

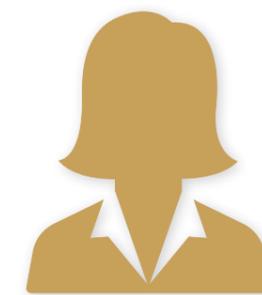


# Creating tomorrow Caring for future generations

Future Report 2021

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**50 %**

Proportion of women in top management



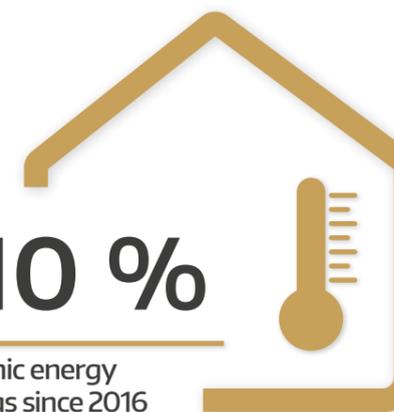
**-25 %**

relative use of sealing chemistry since 2017



**-10 %**

Reduction in packaging material compared to 2016



**-10 %**

Thermic energy savings since 2016



**130 hrs**

further education completed in 2020 by MACO training participants, on average



**-33 %**

Fewer workplace accidents compared to 2019

## Legal Notice

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## Creating tomorrow. Caring for future generations.

We shape the world in which our children will live – we have been aware of this responsibility for society and the environment as a family business since the beginning of our business.

For future generations, too, we are working on innovations that benefit society, the environment and the economy alike. Not only concerning our products for windows and doors, which make „green” building and living possible in the first place. Aspects such as energy efficiency, resource conservation and equal opportunities also play an essential role in all our production and business processes. Along the entire value chain, we at MACO make an important contribution to a more sustainable quality of life with our expertise, our technological know-how and our innovative strength, for many generations to come.

This commitment can be experienced in many individual sustainability activities in our divisions. We want to reflect some of these in this report.



## Our Positioning Our Future

As an innovation and quality leader, we manufacture mechanical products that are part of a system solution, and to this end, we rely on digital networking and services. Our excellent employees guarantee the high customer orientation. We trade in harmony with economic, environmental and social aspects.

## Our Values Our Promises

Sustainable trading is an important part of our corporate policy and has a significant influence on MACO's strategic orientation and has been so for many years. It is not for nothing that sustainability is one of our three core corporate values.



# MACO Compact

## What we do

MACO. An Austrian family business. An innovative hardware manufacturer. A world market leader. And has always been committed to sustainability. We produce system solutions for windows, doors, and floor-to-ceiling sliding elements in a responsible manner.



### Our Products: Ubiquitous

At the start of all our deliberations is man with all his needs. For more than 70 years, it has been our concern to make man's everyday life as smooth as possible. Our quality hardware keeps windows and doors in the frames, allow them to open, tilt and close comfortably.

They ensure that warmth stays indoors, while noise as well as uninvited guests stay outside. They make rooms energy-efficient, safe and light-flooded. Completely unnoticed, they are one of the most widely used products in daily life.

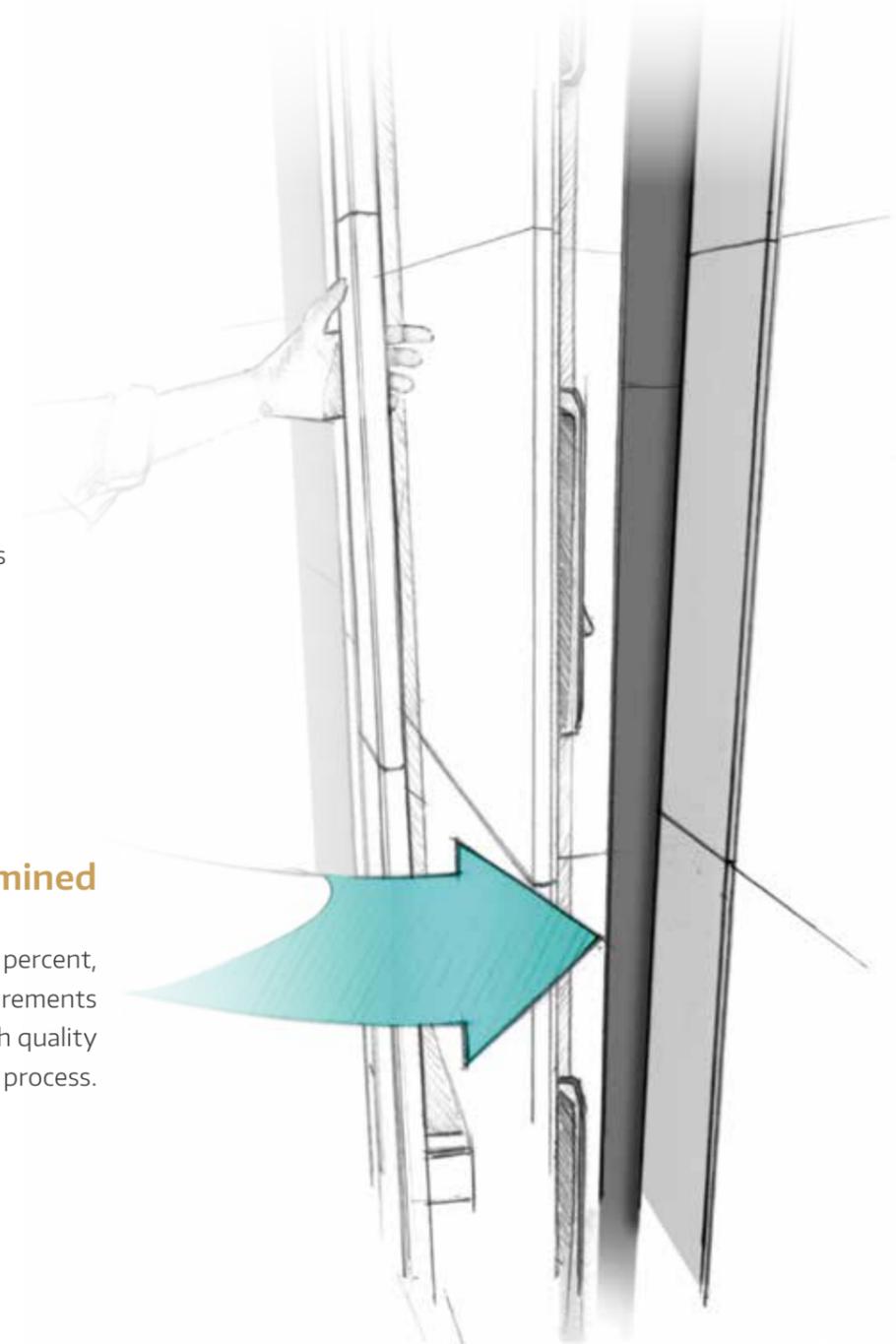
### Our Thinking: Holistic

Rooms, needs and user behaviour change, and MACO changes with them. We are constantly researching innovative solutions and have successfully developed from a pure component manufacturer into a complete solution provider.

