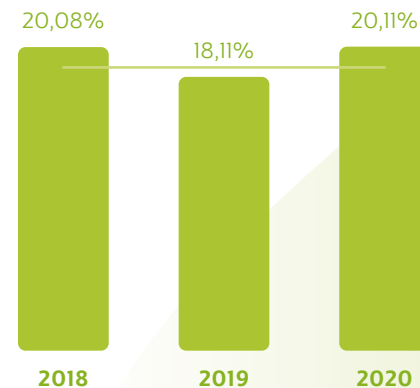
## Total Water Consumption Cartamundi Group (in m<sup>3</sup>)



## Total Electricity Consumption Cartamundi Group (in Gwh)

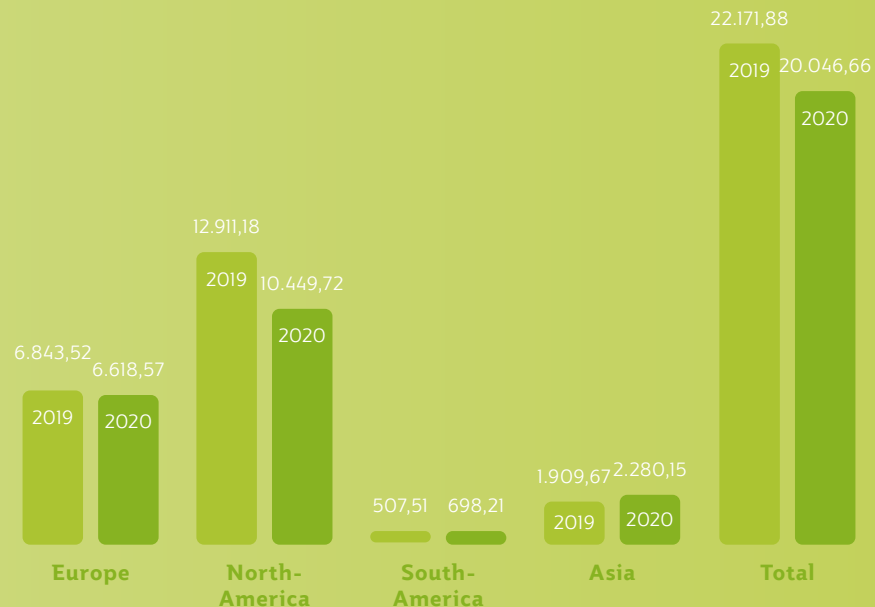


## % Renewable Electricity/ Total Electricity Consumption (Cartamundi Group)

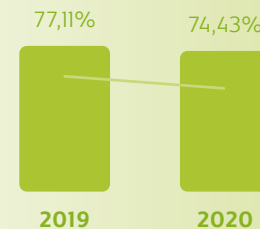




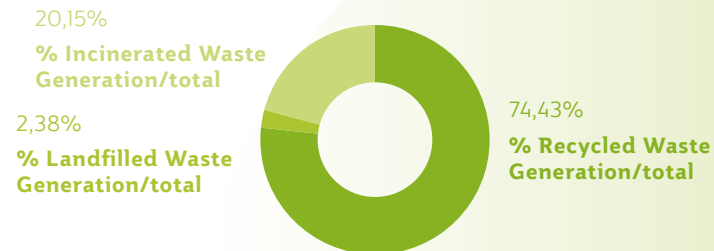
## Total Waste Cartamundi Group (in Tonnes)



## % Recyclable Waste/Total Waste (Cartamundi Group)



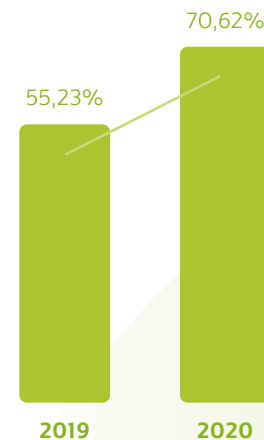
## Split Waste Cartamundi Group/ Catergory in % (excl. CM Poland)



## Total Paper Consumption Cartamundi Group (in Tonnes)



## % Sustainable Cardboard/ Total Consumption (Cartamundi Group)



# Ethics & Audits

Fairplay is in our DNA



# Governance & Ethics

## Ethical entrepreneurship, a common thread in everything we do

Good relationships are built around honesty. Do we want to be a good neighbor to our employees, our customers and our partners? Do we want to distinguish ourselves from others production companies in our industry? Then we must communicate transparently about every step we take and act ethically.

