

GOOD FOR YOU GOOD FOR THE PLANET

2020 SUSTAINABILITY REPORT



Barilla
The Italian Food Company. Since 1877.

A large, stylized graphic of a leafy branch, rendered in a light blue color, occupies the left and center portions of the page. The leaves are simple, elongated shapes with pointed tips, arranged in a natural, branching pattern.

“We bring to the world
JOYFUL, WHOLESOME
and **HONEST FOOD**, inspired by
the **ITALIAN LIFESTYLE**
and the **MEDITERRANEAN DIET**”

The “**Good for You, Good for the Planet**” report is the tool used to share with all of society the path undertaken by Barilla, consistently with the United Nations’ Sustainable Development Goals, part of the 2030 Agenda.

In addition, the report shows the key results that have been achieved and the roadmap for coming years. The results presented in this report were achieved thanks to all Barilla people, their passion and dedication.

The information and data contained in the report relate to **Barilla Group** for the period from 1st January to 31st December 2019, unless otherwise indicated.

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A FUTURE THAT WE WILL BUILD TOGETHER

GUIDO, LUCA AND PAOLO BARILLA, Chairman and Vice-Chairmen

The last few months have forced us to reflect on, with even greater depth, the agri-food sector and our role in its context.

*We have witnessed an unprecedented crisis that caused over 3 billion people to be isolated and that has brought the world economy to its knees. **This scenario has made us even more aware of how crucial our social role is as food producers for millions of people.***

In the modern era, people have developed systems and relationships to try to protect and improve their existence, and to overcome hunger and disease. By evolving, this system has created distortions and excesses that have seriously compromised our future, both from a health and environment point of view.

*In light of this, **Barilla, which today involves thousands of people in its complex supply chain, is even more determined to be a company that guides positive change.***

We firmly believe that we have the experience, skills, culture and strength to face new challenges and redesign the future.

*In this process our **Mission Good for You, Good for the Planet** will once again be our beacon.*

Guido Barilla Luca Barilla Paolo Barilla



A MISSION DRIVES US

CLAUDIO COLZANI, CEO

WHAT DID 2019 MEAN FOR BARILLA?

In **2019** we once more **invested in strengthening our way of doing business**, as a Group and through each one of our brands.

2019 another year of positive results

In this direction, we continued our ongoing commitment to offer **products with an increasingly better nutritional profile, reformulating over 450** of them in the past years.

We continued **our collaborations at all levels of the strategic production and supply chains, involving approximately 9,000 farmers**, providing them with fair pay and asking the sector's experts to help us implement cultivation practices which guarantee a lower impact.

We have made further progress when it comes to **emissions**: today, **three of our brands fully offset their CO₂ emissions**.

+1% in terms of volume
+3% in terms of turnover

*(NET OF THE FOREIGN EXCHANGE EFFECT)

We have continued focusing our attention on the **packaging of our products**, exclusively using virgin fibres from forests in which reforestation is guaranteed. Lastly, we have reached **99.7% recyclability of product packaging** and we will reach 100% in the next months.

HOW DID 2020 START?

We immediately reacted to the Covid-19 emergency by setting clear priorities and acting quickly.

Our first priority was to **guarantee the maximum safety of our people**.

We then aimed to **guarantee the continuity of operations** in all production sites, meeting rising demand, in order to provide all of our markets with essential products.

We were conscious of the fact that this period would have a profound effect on the economy, so we immediately started working to **redesign our future**.

Lastly, we strengthened our **solidarity and support to local communities** in the countries in which we live and operate, by making donations to hospitals, food banks, local associations, and schools. We also supported scientific research and first-line medical personnel during the emergency.

3
priorities: people safety
and support to communities,
business continuity,
redesign the future

ON WHAT FOUNDATIONS IS BARILLA BUILDING THE FUTURE?

We are aware that recovery will be difficult but we firmly believe in the

opportunity to build a better future, with more solid and flexible systems.

In this context, our Mission will serve as an even brighter guiding light.

Good for You,
Good for the Planet:
our guide

We will continue to **offer quality products that have a positive influence on eating habits**. We will continue to work on the production and supply chains, side-by-side with our suppliers, and we will **strengthen our commitment to reduce emissions**, rendering processes more efficient and effective and offsetting the remaining emissions.

Lastly, we want to **provide our people with an increasingly inclusive and fair environment**. That is why we are committed to becoming, by the end of 2020, the first company in the consumer goods sector to achieve/implement gender pay equality globally.





ABOUT US

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1.1 GROUP PROFILE

Barilla is a **family business**, not listed on the stock market, **headed by brothers Guido, Luca and Paolo Barilla**.

It was founded by their great grandfather Pietro Barilla, who opened a small shop selling pasta e bread in Parma, in 1877. That moment marked the beginning of a story of passion for quality, continuous pursuit of **excellent recipes** and ability to combine **tradition** and **innovation**.

When Pietro opened his shop, his main goal was to make "good food". That principle is now **Barilla's way of doing business: Good for You, Good for the Planet**, that expresses the daily commitment

of over 8,000 people who work for the company and a supply chain that shares its values and passion for quality.

Today Barilla Group operates in **over 100 countries** through its brands, which have become the icon of excellence in the food sector, and with **28 production sites** in 9 countries, which every year contribute to the production of over 1,954,000 tonnes of products.

In 2019 **217** million
in investments

THE GROUP'S BRANDS



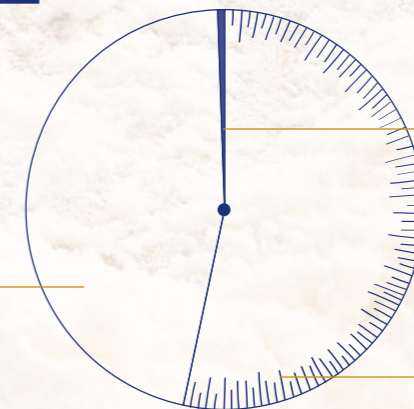
EMPLOYEES



PRODUCT CATEGORIES

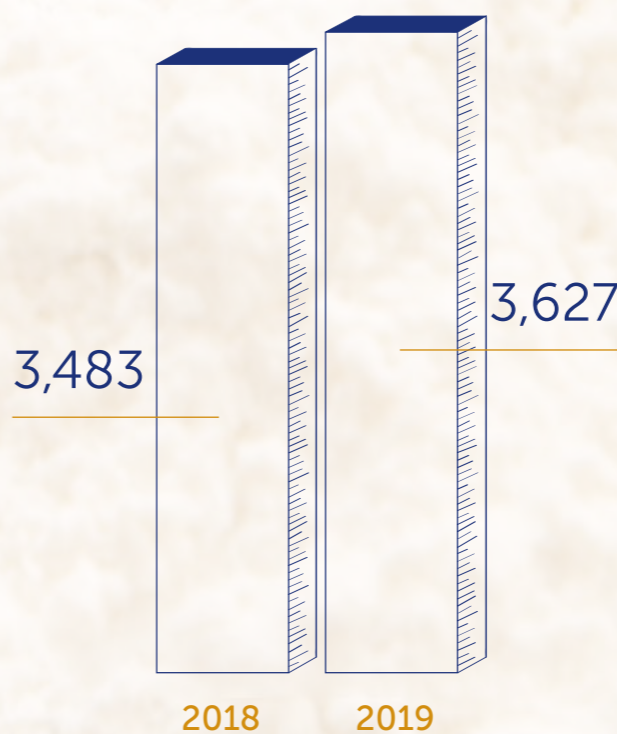
(TURNOVER)

BAKERY PRODUCTS
46.2%



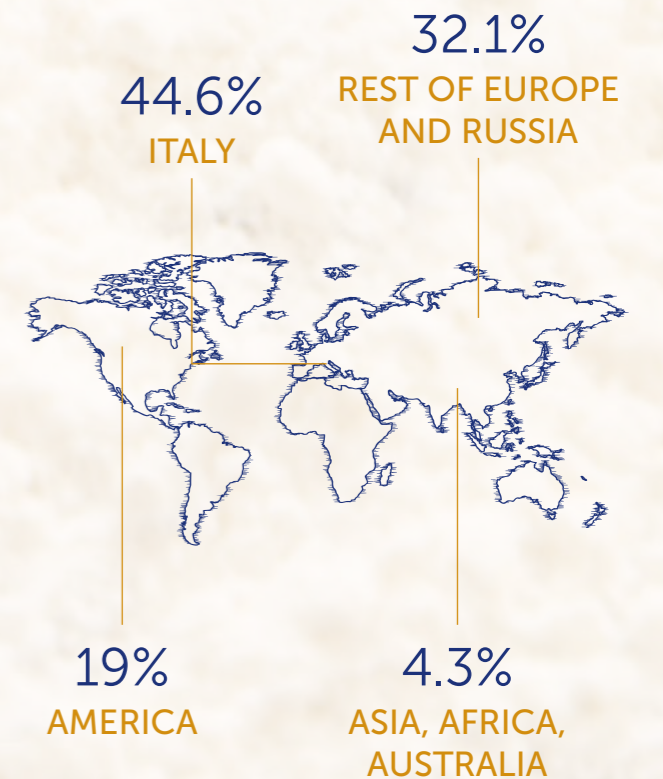
TURNOVER

(MILLION EUROS)



GEOGRAPHICAL AREAS

(TURNOVER)



BARILLA
WORLDWIDE

UNITED STATES	CANADA	MEXICO	BRAZIL
1	1	1	1
1		1	1
2			
2			
1			

EUROPE	ITALY	TURKEY	ARAB EMIRATES	RUSSIA	SINGAPORE	JAPAN
2	5	1	1	1	1	1
14	2	1		1	CHINA	AUSTRALIA
8	10	1			1	1
	1					

100
COUNTRIES

16
BRANDS

4
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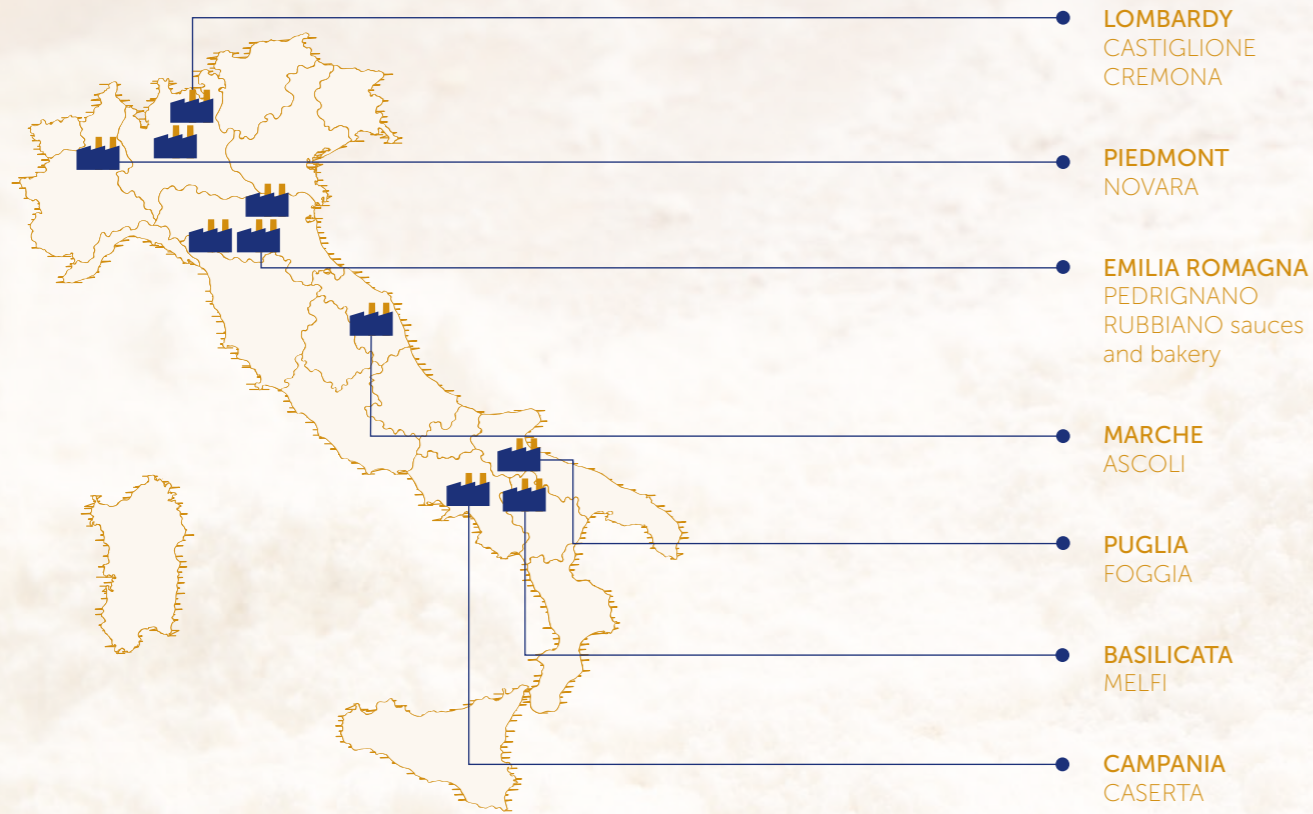
28
PRODUCTION
DISTRICT