Making not only our products themselves, but also the manufacturing process more sustainable is an essential requirement. We continuously optimise our production and logistics processes for the benefit of resource conservation and attach great importance to the use of ecologically sound materials along with the reduction of hazardous agents.

### Our Work: Self-determined

With an industry-wide extremely high in-house production share of 96 percent, we can not only respond quickly and flexibly to customer and market requirements for solutions for all product lines. But it also allows us to stick to high quality and environmental standards throughout the entire production process.





## MACO at a glance

2.1 Billion



Single and half parts / year

15



Sales offices

2.600

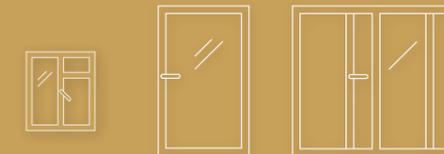


Employees

1.700



in Austria



15 Million

Windows equipped with  
MACO products per year

96 %

Export rate

One of the most  
successful hardware  
manufacturers  
worldwide

Profile

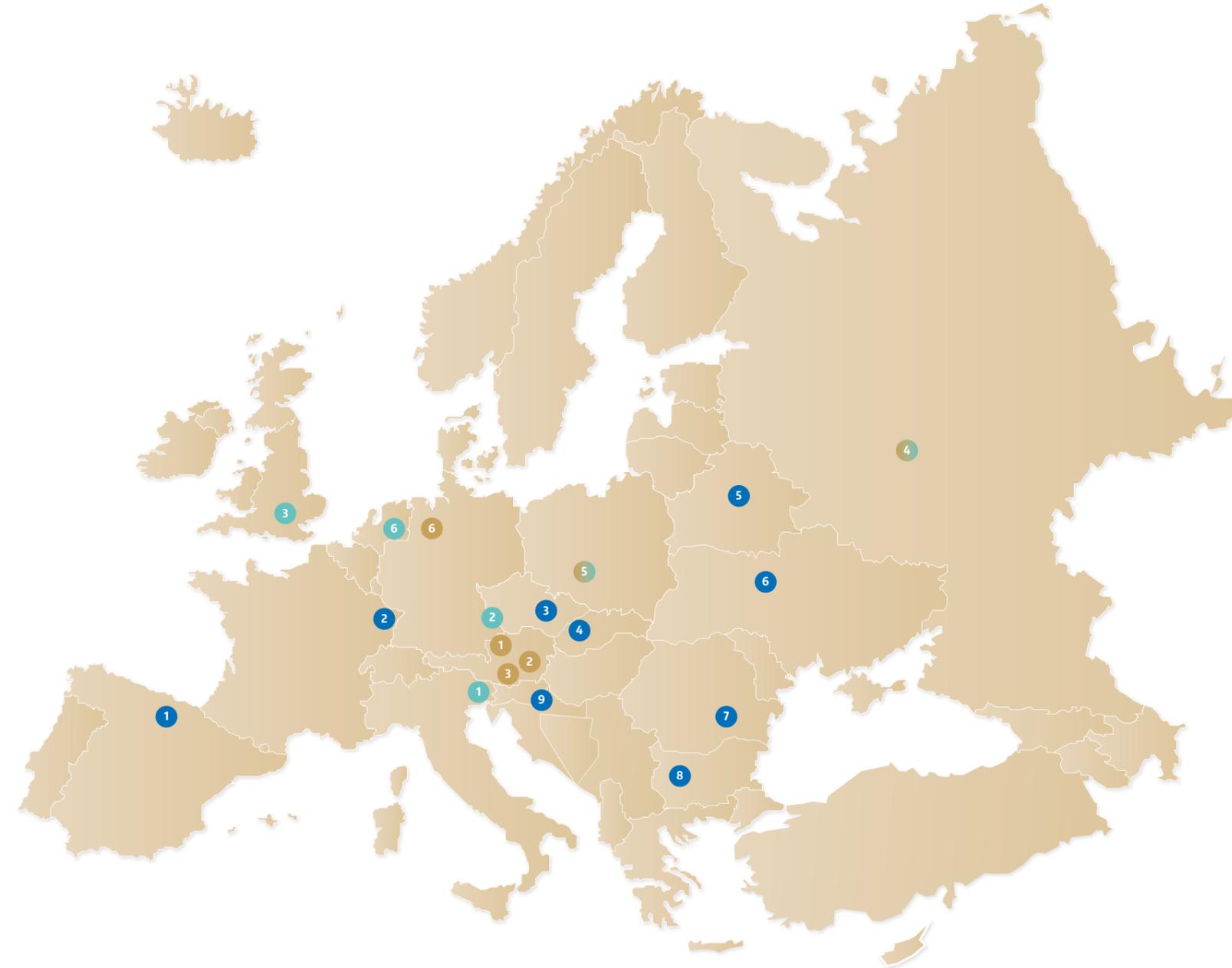


# Globally active Locally anchored

From our six production sites in Austria (Salzburg, Trieben, Mauterndorf), Germany (Helpsen), Poland (Gliwice) and Russia (Kaluga) and our 15 sales offices we supply to more than 40 markets worldwide.  
The focus is on the European area, the export rate is 96 percent.