- **Global Business Ethics Principles** - Cartamundi is committed to fair working conditions worldwide. To this end, we established seventeen principles from a prohibition on forced labor to strict conditions to protect the health and safety of its employees.
- **We care for diversity** - Cartamundi expects its employees to treat everyone equally regardless of race, religion and gender. That value is embodied in the Global Business Ethics Principles, some of our departments have further sharpened that focus with a separate policy.



# We are Hasbro's Global Ethical Champion 2020!

Cartamundi guards its ethical principles - and is rewarded for it by customer Hasbro

Cartamundi Group applies strict ethical conditions when choosing its partners. And we're not the only one. The American games and toys manufacturer Hasbro – one of our main clients – also sets high requirements for its suppliers. Each year, we must pass an external audit of the Responsible Business Alliance (RBA), which examines the working conditions of all employees in the supply chain. Cartamundi has been completing these audits for several years now. When critical issues were identified during these audits, our factories properly remediated them. As a sign of recognition, Hasbro awarded Cartamundi with the Ethical Champion 2020 trophy.

As many as seven of our plants manufacture Hasbro products: East Longmeadow (ELM), Dallas, Waterford, Turnhout, Japan, Brazil and India. Every year they are individually audited.

## Improving our social, ethical and environmental performance

The Responsible Business Alliance (RBA) is the world's largest industry coalition dedicated to corporate social responsibility in global supply chains. In 2016, Hasbro expanded its ethical sourcing commitment and became the first toy and game company to join the RBA. 100 percent of their global supply chain undergoes annual social audits, which is well above the minimum requirement of RBA.

"Those audits help us optimize the working conditions of all employees in our supply chain," says Stefaan Merckx, CEO of Cartamundi Group. "They give our annual action and improvement plan more direction. The feedback we receive from the RBA challenges us to improve our operations and to further develop our ethical policy."

“A happy core customer is a key to future success!

Stefaan Merckx, CEO Cartamundi Group

### Recognition of our efforts

“In 2020, our plants had to make an extra effort,” Stefaan Merckx continues. “The corona crisis forced us to be even more vigilant in terms of health and safety. We doubled down with new initiatives, like the production of face shields, respirators and the introduction of new Global Manufacturing Standards for health and safety during the pandemic.”

These initiatives didn't go unnoticed. In February 2021, Hasbro awarded Cartamundi ELM with the Global Ethical Champion trophy. Allison Kohll, Senior Director, Global Ethical Sourcing at Hasbro, emphasizes that the award recognizes the effort of all seven Cartamundi factories. Allison confirms the award is given because

of Cartamundi's commitment to compliance, reflected in audits, remediation and best practice implementation.

“We are very proud and honoured to receive this award. It's an important step in our customer relationship”, says Stefaan Merckx. “Because a happy core customer is a key to future success!”



# Audits, standards and certifications

Our customers come from many different sectors, so we have to deal with different health and safety standards. Our products often need to comply with toy legislation. In some cases – depending on the product and its use – we also have to take food safety or cosmetics legislation into account. And we do it not just because we have to, but because we owe it to our neighbors. Every customer, consumer and community member deserves high-quality products that are safe, harmless, fun and produced in an ethical way.

When it comes to quality control, we work on three fronts:

- Certificates
- Audits of/by customers and suppliers
- Management systems: procedures, policies, risk assessments

## Certificates

Certificates validate that we're on the right track when it comes to our priorities. They give us guidelines to follow so that we know what we can improve on.

We adhere to multiple ISO standards. These internationally approved standards help us manage the quality and safety of our products and procedures. Aside from ISO standards, Cartamundi has a number of other certifications, both social and environmental.