*including one or more sites

14 IN ITALY
14 ABROAD



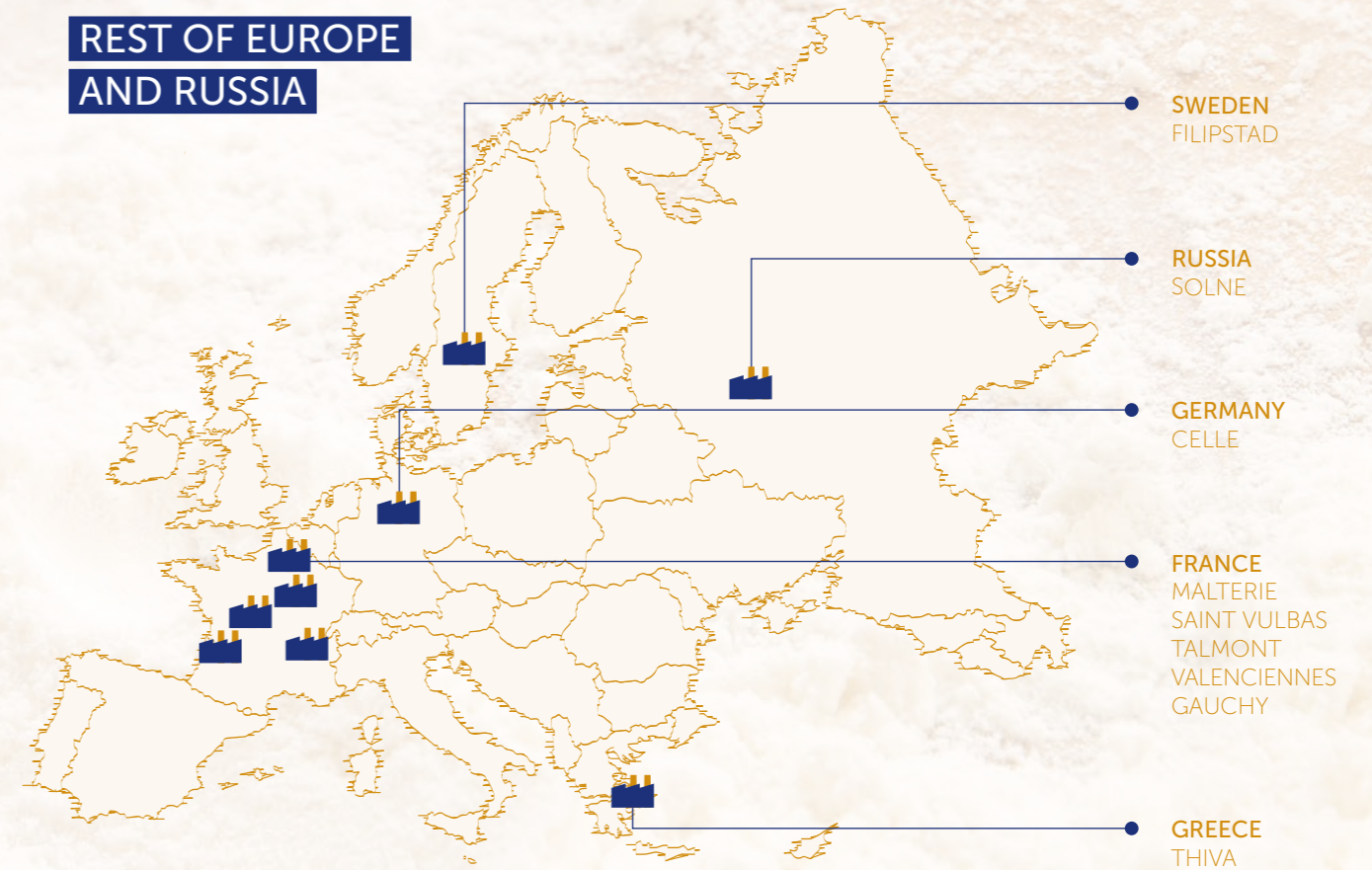
ITALY



SURFACE AREA
2,893,000 sqm

HOURS WORKED
4,488,000

**REST OF EUROPE
AND RUSSIA**



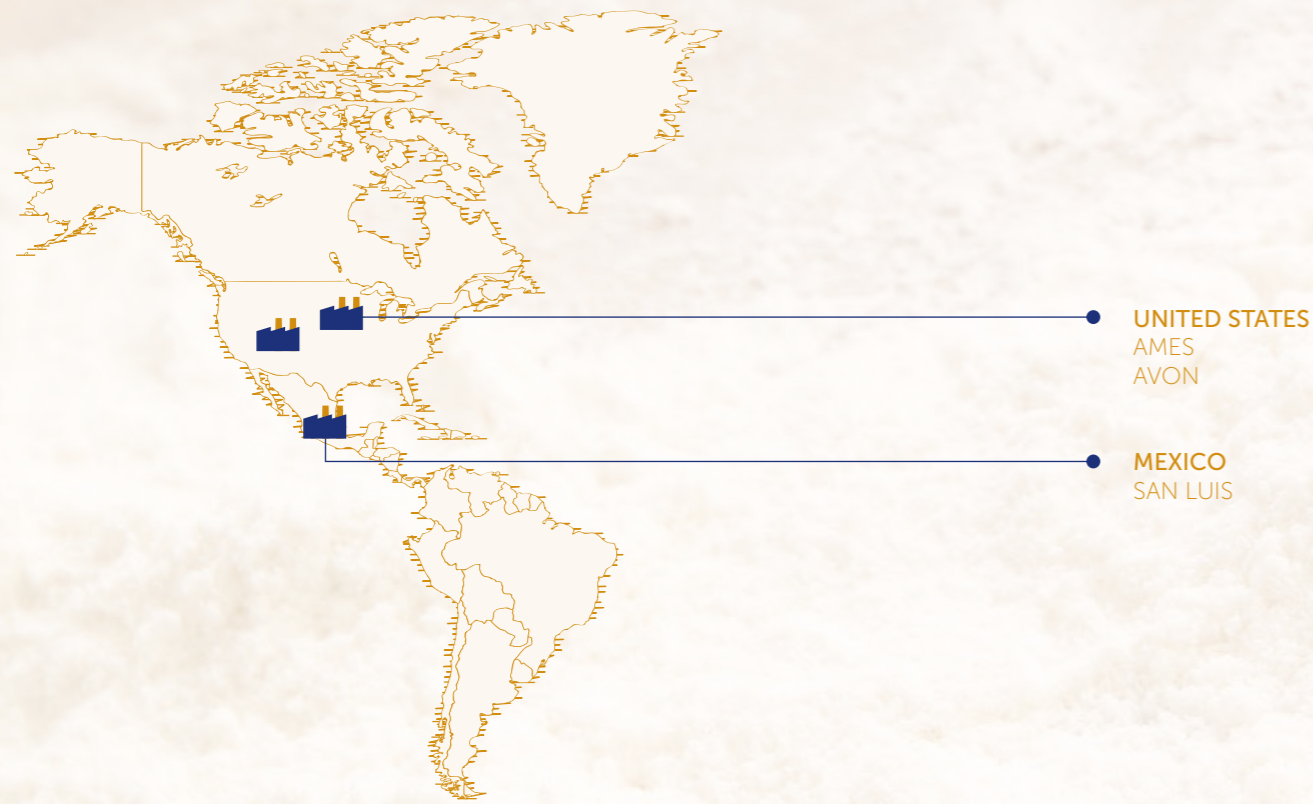
SURFACE AREA
960,000 sqm

HOURS WORKED
3,131,000

BRANDS PRODUCED	EMPLOYEES	PRODUCTION
Barilla Voiello Mulino Bianco Pavesi Gran Cereale Pan di Stelle Wasa	2,869	1,042,000 t.
	GREENHOUSE GAS EMISSIONS	
	Scope 1	113,638 t.CO ₂ eq
	Scope 2	117,215 t.CO ₂ eq
	CO ₂ emissions per tonne of finished product	0.22 t.
	WATER CONSUMPTION	
	Water withdrawals	1,820,010 m ³
Water withdrawals per tonne of finished product	1.75 m ³ /t.	

BRANDS PRODUCED	EMPLOYEES	PRODUCTION
Barilla Mulino Bianco Harrys Misko Wasa	2,109	324,000 t.
	GREENHOUSE GAS EMISSIONS	
	Scope 1	24,475 t.CO ₂ eq
	Scope 2	22,156 t.CO ₂ eq
	CO ₂ emissions per tonne of finished product	0.14 t.
	WATER CONSUMPTION	
	Water withdrawals	341,643 m ³
Water withdrawals per tonne of finished product	1.05 m ³ /t.	

AMERICA



SURFACE AREA

757,000 sqm

HOURS WORKED

1,324

AAA



SURFACE AREA

140,000 sqm

HOURS WORKED

398

BRANDS PRODUCED	EMPLOYEES	PRODUCTION
Barilla Vesta Yemina	618	331,000 t.
	GREENHOUSE GAS EMISSIONS	
	Scope 1	36,256 t.CO ₂ eq
	Scope 2	49,347 t.CO ₂ eq
	CO ₂ emissions per tonne of finished product	0.26 t.
	WATER CONSUMPTION	
	Water withdrawals	256,058 m ³
Water withdrawals per tonne of finished product	0.77 m ³ /t.	

BRANDS PRODUCED	EMPLOYEES	PRODUCTION
Barilla Filiz	133	92,000 t.
	GREENHOUSE GAS EMISSIONS	
	Scope 1	7,304 t.CO ₂ eq
	Scope 2	12,258 t.CO ₂ eq
	CO ₂ emissions per tonne of finished product	0.21 t.
	WATER CONSUMPTION	
	Water withdrawals	77,023 m ³
Water withdrawals per tonne of finished product	0.78 m ³ /t.	

1.2
VALUES

The activities of **all the Group's people** are inspired **by five values**, underlying their daily choices and actions.

PASSION

Putting heart and soul into the excellence of our products.

COURAGE

Overcoming challenges to move forward.

INTELLECTUAL CURIOSITY

Listening humbly to find innovative solutions.

TRUST

Working together towards a common future.

INTEGRITY

Being transparent in respect to people and the Planet.