## Manufacturing plants

- 1 | **MACO Headquarters Salzburg, Austria**  
Around 620 employees, since 1947.  
Head Office & main production (mainly window hardware, surface finishing).
- 2 | **Trieben production plant, Austria**  
Around 860 employees, since 1994.  
Production (e.g. turn-only and turn&stilt hardware, window handles) & central warehouse.
- 3 | **Mauterndorf assembly plant, Austria**  
Around 90 employees, since 2010.  
Assembly (mainly door locks).
- 4 | **Kaluga production plant, Russia**  
Around 210 employees, since 2010 (sales office since 1986).  
Production & assembly of half-parts.
- 5 | **Gliwice assembly plant, Poland**  
Around 250 employees, since 2017 (sales office since 1998).  
Assembly of half-parts & central warehouse.
- 6 | **HAUTAU Headquarters Helpsen, Germany**  
Around 300 employees, since 1910.  
Since 2018 a company of the MACO Group, headquarters & production (mainly Slide hardware).



# At home in the Heart of Europe

## Sales offices incl. logistic centres

- 1 | **MAICO Italy**  
Around 150 employees, since 1981
- 2 | **MACO HAUTAU Germany**  
Around 70 employees, since 1990
- 3 | **MACO United Kingdom**  
Around 35 employees, since 1986
- 4 | **MACO Russia**  
Around 210 employees, since 1986
- 5 | **MACO Poland**  
Around 250 employees, since 1998
- 6 | **MACO Netherlands**  
Around 20 employees, since 1986

## Sales offices

- 1 | **MACO Spain**
- 2 | **MACO France**
- 3 | **MACO Czech Republic**
- 4 | **MACO Slovakia**
- 5 | **MACO Belarus**
- 6 | **MACO Ukraine**
- 7 | **MACO Romania**
- 8 | **MACO Bulgaria**
- 9 | **MACO Croatia**

# The MACO Story

## A Success Story

### We think in generations

Behind this management-led company is a strong family, already in its third generation. Together with their father Ernst Mayer, Susanne Margreiter-Mayer and Barbara Stöckl watch over the company to ensure that at MACO we operate in their sense and according to their values.

1947 is considered to be the year of birth of Mayer & Co Beschläge GmbH. This independent family-owned company with an initial 18 employees has developed over seven decades to become a world market leader with a range of fittings and complete solutions for windows, doors and sliding elements.

**MACO**  
The family grows



**1947**

Commercial Councilor Lorenz Mayer founds the company MACO at the Austrian location in Reitdorf, near Altenmarkt. On a production area of 300 m<sup>2</sup>, 18 employees made furniture hinges, nut hinges, window and door hinges and later on also shutter hardware, among other things.



**1971**

After the death of the founder Lorenz Mayer, his son Ernst Mayer took over the company. The Salzburg headquarters grew in stages to 25,400 m<sup>2</sup> and 590 employees. In the 1980ies the first international subsidiaries were founded in Italy, United Kingdom and the Netherlands.



**1952**

The company moves to the current location on the Alpenstraße, Salzburg. In 1958, 115 employees were employed across the 2,500 m<sup>2</sup> operating area.

**1963**

The first one-handed turn&tilt hardware is produced under license, and in 1968 the first in-house turn&tilt hardware. First exports to Yugoslavia.



**1994**

An additional production site in Trieben (Styria) is opened. MACO expands with further international sales offices and expands the production in Salzburg.



**2009 - 2010**

Founding of two more production sites: Mauterndorf (AT) and Kaluga (RU). In 2010, the first department was integrated into QA on the topic of the environment.



**2012**

First ISO 14001 & OHS 18001 certification.

MACO remains the property of the Mayer family, but is managed by operational managers.



**Today**  
Innovative world market leader

**CREATING INNOVATION**

**2018**

The MACO Research and Innovation Centre opens. With the inclusion of HAUTAU into the MACO Group, the range of sliding products is expanded. Today, from development to sales, around 2,600 employees are employed.



# Sustainable Goals Our Motivation

Our planned, initiated and implemented actions have significant links to the following United Nations Sustainable Development Goals:<sup>1</sup>



 <p><b>Health &amp; Well-being</b> › Employees P.20 › Environment P.40</p>	 <p><b>High-quality training</b> Promote equal education &amp; opportunities for lifelong learning › Employees P.29</p>	 <p><b>Gender equality</b> Achieve gender equality › Employees P. 23</p>
 <p><b>Clean water &amp; sanitary facilities</b> Sustainable water management › Environment P.40</p>	 <p><b>Affordable &amp; clean energy</b> Access to sustainable, modern energy › Environment P. 41</p>	 <p><b>Dignified work &amp; economic growth</b> Sustainable economic growth, productive full employment and promote dignified work for all › Employees P. 18</p>
 <p><b>Reduced inequality</b> › Employees P.23</p>	 <p><b>Measures for climate protection</b> › Environment P. 36</p>	 <p><b>Life in the country</b> Protecting land ecosystems, promoting sustainable use of ecosystems and curbing loss of biological diversity › Environment P. 41</p>

<sup>1</sup>On 25th September 2015, all 193 member states of the United Nations adopted the 2030 Agenda for Sustainable Development. This contains 17 goals that are intended to ensure sustainable development on an economic, social and ecological level worldwide and apply to all countries. It is based on the recognition that various problems must be addressed everywhere and at the same time. <https://www.sdgwatch.at/de/ueber-sdgs/>

<sup>2</sup><https://www.un.org/Depts/german/gv-70/band1/ar70001.pdf>



The future of the human race  
and of our planet is in our hands.  
We have marked out the path to  
sustainable development; it's up to us all  
to ensure the journey is successful.