## Audits

Cartamundi believes in transparent and ethical business. We allow our customers to come and audit us for different projects and actions. These audits keep us on our toes as far as sustainability goes. Our attention needs to be 100% focused at any given time.

We've had audits on multiple topics: from food safety to environmental and social aspects. If our clients find that there's room for improvement, we evaluate how to take action.

## Management Systems

Management systems stimulate us to draw up action plans and encourage us to optimize our products, processes and procedures. Certificates and external audits are also good incentives to reach our CSR goals. They keep us focused.

# Sustainable Partnerships





# How we're achieving our sustainability goals

Working with the UN, business partners, NGOs and local communities

Sustainability affects many parts of our business: purchasing, supply chain, product development, HR, and more. Its issues are global, hence the United Nation's Sustainable Development Goals (SDGs). We want to help address the SDGs. But we can't do it alone. The best way forward is to work together with the right partners. It's part of being a good neighbor, both in our local communities and in the world.

## Choosing sustainable suppliers

Our global ethics policy states Cartamundi's principles on issues such as forced labor and child labor, health and safety, and acceptance of advantages (bribes, kickbacks, gifts and favors). It also describes how our company behaves towards its employees, and how we expect them to behave towards each other, our communities and the environment.

We ask our suppliers to sign this policy and commit themselves to upholding our standards. Together, we are working to make our products greener, and helping each other to be good neighbors in our respective communities.

## Keeping licensors and customers happy

Some Cartamundi licensors and customers expect us to meet rigorous sustainability standards. So they often visit us to audit our production facilities and processes, and evaluate them. They check our working conditions and the way we treat our employees, as well as our approach to safety at work and environmental issues. Thankfully, they're always happy with their findings.

## Meeting Disney's and Hasbro's demands

We've been a Disney licensee for several decades now. Having fulfilled their sustainability criteria, we are officially recognized as a Disney Approved Supplier – an essential certification to be one of their suppliers. Also, all the components we buy for their products – one of their games, for example – must come from other Disney Approved Suppliers. Disney reviews these suppliers as well as our approved status every three years.

Hasbro, one of the world's biggest toy companies, is an extremely important Cartamundi client. They have stipulated that all of our production facilities that produce for them must be audited once a year by the Responsible Business Alliance (RBA). RBA evaluates our plants on:

- Labor and Human Rights (treating people fairly)
- Health & Safety
- Environment (how we evaluate and limit our environmental impact)
- Ethics (checking that culture is one of honesty,integrity and transparency)

These audits challenge the Cartamundi Group to take concrete actions and make significant progress annually. Our Group companies are working together to improve our RBA results each year. It all helps us to be fairer, safer and greener: better corporate citizens within our communities.

## Partnering with NGOs and non-profits

Cartamundi has set up sustainable partnerships with a variety of local non-governmental organizations (NGOs) and not-for-profit organizations.

Our collaboration with them and other local groups is growing, and benefiting not just them and us, but our communities as well.

At the end of 2020, we joined forces with the King Baudouin Foundation (KBF) to set up the Cartamundi Global Fund, with the specific aim of helping those between one and eighteen years old.

We are working together to support local communities over the long term – not just by donating money. We want to develop sustainable solutions that will have real, tangible benefits for deserving local causes.

## Nurturing local culture

Some of the cities where we operate have had important roles in the history of playing cards: Vitoria, Spain, home of Fournier cards; Altenburg, Germany, a card-making center since 1832; and Turnhout, Belgium, birthplace and home of Cartamundi's headquarters over half a century. These cities mean a lot to us: they are where we live and work. They've helped us succeed, and we enjoy supporting them – for example, helping their local playing card museums keep history alive:

- Spielkartenmuseum Altenburg
- Turnhout Speelkaartenmuseum
- The Museo Fournier de Naipes de Alava

Turnhout has been a center for cartoonists and game designers for centuries. Recently, we've helped give the graphic tradition there a new lease of life with RockPaperPencil, a Cartamundi project that supported local creative professionals with live events.

Our Masterclasses, the FABLAB 2300, the Frame, and our Games & Comics Event at the end of 2019 all helped put Turnhout back on the map as the city of comics and board game designers.