GOVERNANCE

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2.1

BUSINESS MODEL

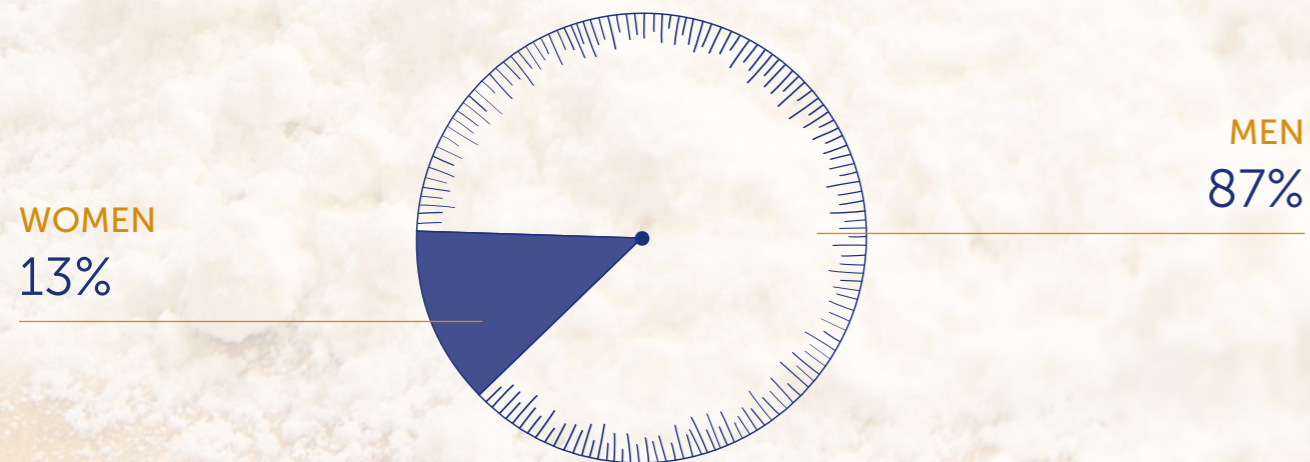
The Barilla Group's **administration and control system** adopts a conventional model and includes:

- the **BOARD OF DIRECTORS**, composed of eight members – four executive and four non-executive ones. In performing its duties, the Board deals with the ordinary and extraordinary management of the company and defines strategy-related guidelines, assesses the suitability of the organisational, administrative and accounting structure and performs an overall assessment of operations;
- the **BOARD OF AUDITORS**, composed of five auditors appointed for three

financial years, monitor compliance with the law, with the Articles of Association as well as with the principles of proper administration;

- the **SHAREHOLDERS' MEETING** is responsible for appointing the Members of the Board of Directors and of the Board of Auditors as well as approving the Financial Statements. At the helm of the company, the Chairman and Vice-chairmen guarantee that the Group's sustainability Mission is understood, implemented and in line with the values that guide the company's operations.

COMPOSITION OF THE BOARD OF DIRECTORS, IN TERMS OF GENDER



THE GOVERNANCE OF SUSTAINABILITY

At the helm of the company, the **Chairman** and **Vice-chairmen** guarantee that the Group's sustainability Mission is understood, implemented and in line with the values that guide the company's activities. The **Management Committee**, comprised of the **Chief Executive Officer** and the **Directors that report to him**, defines the development strategies and ascertains

consistency with the established objectives, assessing progress. The identification of strategies, guidelines, the identification of projects for sustainable development and monitoring of specific sustainability risks is led by a specific **Good for You, Good for the Planet Board** (GYGP Board). The Board is comprised of four **C-Executives** (Chief Marketing

Officer; Chief Research, Development and Quality Officer; Chief Supply Chain Officer and Chief Communication and External Relations Officer) and is led by the Chief Marketing Officer, supported by the Global Equity and Communication unit (Global Marketing Department). A specific GYGP Task Force is in charge of helping the Group implement the

decisions made by the Board. The **GYGP Task Force** meets on a regular basis to share the various projects and the efforts made by each position and consists of experts in the following departments: Communication and External Relations; Marketing; Supply Chain; Research, Development and Quality; and Legal. The Task Force is led by Marketing.

GOVERNANCE



2.2

CODE OF ETHICS

The **Code of Ethics** guides the work and decisions of the company and everyone acting on its behalf. Intended for all stakeholders, the Code **describes the rules of conduct aimed at supporting sustainable growth and protecting the company's reputation**. Furthermore, the Code is an integral part of the Organisation, Management and Control Model implemented by the Group, pursuant to It. Legislative Decree 231/2001.

Compliance with and adhesion to the principles of the Code of Ethics are **promoted through specific Barilla people training plans, activities to raise awareness of the values and ethical regulations and through appropriate communication activities**. Compliance with the Code of Ethics and the Organisation Model is guaranteed by the **Barilla Group's Supervisory Body**, a collegial body consisting of two members from within the Group and an external one, appointed to guarantee the autonomy, independence, professionalism and continuity of the Body's action. The Group also established the *Ethics and Compliance Committee* in 2018, with the objective of strengthening the culture of ethics and corporate compliance and assuring a consistent compliance management model throughout the Group,

thanks to the constant improvement of the efficiency and effectiveness of the compliance systems in place in the various Barilla companies around the world.

In order to allow **abnormal conduct and alleged or actual breaches of the Code of Ethics** or of the regulations in force to be reported, Barilla has **set up a Group-wide whistleblowing system that all employees have access to**. Through a dedicated e-mail address, the Group is able to accurately manage and confirm any breaches, take appropriate actions and at the same time guarantee the anonymity of the sender. The Group has also put in place a digital whistleblowing platform to provide all stakeholders with a tool to bring to the Ethics and Compliance Committee's attention any breaches or non ethical conduct.

In this connection, over the course of 2019, the Group received four reports: three for cases of non-ethical conduct – one of which was closed following an investigation that found that the report was unsubstantiated, one case led to specific corrective actions and one case is still pending ascertainment and the definition of potential corrective actions – and one relating to a possible case of fraud, still under investigation.

2.3

FIGHTING CORRUPTION

In order to prevent any form of corruption, either active or passive, the Group is committed to implementing all **measures necessary to prevent and avoid episodes of corruption and bribery**, in compliance with the national laws in force. In particular, integrating the governance tools adopted for the identification, prevention and control of the risks linked to corruption, such as Organisational Model 231 and the Code of Ethics, Barilla also issued the **Anticorruption Policy** which **establishes clear guidelines on conduct, aimed at all Barilla people employed in activities at risk of committing this crime**. To support this policy, Barilla has also implemented in its purchasing processes an IT tool in its processes that allows the Group to identify suppliers who have been involved in episodes of corruption in the past.

In addition to the anticorruption policy, Barilla has also issued:

- the **ANTIFRAUD POLICY**, aimed at **strengthening knowledge and awareness of the risk of fraud and strengthening the internal management and prevention control system**. The document defines the roles and responsibilities of each company role in relation

to the identification and management of any episodes of fraud;

- the **RECEIVING/OFFERING GIFTS AND ENTERTAINMENT CORPORATE POLICY**, includes two documents that define **specific guidelines for the management of gifts given and received by those who work on behalf of Barilla**, establishing a maximum value, above which it is not allowed to give or receive gifts;

- the **NOT FOR PROFIT AND CHARITABLE CONTRIBUTIONS CORPORATE POLICY**, which contains the **requirements that the nonprofit and charity organisations must meet in order to receive products and donations from Barilla and its employees**. Any initiative requiring a donation over € 10,000 must be notified for approval to the relevant contact people of the Human Resources and Communications and External Relations departments.

In order to manage the potential risks or cases of corruption, the **Whistleblowing Policy** was introduced in 2019, available to all personnel on the company's intranet. Potential risks or cases of corruption may be reported through the dedicated email address: *ethics_compliance@barilla.com*

or the new on-line whistleblowing portal. The operational methods and instructions on using the reporting channels are provided by a specific company policy available to all personnel on the company's intranet. The channels and connected activities are under the responsibility of the *Group Ethics and Compliance Committee*.

The reports are managed in such a way as to guarantee the utmost confidentiality, thereby protecting against every form of retaliation. To assure further protection, reports can be made anonymously.

Pursuant to Law 2016-1691 *Sapin II*, the Group has provided an additional email address for French company Barilla France S.a.s. (*alerte.ethique@barilla.com*). Pursuant to EU Regulation 2016/679, the Group has set up a specific email

address, managed by the *Group's Data Protection Officer* for queries on the European regulation on personal data protection (*dpo@barilla.com*). Additionally, the Group has set up an email address for each Company based in Europe in order to efficiently manage requests by the data subjects.

Over the course of 2019 the Group filed one report about a possible case of corruption between private subjects, which is still being investigated. There are no reported cases linked to episodes of corruption towards the Public Administration.

An additional prevention measure against the risk of committing the crime of corruption is represented by personnel awareness and training activities on this topic.

THE ASSESSMENT OF PROCESSES AT RISK OF CORRUPTION

In Italy, **within the mapping activity of risks connected to It. Legislative Decree 231**, Barilla has assessed:

- **29 company processes**, approximately 83% of the total of mapped processes, as **most exposed to the potential risk of corruption towards the Public Administration;**
- **26 company processes**, approximately 74% of the total of mapped processes, as **most exposed to the potential risk of corruption between private subjects.**

The analysis concerned the following processes at risk:

- **liaising activities with the Public Administration;**
- **raw materials procurement processes;**
- **product sales processes;**
- **personnel selection and recruitment activities.**



2.4

RISK MANAGEMENT

Barilla adopts an integrated risk management model (Enterprise Risk Management, ERM) with the objective of guaranteeing all-round mapping of the risks that the company is exposed to, measuring them and classifying them with common metrics aimed at their prioritisation and ensuring that they are managed and monitored, with results shared with top management.

Barilla's Board of Directors plays an active role in the correct implementation of this model. In fact, it is directly involved in the definition of the risk governance system, in the identification and validation of the main risks that Barilla is exposed to, and in the definition and validation of the action plans to manage, contain and minimise the mapped risks.

The implemented integrated risk management system consists of two essential elements:

- the **RISK GOVERNANCE MODEL** defines the roles and responsibilities required for assuring the correct identification and management of the main risks, potential threats to achieving business objectives;
- the **RISK MANAGEMENT PROCESS** involves performing an annual risk

assessment activity, where the risks are identified, assessed and classified by priority. Following the assessment, the Group also establishes the action plan for managing risks and relevant monitoring activities.

The model also involves associating a risk owner to each company area where a risk was identified, who will be tasked with the supervision and management of the risk. The identified risks are entered into a specific database, the **Risk Register**, which is constantly updated.

The results of ERM activities are also periodically brought to the attention of the Board of Directors who, at least annually, assess the company's level of exposure to the risks, approve the action plans for risk management and, if necessary, ask for improvement activities of ERM processes.



THE ENTERPRISE RISK MANAGEMENT PROJECT

During 2017 Barilla **started a three-year project aimed at perfecting the company's risk management system**, starting with a revision of the risk governance model and the risk assessment methods. This project entailed a risk analysis activity, involving the company's top management, aimed at identifying the main financial and non-financial risks with potential impacts on the business.

The activities continued throughout 2019 as well, and mainly concerned:

- **further integration between risk management and strategic decision-making processes**, also taking into consideration scenarios beyond the planning horizon;
- performing the **annual risk assessment campaign aimed at updating the Group's risk profile** (including ESG risks) with the direct involvement of top management;
- further **integration of the risk management and sustainability processes** in light of the relevance of ESG risks in the short and long term;
- conducting **scenario analyses for specific risks identified** as significant for the Group in 2019 (which include the climate change risk).

In particular, the analysis conducted led to **the identification of potential risks linked to the Group's Mission "Good for You, Good for the Planet"**, in the following areas: corruption and fraud, environment, personnel management, products, supplier management.

RISKS CONNECTED TO CORRUPTION AND FRAUD

The Group constantly monitors the risks connected to crimes of corruption and fraud, maintaining a *zero tolerance* approach to non ethical attitudes and breaches of the regulations in force in these areas.

In order to mitigate any risks of corruption, Barilla has issued its own Anticorruption Policy and actively urges everyone working for the Group to uphold and adhere to the standards of conduct defined in the Code of Ethics based on the principles of transparency and honesty. Also, the **Antifraud Policy** (applicable to employees as well as to third parties) has the aim of strengthening in-company awareness and knowledge of the risk of fraud, as well as improving the internal control system for prevention and identification thereof.

As additional protection against these risks, the **Internal Audit department**

performs periodic audits on various company processes. Lastly, any incident of alleged or actual fraud and/or corruption can be reported through the whistleblowing system.

ENVIRONMENTAL RISKS

Barilla periodically monitors the risks connected to its production activities that may generate a negative impact on the environment, with a special focus on: direct and indirect greenhouse gas emissions; the use of water resources in production processes; the use of non-renewable raw materials, in particular plastic, in product packaging; and the production of waste, particularly from food production waste and product packaging. With a view to the above, in 2019, **the environmental impact of products was monitored throughout their life cycle; a growing number of farmers was supported in the implementation of less impactful farming practices**, also thanks to the introduction of *The Mulino Bianco Charter* and *The Harrys Charter*.