Excerpt from the resolution of the General Assembly  
of the United Nations, 21.10.2015, Article 53<sup>2</sup>

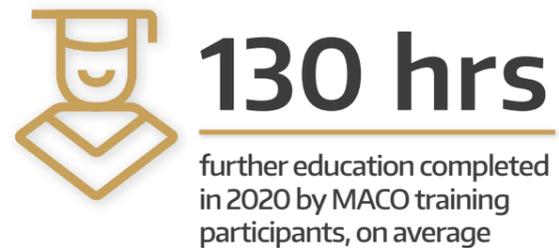
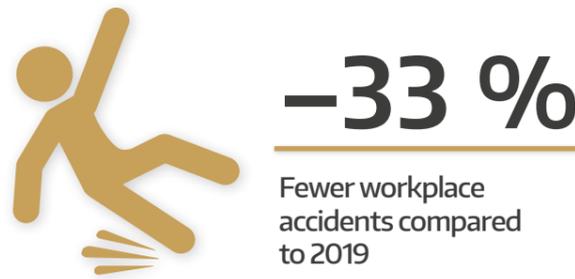
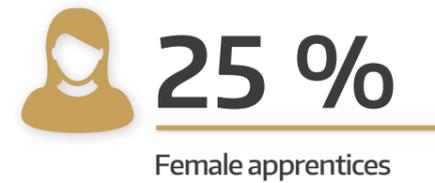


# Connecting Generations

## Our most valuable resource

Our employees are the basis of our successful business. It is their know-how, commitment and ingenuity that create the innovative products which make everyday life more sustainable for millions of customers.

We live a culture of appreciative cooperation and create an environment that enables successful work and motivates them to perform exceptionally well. We create opportunities for development and involve employees in the company's business. And above all, everyone's health and safety are paramount.



# Create a productive work environment

## Health & Safety

We promote the health and safety of our employees with various measures and a management system certified according to BS OHSAS 18001 supports us in this, where it defines and describes the required processes and procedures. This ensures a uniformly high level of occupational safety across all MACO locations. In this way, they not only become comparable, but also valuable synergies can be used.

### Reduction of accidents at work

Every accident at work is one too many. The initiatives started in recent years to increase workplace safety are now showing their results, as the number of workplace accidents has dropped by a third in comparison to 2019.

<b>Sick days</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>
Total (incl. accidents)	<b>Hours</b>	122,614.80	120,582.00	102,440.80
Average per employee	<b>Hours</b>	113.43	114.08	113.57
<b>Accidents</b>	<b>Number</b>	42	61	41
per 1 mio working hours	<b>Number/ 1 mio hrs</b>	15.40	22.10	16.60

We strictly comply with legal requirements, but we are also happy to lead by example, e.g. with the Safety First program, which is intended to reduce accidents at work to a minimum in the future.



### Safety First Program

Anchor responsibility for occupational safety deeper with our employees and to raise awareness of hazards and risks in the workplace – this is the goal of our Safety First Program, which was introduced in 2018. Selected employees from the production and technical fields are trained as safety mentors and coordinators. Their task is to support and guide departmental colleagues as well as the respective managers in the further development and improvement of occupational safety. At the same time, these mentors and coordinators are direct contacts for MACO safety professionals and are in regular exchange with them.

### Medical Support

Only those who are physically and psychologically healthy also perform well. For this reason, we employ our own occupational physicians at our Austrian locations, who, for example, carry out vaccinations, regular eye examinations or diagnoses and initial care in the event of illness. In addition, confidential work psychological counselling is offered by external experts, who provide support to employees in challenging life situations.



## Health Cycle

In 2020, a health cycle has been set up to promote health with targeted initiatives such as healthy eating measures (e.g. balanced food selection in the company canteens), movement initiatives (running meeting, ski day, etc.) or accompanying awareness building programs.

## Hero.Check

In 2019, the „Hero.Check“ health promotion program started specifically for our male colleagues. A medical team invites men to health screenings and motivates them to take annual precautions. 78 Salzburg employees took advantage of this offer.

## My Body

In the summer of 2020, the „Sipcan“ institute for preventive medicine visited MACO and around 240 employees throughout Austria took part in the „Body Check“. On a scientific basis, the body composition of the participants was measured based on individual muscle and fat mass, fluid status and energy requirements, and participants received helpful nutritional and sport recommendations.

# Diversity instead of simplicity Equal Opportunities

Diversity is an enormous strength that we actively use at MACO. This is because different perspectives open up creative and novel solutions. We want to create a working environment in which employees can reach their full potential. Gender, origin or age are not an obstacle, but a valuable enrichment for daily work, projects and innovation processes.

<b>Employees by age group</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>
< 30 years old	<b>Number</b>	452	459	439
30 - 39 years old	<b>Number</b>	416	447	398
40 - 49 years old	<b>Number</b>	400	394	395
> 50 years old	<b>Number</b>	345	370	371
<b>Service Years</b>				
< 5 Years	<b>Number</b>	689	740	706
< 15 Years	<b>Number</b>	509	484	463
> 15 years	<b>Number</b>	415	446	434



## The mix is decisive

Young and old work hand in hand at MACO. Thus, every age group is roughly equally represented. Also, the balanced distribution of the length of service underlines our orientation. We appreciate the experience and the company knowledge of long-term employees and like to combine this with fresh perspectives and impulses from new employees.

## Female Power in Top Management

We promote women in management positions and strive for a gender balance in all employee categories. In top management, the proportion of women is already a pleasing 50 percent.



## Women at the forefront - also in apprenticeships

We are proud of the exceptionally high proportion of female apprentices for an industrial company. In 2020, one third of the apprentices in Trieben and one fifth in Salzburg are female. This trend is rising!



		2018	2019	2020
<b>Total apprentices</b>	Number	108	104	100
<b>Female</b>	Number	23	28	26
<b>Male</b>	Number	85	76	74

Also pleasing is that at MACO, more and more women are going into apprenticeships who have opted for a technical profession in their second education. Currently, we are training 4 women to become top-qualified skilled workers in Trieben alone.

In order to create young girls' interest in technical professions, we support events in kindergartens and schools, such as Girls Day or the Industrial Education Association – Apprentices – Liezen (BILL).

## First Laurels

MACO employee Elena Zenz proves that our approach to promoting women in technology is right and important. She chose an apprenticeship to become a metal technician in toolmaking and clearly prevailed in the selection for „Salzburg's Apprentice 2018" (initiated by the Salzburg Chamber of Commerce, ORF and local newspapers) in this male domain. Today she enriches our team in toolmaking and is thus hopefully a role model for career choices for many young girls.



## Flexibility Examples

During the Corona pandemic and the lockdown of kindergarten and schools, many employees have had to reconcile work, household and childcare. With flexible working time and shift models, we support our employees in this challenging time.