## Our Global commitment

As an international company, whose name means “cards of the world”, we are committed to being a good global citizen. So, in 2014, we signed up to an important United Nations (UN) pact, called the UN Global Compact. It encourages companies to implement sustainable strategies, by following 10 business principles that the UN has agreed.

These relate to Human Rights, Labor, Environment and Anti-Corruption.

As a signatory, Cartamundi must report on our progress annually to the UN – specifically, about our policies and procedures around the above issues, as well as which UN SDGs we've worked on, and what

outcomes we've seen. Each year, our CEO must renew our commitment to this initiative.

## Helping our home country

Belgium is home to Cartamundi's headquarters in Turnhout. So, naturally, we want to help look after it. That's why we work to fulfill our Voka Sustainable Business Charter obligations with Voka, a Flemish association of employers. Voka tasks us annually with implementing 10 initiatives that will contribute towards achieving the UN's SDGs. Voka's committee evaluates these actions and projects at the end of each working year. We obtained our charter in 2020, the first year of a three-year cycle – the idea being that we and other participants work on all 17 different SDGs over that cycle.

It helps us stay on track as we work to improve our neighborhood.

# Future



# As good neighbors, we're in it for the long run

At the end of this report, we want to stop for a minute and reflect. Are we good neighbors to our local communities and how can we become better ones?

As this report shows, Cartamundi is making good progress in many areas. However overall, global initiatives to meet the SDGs are not yet advancing at the speed or scale required. In the coming years, we need our companies to make real progress so we can achieve these goals by 2030. In light of this universal ambition, Cartamundi recognizes its important role to encourage people to take action, both locally and

globally. On a social and ecological level, we have certainly achieved a lot in recent years. We're especially proud of launching our Cartamundi Global Fund and of the strides we are making to reduce single-use plastic. So, yes, we are good neighbors in a lot of ways, but we are also aware that we must and can do much more.

Consider plastic reduction. It's a pressing environmental problem but cutting our CO2 emissions is a much bigger challenge. That is why we will launch a project on carbon footprint reduction in the near future. The Cartamundi Global Fund will also go above and beyond. We see many possibilities to make a real change. Not only do we want to support organizations financially and through donations, but we want to work together with them as partners to relieve the needs in our society. Through the fund, we will look at how we can involve our own employees, for example through volunteering or mentoring. We hope that both our company and the organizations can learn and grow by working together closely.

## Our game is a cooperative one

Everywhere in society, the pressure for sustainability is rising. No longer just a nice-to-have, sustainability should be embedded in every company's core. And it certainly has grown to become a key element in the long-term strategy of our organization.

Of course, we can't do it alone. To be good neighbors, we need good neighbors. And we're happy to see that things are moving in the right direction. Our immediate neighbors have helped us a great deal. In the beginning, the demand mainly came from our customers and, indirectly, from the end consumers. Whereas nowadays, all types of stakeholders ask us about sustainability: customers, suppliers, financial stakeholders, communities...

Cooperation and partnerships will prove to be the way forward. That is where the increasingly important ESG rating (environmental, social and governance) comes in. In the coming months, we will evaluate where we stand compared to our peers and how we want to use ESG rating in our further CSR policy, and thus get a clearer picture of our medium and long-term vision.

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## Embracing the New Normal

With the COVID-19 crisis going through ups and downs for well over a year now, the call for going 'back to normal' is omnipresent. So, when will we go back to normal? The fact is, we won't, because more people would like to embrace a 'new normal', where work has the most limited impact possible on people, nature and society. As good neighbors we consider it our moral

obligation to support that 'new normal' on every level. We also hope to align the different offices and facilities of the Cartamundi group so that all our employees and leadership teams are aware of the difference we can make. In the next few months and years, we will encourage all people involved with our company to commit themselves to our objectives and to take action. But it's not just down to individuals, CSR needs to be an integrated part of how we do business. In every choice we make, we must consider what's most sustainable - for our people, the communities we live and operate in, and for the planet.

It's a game we take seriously. And we play it together, as One Group, One Team.