Lastly, **Wasa, Gran Cereale and Harrys** (beginning of 2020), **have become 100% CO₂ compensated brands.**

What is more, recent years have seen a growth in the weightiness of the risks connected to climate change that have direct negative repercussions on the procurement of raw materials in terms of quantity and quality.

With a view to mitigating the risks connected to climate change, over the years the Group has activated a number of initiatives to promote less impactful farming, actively collaborating with universities and research centres to develop new agricultural techniques that are able to protect the natural environment. Also in 2019, an analysis was carried out of the long term impact of climate change on the procurement of durum wheat.

RISKS CONNECTED TO PERSONNEL MANAGEMENT

The main identified risks concern the challenge of attracting and retaining talents; the loss of people in important positions in the organisation; the protection of the health and safety of people in the workplace; the issues linked to diversity and inclusion.

With reference to **recruitment and retaining of talents**, the Group **implemented new career development plans, carried out surveys on employee satisfaction and promoted employer branding initiatives.**

As regards **health and safety in the workplace**, Barilla is committed to the **constant reduction of accidents in production processes as well as during employee business trips.** This commitment led to initiatives to define an international support system for mobility, to the **certification of production facilities**

according to standard OHSAS 18001 and to the definition and implementation of systems for maintaining the zero – accident plan. In this connection, the ISO 45001 certification was also obtained in 2019.

Lastly, **on the topic of Diversity and Inclusion**, the following main measures have been adopted in recent years: **training sessions** for company resources; the adoption of the **UN corporate Code of Conduct against LGBTQ+** discrimination in the workplace; the Code of Ethics; the launch of a **marketing and communication campaign** on the topics of diversity; **smartworking**; the **win-parenting project**; and reach the **gender pay equality**.

PRODUCT-RELATED RISKS

The main risks identified by Barilla in relation to products concern quality and safety. In this area, **potential criticalities arise from the constant changes in the regulatory framework and subsequent occurrence of cases of non-conformities, as well as from responsibilities either within the company or by suppliers and co-packers.**

The potential impact on consumer health and safety, stemming from any non-conformities to the regulations and quality standards of the products, has led the Group to setting up the **Global Quality, Food Safety and Techregulatory** department.

This department is **in charge of identifying and assessing product quality and safety risks, considering both existing and emerging risks.** Barilla constantly monitors the quality and safety of its products through collaboration activities with universities, analyses and assessment of potential associated risks, specific training courses (for example to prevent infestations), as well as the placement of X ray equipment to prevent the presence of foreign bodies.

Furthermore, Barilla has identified **additional risks connected to nutrition and the nutritional profile of its recipes.** In fact, a significant change in consumer choices has taken place over the years, as people care increasingly more about the quality of the products, especially the characteristics and ingredients of food. In order to manage and mitigate these risks, **the Group provides consumers with complete and transparent nutritional information on its products.** Also, it has defined specific improvement objectives of the nutritional profile of its food products, monitoring the progress through clearly-defined KPI.

RISKS CONNECTED TO SUPPLIER MANAGEMENT

The main risks connected to the management of suppliers stem from the unavailability of raw materials in terms of quantity and/or quality, to potential episodes of non-compliance with

the sustainability criteria required by the Group and the occurrence of food fraud committed by third parties.

In this area, the Group carries out regular risk assessment campaigns to identify and monitor the most critical product

risk categories associated to the main raw materials, especially eggs, milk, olive oil, butter and organic products. The Group has also drawn up a **Sustainable Agriculture Code** that lays down a set of principles aimed at spreading and guaranteeing sustainable farming practices.



CIBO E SDGs

HOW WE RESPOND TO GLOBAL CHALLENGES

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Image of the Interactive Event "We, Food, our Planet: Food & Cities. How to feed an increasingly urbanized world", exhibition organized BCFN Foundation during the celebrations for Parma 2020, the Italian capital of culture.

3.1 INTERNATIONAL SCENARIO

The **scenario** which we deal with on a daily basis is very complex and **characterised by production, distribution and consumption systems that are not always sustainable**. In order to reverse this course, in 2015 the **United Nations** introduced the **Sustainable Development Goals**, as part of the **2030 Agenda**, designed to contribute to global development by promoting and preserving the wellbeing of people, animals and of the Planet. In the same year, the **first universal Climate Agreement**, defined at the **Paris Conference (COP21)**, which established

a global action plan to limit global warming to well below 2°C. The **2030 Agenda** and the **Paris Conference Agreements** are the **benchmark for achieving the desired paradigm shift**. Among the **challenges** that the international community has set itself, there are many **linked to the current food models**.

These challenges placed the topic of food at the center of discussions on global sustainable growth, highlighting the need to radically rethink these models. In particular, in the food sector, there are **many urgent challenges** to face.

SUSTAINABLE DEVELOPMENT GOALS



DIE OF HUNGER OR OBESITY?

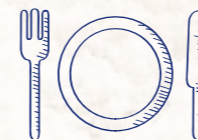


821 million
PEOPLE SUFFER FROM HUNGER

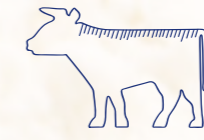


2.1 billion
PEOPLE ARE OBESE OR OVERWEIGHT

FEED PEOPLE, ANIMALS OR CARS?

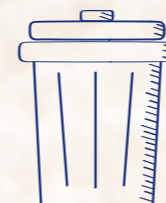


47%
OF GLOBAL CROP PRODUCTION IS USED FOR HUMAN NUTRITION

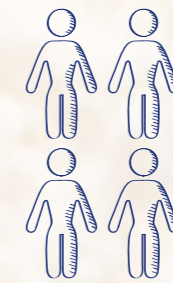


40%
IS USED TO PRODUCE ANIMAL FEED OR BIOFUEL

FEED WASTE OR FEED THE HUNGRY?



1.3 billion
TONS OF PERFECTLY EDIBLE FOOD ARE WASTED



4 times
WHAT IT WOULD TAKE TO FEED 821 MILLION PEOPLE WHO ARE HUNGRY

HUNGER AND OBESITY

Access to food and the wrong nutritional habits have created a great imbalance: on the one hand, **821 million people are malnourished** (one in nine), while, on the other, **2.1 billion people** (three in ten) are **obese or overweight**.

The phenomenon of obesity continues to grow internationally, affecting increasing numbers of people in various geographical areas, such as North America, Europe and low-income countries. This phenomenon sheds light on the need to guarantee equal access to food and, at the same time, promote the importance of adopting a balanced diet and a healthy lifestyle.

PEOPLE, ANIMALS OR CARS?

Despite the increase in levels of malnutrition, **one-third of grain crops are used to produce animal feed and biofuels, and demand is only expected to increase.**

To this we must add the need for water: while 4,000 children die each day due to the inability to access drinking water, 15,000 litres of water are required to produce one kilo of beef.

This is all compounded by financial speculation: the raw materials used in the food production chain are often influenced by the financial markets, causing deviations from the real costs of production.

That is why, on the one hand, there is a need to develop policies that promote sustainable forms of agriculture and production, and re-balance the proportion between land for biofuel or feed and land for the production of food; on the other hand, one needs to look very closely at the raw material production and supply chains, guaranteeing fair remuneration to all players involved.

FOOD WASTE

Every year around one-third of world food production, equal to about 1.3 billion tonnes, is wasted. This number is even more shocking if we consider that it is **four times the quantity required to feed the 821 million people who are malnourished.**

Waste affects all stages of the chain, as well as consumption itself: it is, in part, due to incorrect production and distribution methods implemented by the food industry and the catering sector, and, in part, it may be attributed to bad individual habits.

Lastly, increasingly radical climate change, greenhouse gas emissions and the indiscriminate exploitation of natural resources have a significant negative impact. It suffices to consider that, **each year, we consume the resources of 1.7 planets**; this means that, unless we immediately change our lifestyle, by 2050 we will need the resources of 3 planets.

3.2

CONSUMER GOODS SECTOR

Barilla operates in a sector characterised by the presence and active involvement of an increasing number of consumer and trade associations committed to the development of more responsible procurement practices, from an environmental and social standpoint, and to the promotion of healthy lifestyles.

THE CONSUMER GOODS FORUM

Among the various associations operating in the consumer goods sector, a key role is played by **The Consumer Goods Forum** (CGF), an **international organisations of concerns operating in the consumer goods sector.**

It brings together consumer product retailers and producers, and other key stakeholders, to guarantee consumer trust, encourage positive change and help handle the key challenges that affect the sector, among which environmental and social sustainability, health, food safety and product data accuracy.

Its membership includes **around 400 retailers, producers, service providers and other stakeholders from over 70 countries**, involving around 10 million workers, plus another 90 million if we include the entire supply chain.

The network is led by a Management Board that includes the CEOs of 57 producers, retailers and service providers, including the Chairman Guido Barilla*.

The network focuses its activities on the following areas: **plastic; food waste; human rights and the rights of workers; food safety; healthy lifestyles; production and supply chains; protection of forests.**

* (Claudio Colzani, CEO, will be part of the network from June 2020).

OTHER COLLABORATIONS

Barilla Group entertains important relationships and a constant dialogue with various industry associations, among which:

- **AIM** – European Brands Association
- **CAOBISCO** – Chocolate, Biscuits and Confectionery of Europe
- **Centromarca** – Italian Association of Brands Industry
- **ECR** – Efficient Consumer Response
- **IBC** – Industrie beni consumo (Consumer Goods Industries)
- **IPO** – International Pasta Organization
- **ITALMOPA** – Associazione Mugnai d'Italia (Italian Millers Association)
- **SEMOULIERS**
- **UNAFPA** - Union of Organisations of Manufacturers of Pasta Products of the EU
- **UNIONE ITALIANA FOOD** – an association resulting from the merger between AIDEPI and AIIPA

Barilla also believes it is important to take an active part in a number of national and international initiatives, many of which are long-standing.

In order to promote the joint development of scientific research projects to improve knowledge of nutrition and product quality and safety, as well as to foster the transfer of skills and know-how between the academic world and

the supply chain players for the adoption of best agronomic practices, Barilla has been collaborating for years with various universities and research centres around the world, including:

- HORTA
- Catholic University of Piacenza
- University of Thessaly
- Konya Bahri Dağdaş International Agricultural Research Institute
- University of North Dakota
- University UC Davis
- University of Parma
- University of Naples Federico II
- Brown University
- University of California San Diego
- University of Toronto
- University of Sao Paulo
- University of Uppsala
- Istituto Nazionale di Tumori di Milano (National Cancer Institute, Milan)
- Parma Hospital
- Chalmers University of Gothenburg
- Purdue University (Indiana-US)
- Harvard University (US)
- State University of Milan
- The German Federal Institute for Risk Assessment (BfR)
- ENEA
- CNR (Italian Research Council)
- International Association for Cereal Science and Technology (ICC)
- Consejo Superior de Investigaciones Científicas - CSIC - Spain

- University of Tulln-Vienna
- University of Wageningen
- University of Cranfield
- Harper Adams University
- University of Prague
- Queen's University Belfast
- VTT Technical Research Centre of Finland
- Singapore Institute for Clinical Sciences
- Rhode Island Hospital

Various studies and research projects have sprung from these collaborations, the main ones being:

- in vitro and in vivo evaluation of the glycaemic response to pasta and other carbohydrate-rich products;
- analysis of the sì.mediterraneo programme for the promotion of wellbeing in the Company;
- comparison between different carbohydrate-rich foods and the estimated effects of their replacement on the risk of type 2

diabetes and cardiovascular and arteriosclerotic diseases in post-menopausal women;

- measurement of glycaemic response to low glycaemic index products in Asia;
- study of the metabolic effects in healthy subjects associated with the consumption of bread produced with high amylose wheat;

• evaluation of the effectiveness of pasta and other carbohydrate-containing foods with a low glycaemic response on reducing the post-prandial insulin and glycaemic response, on improving the risk profile associated with cardiovascular diseases, and on promoting people's well-being in the long term;

• continuous monitoring of glucose associated with pasta consumption in relation to type 1 diabetes;

• weight of rye: effects of a diet rich in rye on body weight control.