## Managing time-outs

At MACO, work-life balance is not just a buzzword, it is lived. Need an example? Whether it's a time out for family reasons (e.g. because of a birth), for education and training (such as educational leave) or for private reasons, we accompany our employees in their life phases and have developed a comprehensive guide to time-out management. This supports both managers and employees in the planning of work breaks, from leaving to re-entering. It provides a quick overview of possibilities, legal bases and company specifics.

## Family Friendly? Excellent!

In 2018, MACO was awarded the Austrian certificate „Family Friendly Employer" by the Federal Ministry for Women, Families and Occupation. The state quality mark confirms „professional and family" merits through the audit in the sign of reconciling work and family life.

Babies welcome!  
For the birth of their offspring, our employees receive Bodies and Bibs.



## Family or Profession? Both!

For MACO, the reconciliation of family and work life is an important cornerstone in employee retention and corporate culture. „Family friendliness" does not only refer to childcare, but also stands for a personnel policy that consciously respects different life phases. This starts with the care of relatives and extends to volunteering in associations.

MACO has a lot of family-friendly options to offer. These include employee participation in rosters, short-term holiday planning, support in the event of work due to illness, the possibility of temporary reductions in working hours, offers for paternity leave, short core timeframes and home-office.



## Paternity leave for fathers? Naturally!

We see paternity leave not only as a legal obligation, but as an opportunity for greater employee satisfaction. That is why we are happy about every employee who takes it, and we support them in that. Every year, more and more MACO dads take up the opportunity offered by the “Papa Month”, paternity leave or parent part-time work to spend more time with their new babies.



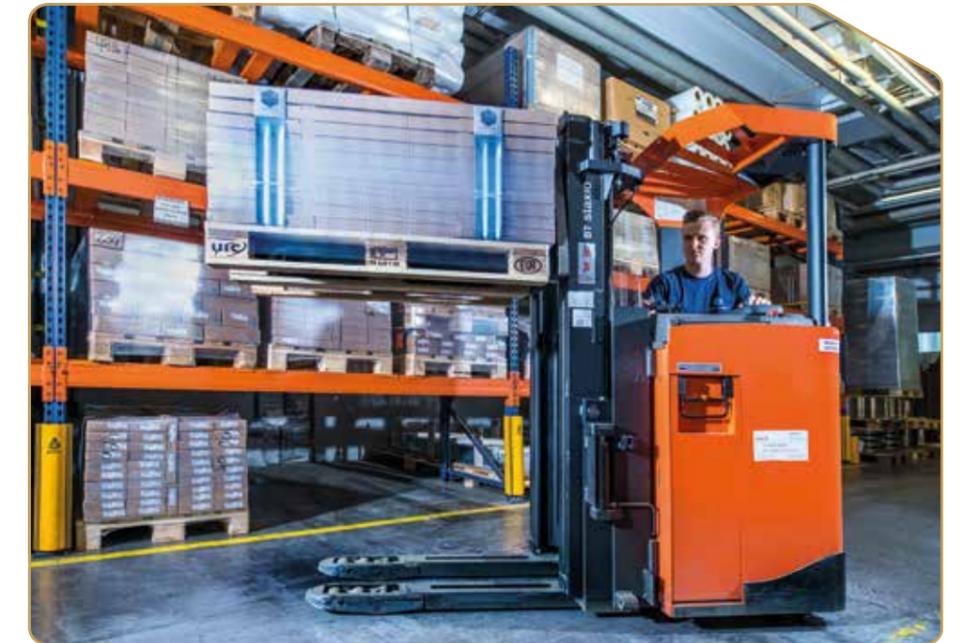
# Making generations fit Training & Further Education

The success of our products is largely due to our employees. Their motivation, their unique expertise and their current know-how benefit our customers and partners. Training and further education in both the professional and personal fields, as well as lifelong learning are practiced at MACO. This covers supporting employees for retraining or training apprentices in the creative apprentice workshop according to their own educational plan.

## Further education: Activating potential

We rely on lifelong learning. The training programs are adapted to current requirements and taught according to our in-house training catalogue by both internal and external experts. The range of further education courses is constantly being expanded, with suggestions being provided during the structured employee interviews. It ranges from specialist and management training, language and computer courses, up to vocational extra training (e.g. REFA training, forklift driving licence, training to operate specific production plant and robot systems, etc.). Safety-relevant training in fire protection and first aid are also offered regularly.

This opens up many possibilities for our employees to develop personally and professionally. With the variants of part-time education and educational leave, time-consuming training courses can also be implemented.



## Fast Re-entry

Reconciling a child and a job – this requires solutions tailored to the situation in question. In order to get back on track quickly, MACO offers a wide range of possibilities with parental leave, reduced employment during maternity leave, generous flexi-time arrangements and flexible working time models.



## Supporting Management

Hermes, our program for young leaders, was launched in 2019. 12 participants attended the trainings in 2019 while in 2020, 14 participants took part. They were trained on content such as our corporate strategy, basics of leadership, organisational and personality development, labour law, project management and presentation technology.

Best in Class is a program for the top management group that works together four times a year for two days each time. In 2020, 30 executives were involved. The focus is on targeted organisational and personality development to accompany the strategy implementation.



## MACO learns digitally

We have been able to grow under the challenges of the pandemic and have learned a lot. For example, how digital learning can be implemented within the company. Based on these experiences, we are currently designing an E-Learning platform. Flexibly available learning content, reduced training costs and a more networked cooperation are just some of the benefits. The platform will go online by mid-2021.

## Real life trainings

These programs, some of which are unique in the industry, set us apart from the masses:

- › In-house course for „Apprenticeship with A-Levels“
- › Apprenticeships after A-Levels: Shorter training periods provide an incentive for specialist training.
- › Apprenticeship Academy: As an integral part of MACO's training, it focuses on personality. There are 6 modules, in which apprentices from all MACO locations meet. They focus on the development of social and personal skills, along with methodical competence.
- › „You master it!": MACO supports the educational offensive by the Chamber of Labour to obtain apprenticeship degrees. The target group is employees who have relevant professional experience but do not have a certificate in their hands.
- › Second-education apprenticeship: MACO offers, in addition to the statutory apprentice allowance, a voluntary wage compensation.

## Training: The professionals of tomorrow

We can look back on 50 years of experience in apprenticeship training. More than 500 young people have already learned with us, half of whom still work in the company. Our very exciting apprenticeships (industry and technology), the in-house training workshop with state-of-the-art machines, along with versatile and international career paths after apprenticeships are what make these highly-qualified specialists. We proudly bear the seal of approval „State approved apprenticeship company“.



## Developing the organization

How should MACO change to stay fit for the future? This is what the entire MACO team is working on. This further development is driven not only by the management team (top-down), but also by the entire organisation (bottom-up). In this way, co-workers from a wide range of fields deal with the change process as part of their training as integral organisation developers.



### Training and Further Education

		2018	2019	2020
Total (incl. vocational school)	Hours	45,240.29	52,557.35	32,595.19 <sup>3</sup>
Average per employee	Hours	85.04	142.05	129.86
Completed apprenticeships	Number	25	20	25

<sup>3</sup>Only training hours that also counted as working hours are reported. Due to the Corona pandemic, many trainings were held online in 2020 and some had to be postponed to 2021. This explains the reduction in hours spent in training in 2020

## Responsible & open communication

### Information & Exchange

We know that informed employees are more motivated, actively develop ideas and thus contribute to problem solving. Our goal is to have open dialogue and regular exchange with managers, workers, employees and apprentices.

We regularly send the MACO News by email and display it in production areas showing current developments in the company, the industry and the market. In addition, employees have an intranet with work-relevant information, the employee newspaper for background knowledge and various Social Media channels are available for breaking news.

Our managers are updated at least quarterly by the company management, which covers current company results or topics such as environmental safety, occupational medicine, quality or production-related innovations.



### Have an opinion? Let's hear it.

Communication is not a one-way street. It is important to us that all employees can be heard. For this reason, an employee survey was launched in 2019, which is now carried out annually in the sense of an ongoing optimisation process. The results feed into the continuous improvement of the corporate culture and communication. The newly launched employee interview, combined with an all-day communication training for all managers in Austria, also offers the opportunity to highlight improvement potential for both MACO and the management team.

### Our Organisation? In Transformation

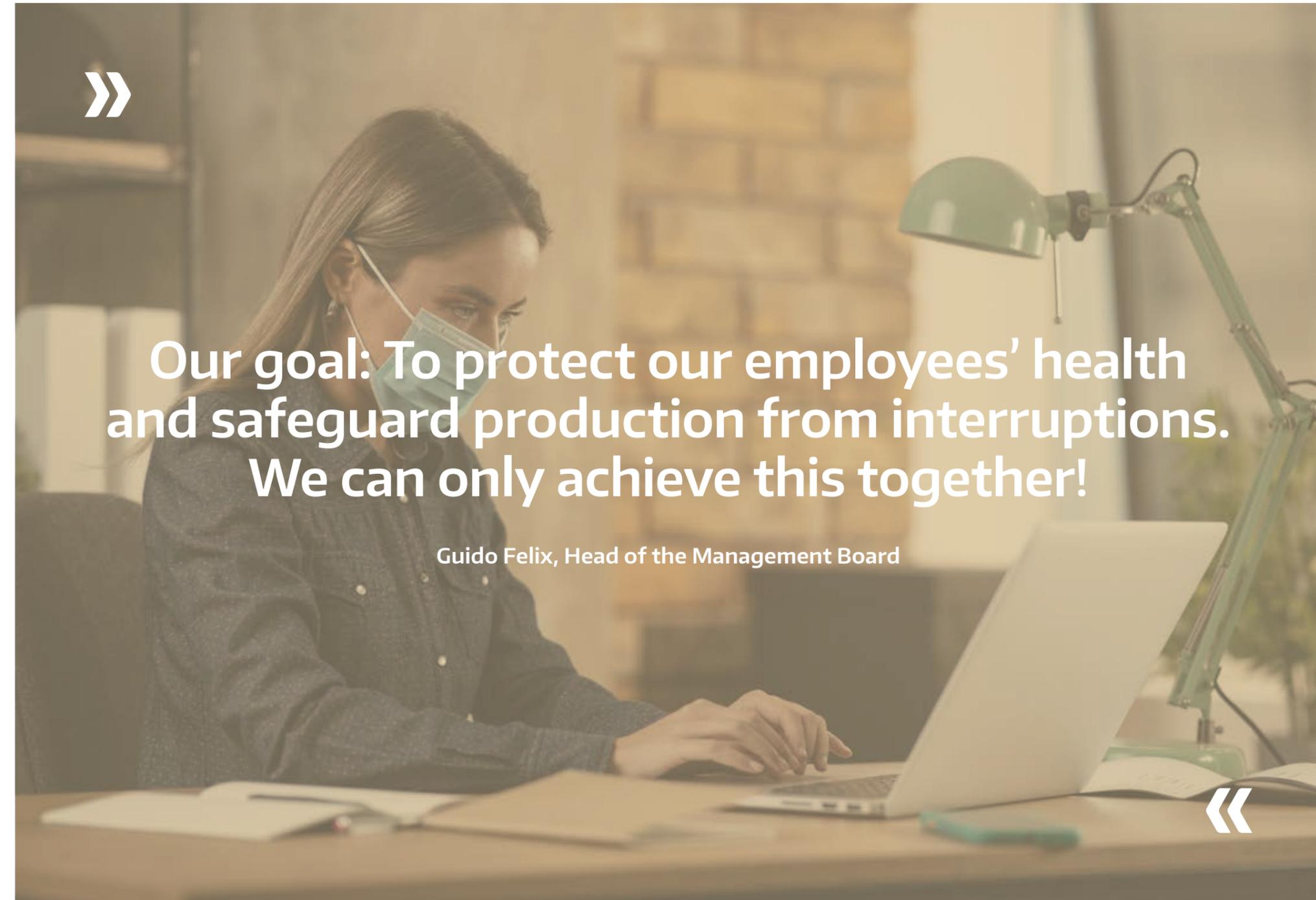
A sophisticated strategy requires a mature organisation. We are shaping this with the help of the Olymp transformation project. This project defines specific fields of action that support us in implementing our strategy. The individual development steps are elaborated in workshops and driven forward by a team of specially trained employees. Including of course, personality development for all!