3.3

BCFN FOUNDATION

2009 saw the establishment of the **Barilla Center for Food and Nutrition Foundation (BCFN)**, a think tank inside Barilla Group whose objective is to study and understand the complexity of agri-food systems and promote an open dialogue between scientists, institutions, the private sector, the civil society and communities, at national and international level. In 2014, BCFN became a Foundation.

Thanks to its research and dissemination activities, **the BCFN Foundation creates values for all of society, inspiring conscious daily nutritional choices and promoting solutions and good practices for the sustainability of global agri-food systems.**

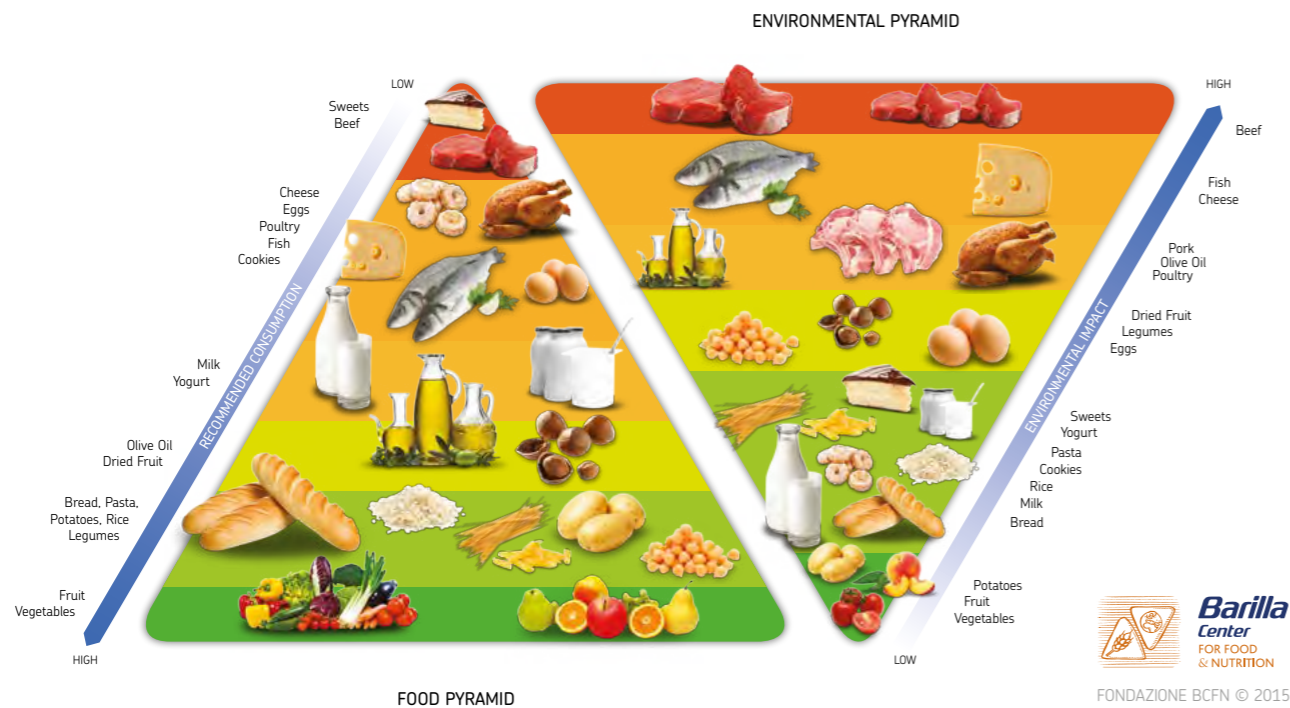
Among the scientific material that has been produced, **the Double Pyramid model** highlights the very close link between two aspects of every type of food: **the nutritional value and the environmental impact.**

In fact, foods with the lowest environmental impact are also those recommended by nutritionists for our health, while those with a high environmental footprint should be consumed in moderation due to their effects on health.

Scientific studies, as well as the remarks of the Foundation, are a daily source of inspiration for the activities of Barilla managers, guiding them in their daily choices.

The Foundation's **International Forum on Food and Nutrition** is the yearly event for **sharing experiences, good practices and commitments for achieving the Sustainable Development Goals.**

In 2019, the **Forum celebrated 10 years** and endeavoured to turn the debate on food and environmental sustainability into a very concrete plan. The event was organised in collaboration with *World Food Programme Italia, National Geographic Italia, United Nations Sustainable Development Solutions Network (UN SDSN), Center for European Policy Studies (CEPS), Columbia Center on Sustainable Investment (CCSI), Santa Chiara Lab-University of Siena (SCL) and Global Alliance for the Future of Food (GAFF)* and highlighted the need for inviting institutions, organisations, researchers and citizens to act and pursue sustainable development together, starting with food. It launched **#ActionForChange**, a **global appeal to make sustainability a priority in the development agenda.**



In 2019, the Forum once more provided the opportunity to highlight and reward the most significant research projects:

- **FIXING THE BUSINESS OF FOOD:** the Barilla Foundation together with the *UN SDSN*, the *Columbia Center on Sustainable Investment (CCSI)* and the *Santa Chiara Lab – University of Siena (SCL)*, promoted a series of recommendations and concrete actions aiming to accelerate progress towards the sustainable development of the agri-food sector.

The study **Fixing the Business of Food: The Food Industry and the SDG Challenge**, presented in New York during the *74th General Assembly of the United Nations*, highlights the pivotal role played by the agri-food sector in achieving the **SDGs** and the need to focus the practices of agri-food business around four

fundamental dimensions: sustainable production and nutrition models, sustainable processes and supply chains, and corporate citizenship.

- **SU-EATABLE LIFE:** this **three-year project**, funded by the European Commission, created by the Barilla Foundation together with the *Sustainable Restaurant Association*, *GreenApes* and the University of Wageningen, **relates to a series of activities in university and company canteens** in Italy and in the United Kingdom, **with the aim to promote the adoption of a correct and sustainable diet in Europe**. The goal is to prove that the adoption of this type of diet is beneficial to both people and the Planet (with estimated savings of approximately 5,300 tonnes of CO₂ eq and of approximately 2 million cubic metres of water).

- **WE, FOOD, OUR PLANET:** the free **digital education programme** set up by the Barilla Foundation, in a Memorandum of Understanding with the *Ministry of Education*, to offer teachers, at all levels, training, updates and teaching tools that allow them to transfer scientific knowledge on current topics related to food and environmental sustainability and educate tomorrow's adults in active citizenship and responsibility.

- **DIGITISING AGRIFOOD – PATHS AND CHALLENGES:** the study, carried out by the Barilla Foundation in collaboration with the *Centre for European Policy*

Studies (CEPS), sheds light on the positive role played by the application of digital technologies in the transformation of agrifood production and supply chains, which results into increased crop yields and reduced food waste.

In addition, it formulated 10 concrete recommendations for agri-food policies.

find out more on:
Barilla Center for Food and Nutrition



OUR MISSION: GOOD FOR YOU, GOOD FOR THE PLANET

Throughout the years, we have defined a journey, summed up in our **Good for You, Good for the Planet** Mission, which drives us each day to offer good and nutritionally balanced food to the world, which is sourced from responsible supply chains, inspired by the Italian lifestyle and the Mediterranean Diet.

- **GOOD FOOD** means quality, flavour, a culinary experience, accessibility, pleasure and conviviality;
- **HEALTHY FOOD** means selected raw materials and balanced nutritionally balanced profiles to support healthy lifestyle choices;
- **FOOD SOURCED FROM RESPONSIBLE SUPPLY CHAIN** means seeking the best ingredients to guarantee quality, while respecting people, animals and the environment.

It is a **Mission we continue to pursue by implementing projects that touch on all stages of the production and supply chain, from field to fork.**

These projects are thanks to the determination of all Barilla people, to the collaborations established along the production and supply chain and to the support we receive from external experts.

To this end, we continue to work on offering people products with a better nutritional profile, based on the Mediterranean Diet model.

Since 2010, we have **reformulated 455 products, reducing the salt, sugar, fat or saturated fat content.** We have gradually **expanded our range**, increasing the **number of products that are rich in fibre or made from legumes**, or increasing the **number of products with no added sugar.** We have worked to disseminate the importance of the **Mediterranean Diet**, through global food education projects for children and young people, and by launching a brand project in Germany aimed at university students. Lastly, we upheld our commitment to provide people with the tools to make conscious and responsible food choice, while inspiring them to adopt a healthy lifestyle.

From an environmental point of view, we have stepped up our efforts to **reduce the impact of our products along the supply chain.** Since 2010, we have been working to reduce **water consumption** in our production processes, achieving a **21% reduction**, and to cut **CO₂ emissions**, which we have reduced by **30%**, complying with scientific targets to align our efforts with the requirements stipulated in the Paris Agreements.

Three of our brands have achieved the goal of **total compensation of CO₂ emissions.**

Lastly, we have continued to collaborate with the players of our strategic supply chains to develop and promote the use of more sustainable farming practices.

All Barilla Group brands contribute to the Good for You, Good for the Planet journey, through projects aimed at improving the nutritional profile of products in order to reinforce the sustainability of the production and supply chains and provide transparent communication to consumers.

To this end:

BARILLA has strengthened its commitment to spread nutritionally balanced food models and has continued its commitment to enhance the Italian agricultural supply chain.

WASA our crispbread brand, continued the effort undertaken in 2018 to maintain total CO₂ emission offset.

MULINO BIANCO launched *La Carta del Mulino* a charter for more responsible farming and the first products made with 100% sustainable common wheat flour.

HARRYS our brand of bread and bakery products in France, has strengthened its commitment to making the common wheat supply chain more sustainable and, in early 2020, fully offset CO₂ emissions.

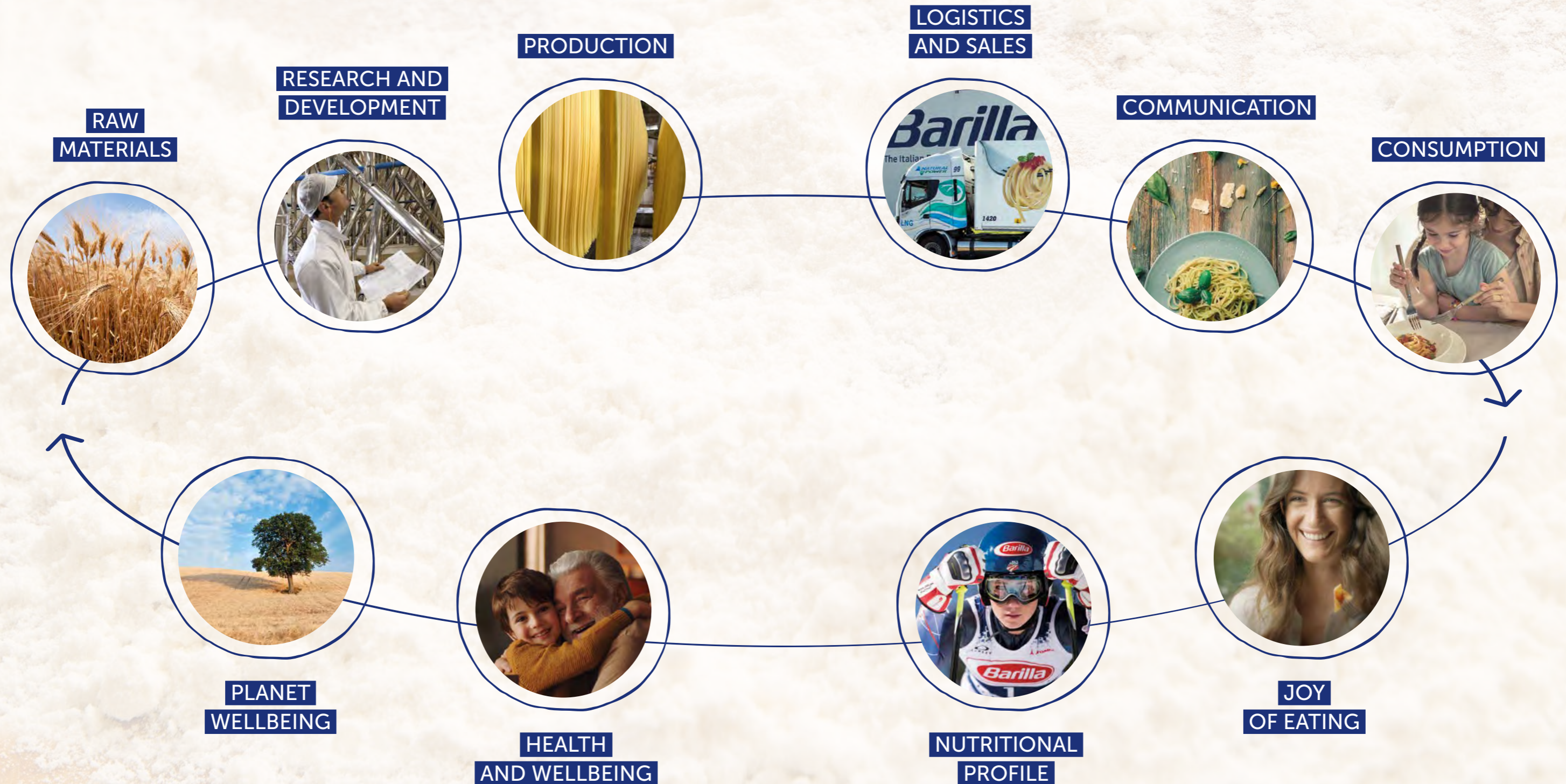
PAN DI STELLE continued its engagement with the *Cocoa Horizons Foundation* to improve the quality of life of those farmers in the cocoa plantations, in Ivory Coast.