## Corona: Communication in exceptional situations

The Corona pandemic had a major impact on our business in 2020. Protecting our employees from infection and keeping the production and the company running was essential. Already at the end of February, MACO installed a crisis unit consisting of the holding company, management, divisional management, works council chairmen, security specialists and occupational physicians. They assessed the current situation several times a day, decided on protective measures, implemented them and communicated them regularly and in various committees in accordance with the target groups.

In addition, employees in all locations were informed about the developments in internal communications. From the end of February, there were email newsletters and posters in production with information about the disease itself, on rules of conduct and safety precautions at the site, home-office rules, travel advice and much more. In addition, the management communicated via video messages to all employees in which they reported on the current economic situation, among other things. The increased communication was accompanied by a social media campaign on Facebook and LinkedIn.

We received external praise from the auditors of the monitoring audit for quality, environment, safety and health for our crisis management around Covid-19, the strong communication with consistent implementation as well as the new ways of cooperation.



**Our goal: To protect our employees' health and safeguard production from interruptions. We can only achieve this together!**

**Guido Felix, Head of the Management Board**



## Green living for generations

### Our environmental awareness

Climate and environmental protection mean using resources efficiently and avoiding climate-damaging pollution. Following this credo, MACO has been reducing its ecological footprint with specific environmental protection projects for years.

We take responsibility and not only with regard to the careful handling of energy and other resources, but above all regarding our own products. Buildings today generate 40 percent of CO<sub>2</sub> emissions in Europe. Improving their energy efficiency is therefore essential for a sustainable, livable future. Our hardware solutions make an important contribution to this. They massively increase the energy efficiency of windows, doors and sliding elements for the whole life cycle – we're talking about 30 years. This is definitely not a "disposable" business and MACO always thinks in the long-term.

**-25 %**

relative use of sealing chemistry since 2017

**-10 %**

Less packaging material compared to 2016

**-10 %**

Thermic energy saved since 2016



# Our Environmental Protection Projects

## How we tackle this

### Clever Packaging

Packaging and the material used have a significant impact on the environment and the environmental record of our products. Our stated goal is as much packaging as necessary, but as little as possible. In doing so, we push for the use of environmentally compatible materials.

The focus is particular on two topics - firstly, to standardise packaging and thus make the process more efficient. Secondly, we want to question existing packaging concepts and replace them with more environmentally friendly alternatives. A first lighthouse project is the packaging of small plastic parts which are no longer packed in oversized cardboard boxes, but in foil hoses made of recycled plastic. In the long term, the aim is to use plastics from renewable raw materials.

The conversion of container sizes for industrial customers with the aim of reducing packaging material per product unit also has a positive impact on the environment. In recent years, we have already been able to improve this metric by ten percent.

### „Green“ materials at the forefront

We focus on using materials that have a good life cycle balance in our products. The use of raw materials in all our articles is constantly being questioned and the economic and qualitative possibilities are explored in sensitivity analyses. As an example, we are looking to replace ZAMAK with a new, strong plastic where possible. The long-term goal is to switch to „green“ plastics.



Topic	Unit	2018	2019	2020	Change to 2019
<b>Material efficiency</b>					
Revenue tonne per tonne of material used	Percent	76.11	77.98	77.68	-0.38
Waste/revenue tonne	kg/t	421.09	383.32	391.40	2.11
<b>Packaging efficiency</b>					
Packaging/revenue tonne	kg/t	31.92	31.60	32.13	1.68
<b>Energy efficiency</b>					
Energy/revenue tonne	kWh/t	1,960.80	1,912.57	1,851.47	-3.19
of which electrical energy	kWh/t	1,446.14	1,398.86	1,359.48	-2.82
of which thermal energy	kWh/t	514.67	513.71	491.99	-4.23

## Environmentally friendly procedures

Our expertise in surface finishing is unique in the industry. Here, too, using environmentally friendly and healthy processes has absolute top priority. This is why the mutagenic, carcinogenic Chromium VI was banished from our production some time ago.



## Fewer Chemicals

The treatment of a surface always requires the use of chemistry, water and energy. If this production step is done away with, especially for our ZAMAK parts, the life cycle balance of our products improves significantly, but the quality must of course remain high. The need for surface treatment is therefore critically questioned for all of our parts. Where it is technically and qualitatively possible, this will be eliminated in the future.

In another project that has already been implemented, we were able to significantly reduce the consumption of chemicals and thus also chemical waste. The regular preparation of the blue passivation used increases the service life of the baths. Since these are now less often re-prepared, less chemistry is used.

What is also new is that we recover a part of the sealing fluids thanks to various filtration processes. This has already enabled us to reduce the consumption of sealing chemicals by 25 percent.

## Higher energy efficiency

In recent years, many projects have contributed to the improvement of our energy efficiency. For example, heat pumps have been used to recover heat energy, the refrigeration systems have been converted to water cooling with downstream use of waste heat, gas burners have been optimised and oil heaters have been converted to district heating. These measures have led to an improvement in energy efficiency, especially in the field of thermal energy use, by 9.8 percent compared to 2016.

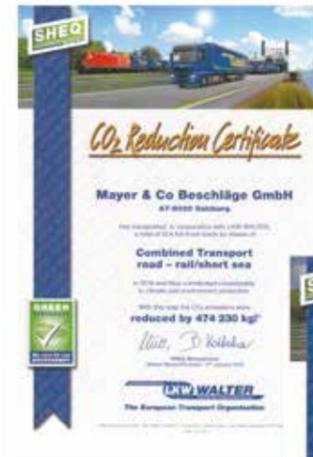
## FIZ: Sustainable all-around

A key measure in the field of energy efficiency and biodiversity is the establishment of our Research and Innovation Centre (FIZ). This was designed and built as an energy self-sufficient building. The main contribution is made by the solar heating and cooling system in combination with thermal component activation and an innovative ventilation concept. During the construction, great attention was paid to the conservation of biodiversity and extensive measures were taken to preserve the local flora and fauna.