GRAN CEREALE made a commitment in favour of the environment, fully offsetting CO₂ emissions and funding a special project for the protection of wooded areas in Italy.



GOOD FOR YOU, GOOD FOR THE PLANET

It is a Mission that Barilla pursues from **FIELD TO FORK** and that has an immediate impact on **TASTE** in the first few minutes, on **ENERGY** in the first few hours and on **THE WELLBEING OF PEOPLE** over the course of many years. It is also founded on respect for the **COMMUNITIES** in which we live and operate and for the **ENVIRONMENT** at large.



3.4

OUR CONTRIBUTION TO THE 2030 AGENDA



- Since 2010, we have reformulated the recipes of **455 products**, **35 reformulated in 2019**, by reducing the fat, saturated fat, salt and sugar content or increasing fibre.
- In 2019, we launched **22 new products** with no added sugar, rich in fibre, made with wholegrain or with cereals.
- We have been a **zero-palm oil company** since 2016.



- We involved **approximately 20,000** children in activities dedicated to food education, physical exercise and healthy lifestyles.
- We have involved **over 60,000 university students** in Germany, through the **CHOOSE, COOK** and **SHARE** project.
- **Over 7,500 Barilla** people were involved in the *si.mediterraneo* project.
- We funded the construction of a school for **over 300 children**, in the Ivory Coast.



- **36% of executives and managers are women.**
- We started the journey that will lead to **gender pay equality worldwide** in Barilla.



- We offset part of our emissions thanks to projects meant to promote the **development of renewable energy sources in India.**



- Throughout the years, we have developed **projects to make our work environment more inclusive**, with the aim to protect health and promote a good work/life balance: *smartworking* and *winparenting*.
- We have promoted the establishment and development of **15 ERGs** (Employee Resource Groups): global groups of employees, centred around specific topics of diversity and inclusion.



- To date we have implemented **projects and initiatives to welcome, include and integrate** more than **60 refugees** worldwide.



- We have **supported communities** during the Covid-19 emergency, by **donating cash, products, medical supplies** and **supporting research.**
- We have **involved almost 9,000 enterprises** in **sustainable farming projects** concerning our main raw materials.
- In Italy, we signed a **Memorandum of Understanding with the Ministry of Agricultural, Food and Forestry Policies (MIPAAF)** to promote the quality and sustainability of Italian durum wheat production and supply chain.
- We **developed two charters** for the **sustainable cultivation of common wheat: *La Carta di Harrys (The Harrys Charter)* and *La Carta del Mulino (The Mulino Charter)***, developed together with WWF Italy.



- Since 2010, we have **reduced greenhouse gas emissions** by **30%** and **water consumption** in our plants by **21%**, per tonne of finished product.
- We have adopted Science Based Targets to limit our CO₂ footprint.
- **99.7% of our packaging is recyclable.**
- Three of our brands fully **offset their CO₂ emissions: Wasa, Gran Cereale and Harrys.**



- We publicly committed to **not testing raw materials and products on animals**, either directly or indirectly.
- In 2016, we introduced the **Guidelines for Animal Welfare**, in collaboration with **Compassion in World Farming**; these guidelines are applied to all supplies.
- We offset part of our emissions by supporting **projects that protect the rainforests and biodiversity in Brazil.**
- In Italy, we funded a **project aiming to protect forests**, together with Legambiente and AzzeroCO2.



- Over the years, we have set up projects and established relationships with our stakeholders and key organisations involved in the production and supply chain, such as: **UNICEF, UNHCR, WWF Italy, Compassion in World Farming, Legambiente**, and many more.

3.5 MATERIALITY ANALYSIS

In accordance with the requirements of the *GRI Standards*, Barilla defined its own **Materiality Matrix** to identify strategic social and environmental priorities in line with its business strategy and the United Nations Sustainable Development Goals.

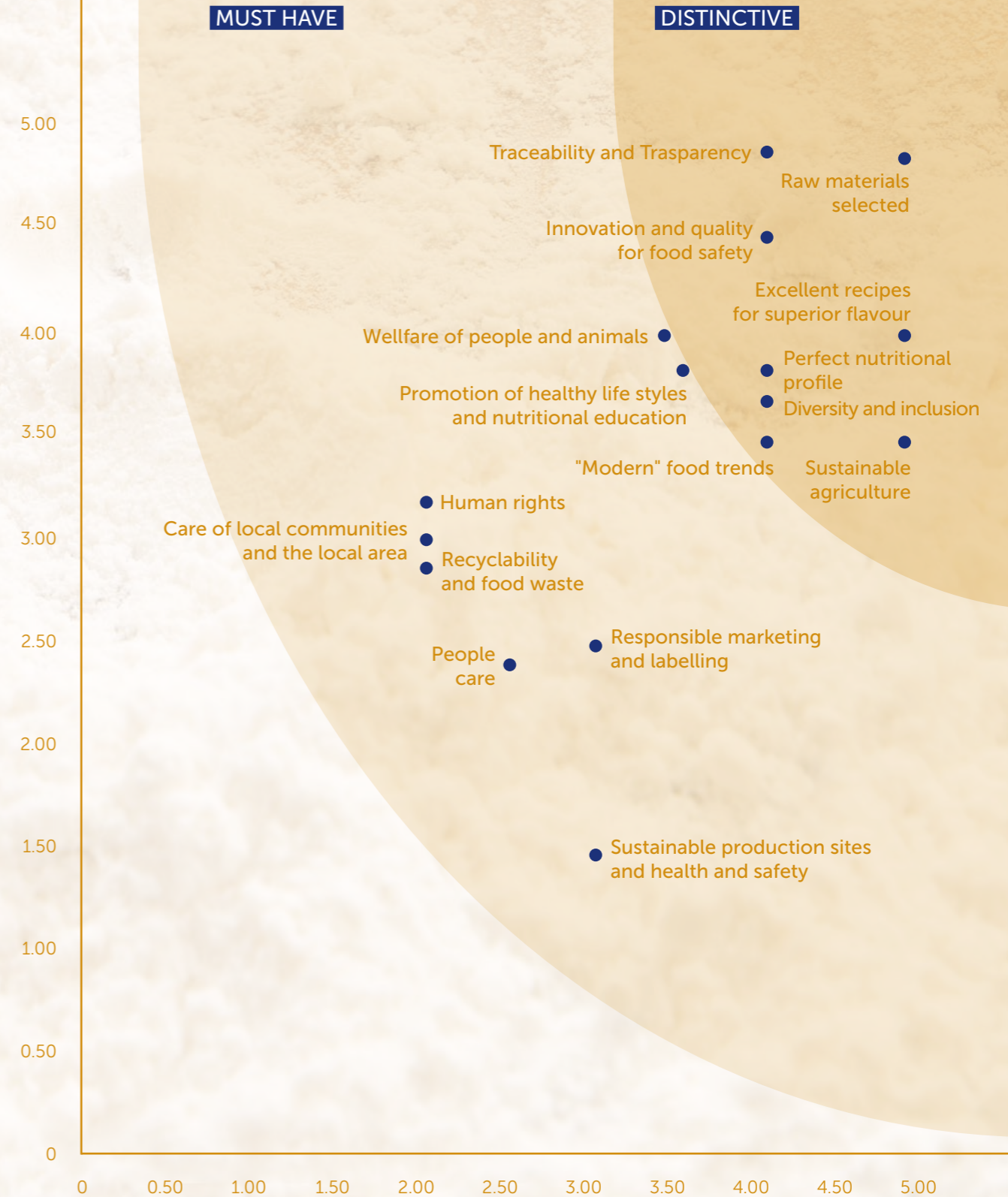
The analysis was carried out in 2017, with the support of KPMG Advisory and consisted, on the one hand, in the analysis of

corporate strategy at Group level and, on the other hand, in the analysis of all topics considered key by external stakeholders (players in the food sector, consumer associations, international networks such as *The Consumer Goods Forum*, practices of companies that, in terms of governance and size, are comparable to Barilla).

The following 16 topics emerged from the analysis:



MATERIALITY ANALYSIS



MATERIAL THEME	DEFINITION
Selected raw materials	Selecting only excellent raw materials, produced according to the highest quality standards and in compliance with the principles of sustainable agriculture promoted by Barilla.
Traceability and transparency	Ensuring product traceability and the development of transparent communication projects to allow consumers to discover and learn about the products from the field to the table.
Innovation and quality for food safety	Guaranteeing the quality and safety of products every day, from the control of raw materials, through production and distribution.
Excellent recipes for superior taste	Formulating ever new and surprising recipes, able to bring the joy of food to people.
Wellbeing of people and animals	Safeguarding the wellbeing of all the people who work in the supply chains and promoting practices for the protection of animal welfare.
Perfect nutritional profile	Developing healthy and balanced products in terms of nutrition, in line with the principles of the Mediterranean Diet.
Diversity and inclusion	Developing the value of each person, respecting their physical, cultural and moral integrity as well as the right to interact and associate with others.
Promotion of healthy lifestyles and nutritional education	Promoting the spread of sustainable and balanced lifestyles and proper nutrition, especially among young people.

MATERIAL THEME	DEFINITION
"Modern" food trends	Meeting the new nutritional needs of people through products that address emerging trends and needs in the food sector.
Sustainable agriculture	Promoting the adoption of sustainable agricultural practices, while respecting people, the environment and local communities.
Human rights	Respecting the fundamental rights of every person to carry out their activities and along the entire supply chain.
Recyclability and food waste	Limiting the waste of resources at every level of the agri-food chain by optimising production processes and promoting responsible consumption practices.
Care for the local communities and the region	Supporting the development and wellbeing of local communities and promoting access to food and food security, particularly by providing aid to populations affected by natural disasters or economic and social crises.
Responsible marketing and labelling	Ensuring the accuracy of the information provided on the label in accordance with international and national regulations and developing responsible marketing principles, applying them to all brand communications
People Care	Promoting the development of a work environment that respects the balance between private and professional life.
Sustainable production sites and health and safety	Creating state-of-the-art production sites, with a lower environmental impact and assuring the health and safety of the people who work there.

THE SDGs AND BARILLA



	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
Selected raw materials			●			
Traceability and transparency			●			
Innovation and quality for food safety			●			
Excellent recipes for superior taste			●			
Wellbeing of people and animals	●		●			
Perfect nutritional profile			●			
Diversity and inclusion					●	
Promotion of healthy lifestyles and nutritional education			●	●		
"Modern" food trends			●			
Sustainable agriculture	●		●			●
Human rights	●				●	
Recyclability and food waste				●		●
Care for the local communities and the region	●	●	●	●		
Responsible marketing and labelling			●			
People Care			●			
Sustainable production sites and health and safety						●

Barilla has decided to **follow the 2030 Agenda**, promoting the sustainable development guidelines on all 17 Goals and endeavouring to guarantee its own concrete contribution. As a first step, Barilla highlighted the **link that exists between the priority topics identified through the materiality analysis and their impact on the Global Agenda**.

	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
		●				●	●	●			●
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OUR 2030 AGENDA

GOOD FOR YOU

AREA	GOAL	2019
SELECTED RAW MATERIALS	By 2030, 100% of RAW MATERIALS SUPPLIERS to be certified to an international food safety standard recognized by the <i>Global Food Safety Initiative (GFSI)</i> .	82%
SAFE PRODUCTS	By 2020, 100% of BARILLA PLANTS TO BE CERTIFIED to the international food safety standard FSCC 22000.	100%
IMPROVED NUTRITIONAL PROFILES	By 2020, 90% OF THE TOTAL VOLUME OF PRODUCTS to be in line with BARILLA NUTRITIONAL GUIDELINES .	86%
	By 2030, ensure that 85% of BAKERY PRODUCTS sold in single portions contain no more than 150 Kcal.	70%
	By 2030, ensure that "better for you" products, such as wholegrain, high-fiber and high-protein items, account for at least 30% of BARILLA TOTAL VOLUMES .	14.4%

Barilla has set concrete goals for the coming years to concretely contribute to the **UNITED NATIONS' GLOBAL AGENDA 2030** and the **SUSTAINABLE DEVELOPMENT GOALS (SDGs)**.

With a view to continuous improvement,
IN 2020 WE STARTED REDEFINING OUR GOALS.

GOOD FOR THE PLANET

AREA	GOAL	2019
AGRICOLTURA SOSTENIBILE	By 2020 responsibly purchase of 100% STRATEGIC RAW MATERIALS , in line with the BARILLA CODE OF SUSTAINABLE AGRICULTURE .	53%
	Of which: Durum Wheat 49% Semolina 58% Tomato 98% Cocoa 94% Sunflower oil 97% Flour 48%	
SUSTAINABLE PRODUCTION	By 2020, reduce CO₂ EMISSIONS per tonne of product by 30% compared with 2010.	-30%
	By 2020, reduce WATER CONSUMPTION per tonne of product by 30% compared with 2010.	-21%
RECYCLABILITY AND WASTE	By 2020, ensure that 100% OF PACKAGING is responsibly purchased, in line with the BARILLA GLOBAL PACKAGING POLICY .	99.7%
	By 2020, achieve the TARGET of ZERO WASTE TO LANDFILL at our plants.	<10%
ANIMAL AND SOCIAL WELFARE	By 2020, purchase 100% of eggs and meat with high levels of animal welfare.	Eggs 100% Meat 100%
	Reach level 2 of the Business Benchmark on <i>Farm Animal Welfare (BBFAW)</i> .	Level 3
	By 2020, at least 10,000 FARMERS involved in the Barilla Sustainable Agriculture Program.	Almost 9,000

3.6

STAKEHOLDERS' ENGAGEMENT

“We believe that we can only fulfil our responsibilities through open collaboration with many other players; we think of ourselves as a company that is ‘open to stakeholders’, and we would like to receive suggestions and establish numerous collaborations to improve our journey”

Claudio Colzani, CEO

STAKEHOLDERS	
BARILLA PEOPLE	Personnel in all departments and roles, new employees and those close to retirement, people with disabilities, LGBTQ+ staff, trade union representatives and organisations including, at European level, EFFAT, clubs and staff associations.
SHAREHOLDERS AND LENDERS	Shareholders who own shares in the Company and entities that finance the development of the Group through capital loans.
CUSTOMERS	Modern distribution, traditional distribution, new distribution channels, commercial and collective catering.
CONSUMERS	Children, adults, the elderly, people with specific nutritional needs due to health, religious or ethical-cultural reasons.
SUPPLIERS	Suppliers of raw materials, particularly agricultural businesses and consortia, suppliers of packaging, co-packers, suppliers of goods and services required for production (such as utilities, plants, maintenance services) and for product distribution (such as sales agents, advertising and communication agencies, media buying agencies), professional service providers.

For many years, Barilla has maintained multifariousness and heterogeneity of an **active dialogue with its stakeholders**, based on the principles of fairness and collaboration, acknowledging their interests. A dialogue that over the years has become a fundamental part of the Group's growth.

LOCAL COMMUNITIES	Local authorities and public bodies, schools, citizens and civil society where Barilla has production facilities and offices or where the Group's suppliers are located; beneficiaries of philanthropic activities.
NON-PROFIT ORGANIZATIONS	Non-governmental and multilateral organisations involved in dealing with major global crises and emergencies, environmental associations, associations committed to reducing food waste and supporting the needy.
NATIONAL AND INTERNATIONAL INSTITUTIONS	Parliaments, Ministries and Authorities which at national and international level - regulate farming and production activities, monitor food security, public health and environmental protection, promote research and education or manage major global emergencies, including the European Commission, European Parliament, EFSA, FAO, UNICEF, UNHCR and the UN.
SCIENTIFIC COMMUNITY	Scientific food and nutrition societies, medical associations, universities, scientific foundations and research centres involved in the development of more sustainable agri-food systems.
MEDIA	Social networks, blogs and websites of digital information, press and television at local, national and international level, specialised trade and food sector press.
TRADE ASSOCIATIONS	Food sector and major brand trade associations, including UNIONFOOD, ITALMOPA, CENTROMARCA, IBC in Italy, and UNAFPA and IPO, CAOBISCO, SEMOULIERS, AIM, ECR EUROPE internationally; associations of agricultural producers and inter-professional associations, employers' associations and organisations that bring together joint-stock companies - in particular ASSONIME, professional committees, associations in the logistics and commercial communication sector - in particular UPA.
COMPETITORS	Direct competitors in the same industry (pasta, baked goods, sauces), direct competitors in the food industry and indirect competitors.

BARILLA INSIEME DAY (BARILLA TOGETHER DAY)

The **Barilla Insieme Day (Barilla Together Day)** is the annual event organised by the Group, aiming to consolidate constructive dialogue with its stakeholders. After Paris, Chicago and Singapore, the 11th edition of the event was held in Berlin.

It provided the opportunity to representatives from the worlds of business, science, politics, the non-profit sector and the media to discuss various topics, such as the challenges faced by the agri-food sector and the sector's impact on the Planet.

Organised in collaboration with ZNU - *Center for Sustainable Leadership* (Witten-Herdecke University), the event was dedicated to two Group brands, **Wasa and Barilla**. The first part of the event was dedicated to the topic of CO₂ emissions; on this occasion, the Group presented Wasa's commitment to progressively reduce emissions and offset those remaining.

The second chapter was dedicated to the Mediterranean Diet, a diet whose positive impact on the wellbeing of people has been internationally recognised. It is also characterised by a smaller impact on the environment in terms of greenhouse gas emissions, water consumption and exploitation of natural resources.



BARILLA INSIEME DAY

GEMEINSAM ÜBER DEN TELLERRAND





GOOD FOR YOU

NUTRITION	69
QUALITY AND FOOD SAFETY	77
RESPONSIBLE MARKETING	88
FOOD EDUCATION	89

4.1

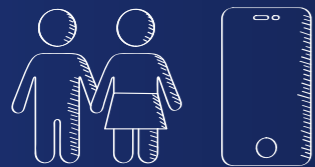
NUTRITION

Offering people **high-quality, safe products** that **taste good** and have a **balanced nutritional profile**, for daily consumption.

A commitment that is expressed in two directions:



- improving the **nutritional profile of existing products** and launching **new products** that taste good, are safe and contribute towards a balanced diet;



- promoting **healthy lifestyles** and **nutrition habits** inspired by the Italian lifestyle and the Mediterranean Diet.

Barilla strives to constantly **improve** the **nutritional profile** of **existing products** and to **launch new ones** that combine excellent flavour with safety and that contribute to a balanced diet, inspired by the Double Pyramid Model. To achieve this, over the years the company has defined the **Barilla Nutritional Guidelines**: a set of standards and rules to guide the continuous improvement process of products that incorporate the criteria and values of reference which serve as inspiration for the Group when it comes to creating new recipes and improving existing ones, with reference to calorie intake and the main nutrients that must be contained in the products (in terms of fat, salt, sugar,

and fibre). Introduced for the first time in 2009, these Guidelines are periodically updated based on the instructions defined at national and international level by: the *World Health Organisation* (WHO) and the *Dietary Guidelines for Americans* (DGA) and the *Livelli di Assunzione di Riferimento di Nutrienti ed energia per la popolazione italiana* (National Recommended Energy and Nutrient Intake Levels - LARN).

In addition, the Group relies on the support of the **Health and Wellbeing Advisory Board**, composed of international experts on nutrition and in various fields of medicine that supports the Group in nutritional research matters.

HEALTH AND WELLBEING ADVISORY BOARD

The **Health and Wellbeing Advisory Board** is the group of international experts that supports Barilla in understanding and promoting healthy lifestyles, moving forwards from the *Nutrition Advisory Board* which, from 2004 to 2016, focused on the nutritional evolution of the Group's product portfolio. **The Board stimulates the Group and supports it in the definition of strategies promoting people's health and wellbeing.**



To assess the effectiveness of programmes to improve the nutritional profile of products and guarantee the correct application of the Nutritional Guidelines, the Group has established the **Barilla Nutrition Index**.

Thanks to this indicator, Barilla is able to classify its product portfolio into three categories:

- **JOY FOR YOU:** tasty and satisfying products that are also very rich in energy, the use of which is recommended in moderation;
- **BETTER FOR YOU:** products reformulated based on the Nutritional Guidelines

and new products with one or more improved nutrients compared to the category average;

- **GOOD FOR YOU:** products fully compliant with the requirements established by the Guidelines.

Depending on their category, products are given a score starting from 0 (for products classified as *Joy for You*) up to a maximum of 1.25 (for products in the *Good for You* category).

The *Barilla Nutrition Index* is obtained by multiplying the products' sales volumes by the score assigned to the family to which they belong.

PERFORMANCE OF THE BARILLA NUTRITION INDEX		
2019	2018	2017
93.6	93.5	93.5

PRODUCTS COMPLYING WITH THE BARILLA NUTRITIONAL GUIDELINES		
2019	2018	2017
86%	86%	86%

REFORMULATION PLANS

Continuing the journey begun in 2009, **the Group renewed its commitment to the *Better Nutrition* project**, which involves:

- on the one hand, **continuing to offer people products that taste good and are also nutritionally balanced**;
- on the other hand, **improving existing**

recipes, in compliance with the provisions of the **Barilla Nutritional Guidelines**. In the context of the *Better Nutrition* project, **455 products** have been reviewed from 2010 until today, in order to reduce their saturated fat, salt and/or sugar content or to promote the increase of the wholegrain component.

PRODUCTS REFORMULATED TO IMPROVE THE NUTRITIONAL PROFILE		
2019	2018	2017
35	33	27

Specifically with regard to sugar, Barilla continued reformulation activities in various product categories, in order to reduce their sugar content.

In addition, the following were made possible:

- a **significant reduction of sugar in all red sauces sold and distributed in Europe**;
- the **development of new sauces without added sugars for the American and European market**;
- the **development of soft breads without added sugars for the Italian and French market**.

added sugar content, among which sauces, soft breads, and bakery products.

The reduction of sugars goes hand in hand with the Group's activities towards reducing the saturated fat and sodium content of products. **Two products** (one bakery product and one pesto) **were reformulated in 2019 to reduce the saturated fat component**, while **seven other products were reformulated to reduce salt** (two bakery products, four sauces, and one pesto).

To help consumers reach the recommended daily intake of fibre (25 g/day), Barilla also **reformulated 16 existing products** (eight pasta shapes and eight bakery products) **to increase their fibre content**.