## Trucks on rails

Efficient transport routes and logistics pay off not only ecologically, but also economically. With a total of six logistics centres, we are close to our customers throughout Europe with short delivery distances. We also pay attention to our ecological footprint in the delivery of our raw materials. An example is how we source our strip steel from the German Ruhr area. Every day we receive one or two truck deliveries at our plants in Salzburg and Trieben. What's so special about that? The truck travels almost the entire route on rails. Only the last few kilometres from the train station to our headquarters are covered by road. Since the start of the project in 2013 the resulting CO<sub>2</sub> savings have been constantly increased - in 2018 and 2019, the combined total was 870 tons of CO<sub>2</sub> saved.



## Externally certified

Our environmental management is ISO 14001 certified and is regularly reviewed by external auditors, always with extremely positive feedback. Compliance with environmental product declarations (EPD) in accordance with ISO 14025 and EN 15804, our membership in the German Sustainable Building Association (DGNB), the Klimaaktiv Award and the inclusion as an Austrian climate alliance company are all an expression of our commitment and responsible action.



## E-Mobility

E-Mobility has made its way into our fleet. Thanks to an electric car and charging stations at all our Austrian locations, sustainable business trips are now standard between our plants. The charging stations are of course also available to our employees with electric cars.



# An Outlook

## What is close to our hearts

Sustainable action has accompanied us since the start of our business. And yet we see ourselves only at the beginning with our ecological and social commitment. For the future, we have committed ourselves to sustainability goals in a wide range of areas.



### Material efficiency

We want to further reduce the waste per unit produced. For example, by consistent in-house recycling, selected projects for material substitution or by identifying and closing internal materials cycles.



### Energy efficiency

The consistent use of LED lighting systems, low-temperature processes in the field of surface technology and the reduction of basic energy loads through an optimised plant operation are expected to further improve this key figure in the future.



### Packaging

A 15 percent reduction in packaging materials for long parts in the Window product group: One measure is to adjust the packaging units, resulting in less ripped-open Collies and repackaging.

Switching to industrial packaging sizes for large customers: By reducing the need for packaging material, the volume of transport per truck increases, which in turn reduces the number of transport journeys.



### Involving employees

We want to involve our employees even more in the company's design. The annual employee survey gives them the opportunity to proactively point out criticisms, suggestions and potentials. The goal is for at least 50 percent of employees to participate in the 2021 survey.



### Health & Environment

We want to ban particularly hazardous substances (SVHC) from our production altogether. A next step is the reduction or substitution of CMR (Carcinogen Mutagen Reprotoxic) substances by 2025. In the context of the circular economy, a focus will also be placed on the topic of material health and, in connection with this, the materials used.



### Recycling economy

We are currently working on several projects in recycling economy. The first is scheduled to start in 2021/22. The focus is material health and recyclable materials.



### Workplace Accidents

According to the motto „Every accident at work is one too many“, MACO is committed to further reducing downtime due to accidents. Measures to this end include the further development of the Safety-First concept and more controls.



### Diversity

Not only in top management, but at all levels. Measures are training programs, attention to equal opportunities in recruiting, promoting female skilled workers in in-house apprenticeships etc.



### Value chain

Sustainability should not only be part of all our company processes, but also a criteria when selecting our suppliers, business partners and customers. Along the entire value chain, we want to ensure sustainable action.

# Key figures

## An overview

Topic	unit	2018	2019	2020	Change to 2019 in %
<b>Employees</b>					
<b>Employees total</b>	Number	1,613	1,670	1,603	-4.01
Female	Number	576	595	552	-7.23
Male	Number	1,037	1,075	1,051	-2.23
<b>Employees by age groups</b>					
< 30 years old	Number	452	459	439	-4.36
30 – 39 years old	Number	416	447	398	-10.96
40 – 49 years old	Number	400	394	395	0.25
> 50 years old	Number	345	370	371	0.27
<b>Service Years</b>					
< 5 Years	Number	689	740	706	-4.59
< 15 years	Number	509	484	463	-4.34
> 15 years	Number	415	446	434	-2.69
<b>Employees by employee category</b>					
Total apprentices	Number	108	104	100	-3.85
Female	Number	23	28	26	-7.14
Male	Number	85	76	74	-2.63
Workers	Number	846	888	844	-4.95
Employees	Number	573	588	567	-3.57
Team leaders	Number	53	58	60	3.45
Department Heads	Number	25	24	24	0.00
Total Division Heads	Number	5	6	6	0.00
Female	Number	2	3	3	0.00
Male	Number	3	3	3	0.00
Group Management	Number	3	2	2	0.00

Topic	unit	2018	2019	2020	Change to 2019 in %
<b>Part-time &amp; maternity/paternity</b>					
Employees on maternity/paternity leave	Number	43	38	34	-10.53
Papa month	Number	8	8	5	-37.50
Parental part-time	Number	48	50	52	4.00
Retirement part-time	Number	29	37	35	-5.41
<b>Sick days</b>					
Total (incl. accidents)	Hours	122,614.80	120,582.00	102,440.80	-15.04
Average per employee	Hours	113.43	114.08	113.57	-0.45
Workplace accidents	Number	42	61	41	-32.79
Per 1 million working hours	Number/1 mio. hrs	15.40	22.10	16.60	-24.89
<b>Training and further Education</b>					
Total (incl. vocational school)	Hours	45,240.29	52,557.35	32,595.19	-37.98
Average per employee	Hours	85.04	142.05	129.86	-8.58
Completed apprenticeships	Number	25	20	25	25.00
<b>Environment</b>					
<b>Material efficiency</b>					
Revenue tonne per tonne of material used	Percent	76.11	77.98	77.68	-0.38
Waste/revenue tonne	kg/t	421.09	383.32	391.40	2.11
<b>Packaging efficiency</b>					
Packaging/revenue tonne	kg/t	31.92	31.60	32.13	1.68
<b>Energy efficiency</b>					
Energy/revenue tonne	kWh/t	1,960.80	1,912.57	1,851.47	-3.19
of which electrical energy	kWh/t	1,446.14	1,398.86	1,359.48	-2.82
of which thermal energy	kWh/t	514.67	513.71	491.99	-4.23

**Note:**

A reference year corresponds to a calendar year. The figures refer exclusively to the Austrian branches. In 2018, MACO acquired a majority stake in the German hardware company Hautau. The merger of the two companies is in full swing. Hautau is not yet included in this sustainability report.



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