In 2019 alone, **18 products were reformulated with the aim of reducing the**



NEW PRODUCTS

Barilla is attentive to the wellbeing of consumers and consequently promotes healthy and balanced diets by **developing new products, inspired by the Double Pyramid Model**, that respond to people's diverse nutritional and dietary needs. **Four new products** were added to the **category of sauces without added sugar**, also developed to help consumers control the quantity of added sugar taken with their diet, as recommended by the *World Health Organisation*.

BARILLA LEGUME PASTA

In 2018 Barilla presented the **new range of legume-based pasta** (red lentil Penne and Fusilli, and chickpea Caserecce); **a new type was added in 2019: red lentil Spaghetti**. Four pasta shapes made with 100% legume flour, rich in protein and fibre and gluten-free, which represent a new range of products conceived for all consumers who have gluten intolerance and for anyone seeking wellbeing and naturalness in foods without sacrificing flavour.

The raw materials used are naturally gluten-free and the entire production process takes place in a plant dedicated to the production of gluten-free foods.

Moreover, with these new products Barilla is supporting the spread of sustainable agricultural practices, as legumes improve the natural fertility of the soil.



In addition, **the range of Vero Gusto premium sauces, without added sugar, which was initially launched in the USA, was extended to the European market.**

Over the past few years, the Group has paid particular attention to **expanding its range of wholegrain products**. **Three new products rich in fibre** were launched in 2019 alone: Wasa Chili & Sea Salt, Gran Pavesi Cracker Curcuma (turmeric crackers), Spaghetti Red Lentils. And **eleven new wholegrain products**: four new types of wholegrain pasta (Caserecce, Celentani) and cereal pasta (Mezze Maniche Rigate, Spaghettoni), a mix of wholegrain cereals with black rice, two wholegrain bakery products (Pagnottelle Integrali, Gran Cereale Legumi) and four types of wholegrain crispbread (Wasa 100, Din Harmoni, Din Glädje, Sandwich Sour Cream & Onion).

To meet the requirements of consumers following a **vegan diet**, Barilla launched the new Wasa Sandwich Sour Cream & Onion, with an oat-based filling that allowed it to be certified as a vegan product.

This certification was also obtained for all seven types of the high-protein pasta range (Barilla Protein Plus Angel Hair, Spaghetti, Thin Spaghetti, Penne, Rotini, Elbows, Farfalle), which was reformulated to replace egg proteins with peas proteins, an excellent supplement for a diet that excludes the consumption of animal protein sources.

Among the products containing legume flour, **the first Gran Cereale Crunchy Legumes and Chocolate shortbread was also launched**, containing chickpea flakes, lentils and 100% wholemeal flour.

For people following a **gluten-free diet**, Barilla introduced new shapes of legume pasta.

Lastly, **three new organic products** were launched in 2019: Fette biscottate con farro bio (rusks with organic spelt), Crostatina all'albicocca bio (organic apricot tart) and Tortini con cacao bio (muffins with organic cocoa), **certified with the European Union's organic logo**.

Specifically with regard to **single-portion snacks**, Barilla is committed to reducing calories to bring them below 150 kcal. In this direction, in 2019 Mulino Bianco and Pavesi launched three new single-portion products: Crostatina all'albicocca bio (organic apricot tart), Tortini con cacao bio (muffins with organic cocoa) and Cracker alla curcuma (turmeric crackers).

PASTA 3D

Over the years, Barilla has embarked on an innovative path aimed at integrating the most modern digital technologies within its production processes. The Group was in fact the first manufacturer in the world, in the food sector, to research **new applications of 3D printers for the production of pasta**. From the research work carried out and from the collaboration with the Dutch research center TNO, **Barilla has developed the first 3D printer prototype in the world capable of producing fresh pasta, using a mixture of durum wheat semolina and water**. A selection of excellent ingredients, such as semolina derived from the finest grains, are chosen to obtain the superior quality of the 3D printed pasta **BluRhapsody**. The dough is worked with the artisanal method and in small quantities, to ensure and maintain an always perfect consistency. Thus BluRhapsody was born, the highest expression of the concept of pasta made in Italy.



GLYCAEMIC INDEX¹

The **glycaemic index** is a **parameter that makes it possible to classify carbohydrate-rich foods** on a scale from 0 to 100 based on their effect on glycaemia, i.e. based on the ability to modify, following consumption, glucose levels in the blood (so-called "postprandial glycaemia"). To avoid abrupt peaks in the values of this parameter to which the body responds with equally high variations in insulin levels, with consequent effects that are harmful to general health in the long term, foods with a low glycaemic index should be preferred. **Foods with a low glycaemic index** (≤ 55 on the glucose scale) **are those characterised by**

¹ This report only mentions the categories in which Barilla products are included.

carbohydrates that are digested, absorbed and metabolised slowly, while those with a **high glycaemic index** (≥ 70 on the glucose scale) **contain carbohydrates that are absorbed fast and which result in glycaemic peaks**.

Foods with a low glycaemic index also help to maintain the feeling of satiety for longer, with consequent beneficial effects on hunger control, on the excessive consumption of calories, and on the maintenance of body weight within normal values². The study, carried out by the *Human Nutrition centre of the University of Milan*, the *Human Nutrition Centre of the University of Parma*, and the *National Tumour Institute IRCCS*, shows the position of Barilla products on the Glycaemic Index scale. The study analysed 141

commercial products that represent the main food categories and which are the source of over 80% of carbohydrates consumed in Italy with their glycaemic value. The foods were chosen mainly based on the brand's market share in each food category and were classified in 13 food categories: 1) beverages: beverages made from fermented milk, fruit juice, smoothies, non-alcoholic soft drinks; 2) biscuits; 3) bread; 4) bread substitutes; 5) breakfast cereal; 6) pastries and snacks; 7) sweets and confectionery; 8) cereals; 9) desserts and ice cream; 10) jam; 11) pasta; 12) pizza; 13) sugar and sweeteners. The glycaemic values were determined in accordance with the methodology defined in the international FAO/WHO standard guidelines.

PRODUCT CATEGORY ³		
BISCUITS	Gran Cereale frutta (Gran Cereale)	51
	Gran Cereale cioccolato (Gran Cereale)	52
	Gran Cereale classico (Gran Cereale)	49
	Macine (Mulino Bianco)	52
	Molinetti (Mulino Bianco)	58
	Fior di latte (Mulino Bianco)	47
	Segreti di bosco (Mulino Bianco)	53
	Pavesini (Pavesi)	52
	Gemme integrali (Mulino Bianco)	46

² Augustin, L. S., Kendall, C. W., Jenkins, D. J., Willett, W. C., Astrup, A., Barclay, A. W., ... & Ceriello, A. (2015). Glycemic index, glycemic load and glycemic response: an International Scientific Consensus Summit from the International Carbohydrate Quality Consortium (ICQC). *Nutrition, Metabolism and cardiovascular diseases*, 25(9), 795-815.

³ Scazzina, F., Dall'Asta, M., Casiraghi, M. C., Sieri, S., Del Rio, D., Pellegrini, N., & Brighenti, F. (2016). Glycemic index and glycemic load of commercial Italian foods. *Nutrition, Metabolism and Cardiovascular Diseases*, 26(5), 419-429.

BREADS	Classic loaves (Mulino Bianco)	62
	Pan bauletto al grano duro (Mulino Bianco)	68
	Pan bauletto bianco (Mulino Bianco)	59
	Pan bauletto 5 cereali e soia (Mulino Bianco)	60
	Pan bauletto fior di fibra (Mulino Bianco)	53
	Cuor di lino (Mulino Bianco)	58
	Pan bauletto integrale (Mulino Bianco)	59
	Sfilatini al grano tenero (Mulino Bianco)	65
BREAD SUBSTITUTES	Classic crispy breadsticks (Mulino Bianco)	66
	Sfoglia di grano salted crackers (Mulino Bianco)	63
	Sfoglia di grano wholegrain crackers (Mulino Bianco)	63
	Crunchy spianate with pumpkin seeds (Gran Cereale)	53
	Focaccine small focaccias with extra-virgin olive oil (Mulino Bianco)	63
	Le Dorate rusks (Mulino Bianco)	64
	Cuori di orzo rusks (Mulino Bianco)	45
	Le integrali rusks (Mulino Bianco)	73
	Chicchi al vento rice cakes (Gran Cereale)	67
BREAKFAST CEREAL	Classic crunchy cereal (Gran Cereale)	66
	Fruit crunchy cereal (Gran Cereale)	62
CEREALS	Barley (Barilla)	58
	Spelt (Barilla)	63
	Wheat (Barilla)	72
PASTA	Penne (Barilla)	50
	Pennette rigate (Barilla)	53
	Classic spaghetti (Voiello)	51
	Spaghetti no 5 (Barilla)	33
	Wholegrain spaghetti (Barilla)	35
	Egg tagliatelle (Barilla)	55
	Mini farfalle with carrot and pumpkin (Barilla)	44
	Mini penne rigate with courgette and spinach (Barilla)	48
	Mini Pipe rigate with tomato and carrot (Barilla)	47

QUALITY AND FOOD SAFETY

Barilla works daily to bring consumers excellent products in terms of quality and food safety.

The protection of people's safety is an essential requirement for all products; it is carefully monitored throughout all stages of the production process, from the formulation of the recipes to final distribution in the point of sale.

Over **4** million tests are carried out every year globally to monitor the quality and safety of products

As proof of this commitment, at **Barilla 80 managers are dedicated every day to organising and improving the quality and food safety system, a tool which allows the Group to identify and prevent any food risks associated with the products and make them safe for consumers.**

Furthermore, the quality and food safety system ensures the best management of problematic issues, including known ones and those emerging along the entire food chain.

The **quality and food safety system implemented by Barilla is based on the risk assessment method**, which provides the Company with tools and guidelines to identify and analyse all possible risks related to food safety and consequently to determine the necessary measures for their prevention and management.

Moreover, in order to manage known risks regulated by the law and resulting from chemical, biological, microbiological and physical contaminants, Barilla complies with the HACCP (*Hazard Analysis Critical Control Points*) method, which provides for the definition of critical control points (CCP) in the production process that are fundamental to guarantee the safety of food products. Specifically, during 2019 the company published a new HACCP model following the update of the standard FSSC 22000.

The FSSC 22000 food safety system certification is an internationally recognised certification system for food producers, developed in response to customers' requests for a recognisable standard which makes it possible to assess and, therefore, to certify food safety management systems.

Barilla has created an internal **Thermal Process Authority** unit responsible for defining key parameters, such as stabilisation time and temperature, which make products that require the use of a thermal process safe.

In addition to managing known risks, the **Barilla Unit Quality & Food Safety** and the **Barilla Research Labs** also **focus on identifying and monitoring potential emerging risks**, i.e. critical issues currently being studied in the scientific community

and not yet regulated by law, in order to implement preventive measures for their mitigation.

Around **2,500** monitoring tests are carried out every year on the main emerging risks in the food sector

QUALITY AND SAFETY OF RAW MATERIALS

The Group regularly carries out checks along all its production chains, both during the selection and approval of suppliers and when raw material lots reach the production sites. As proof of this commitment, every day, on average, a company specialist visits a supplier to check that they are operating in compliance with the reference standards and to exchange the knowledge that has always characterised such partnerships.

Barilla is also aware that different types of raw materials are exposed to different types of food risk. For this reason, based on specific risk assessment activities and internal reference standards, the Group draws up customised monitoring plans for each ingredient included in its products. The plans that are thus defined are

subsequently implemented by the Quality Control laboratories within the production plants or by qualified external laboratories.

Over **650,000** tests are carried out globally every year to monitor the quality and safety of raw materials and packaging

To further protect the quality of raw materials and products, Barilla, through its **Research Laboratories**, promotes the constant search for innovative testing techniques to prevent the risks of food fraud and adulteration.



With regard to durum wheat, Barilla has defined various prevention and control activities along the entire supply chain, guaranteeing ever greater safety and product quality.

For example, Barilla requires its durum wheat suppliers to comply with the good agronomic practices contained in the **Barilla wheat cultivation and storage rules**, which, among other things, require pesticides to be used only where strictly necessary to protect crops against pests, in accordance with more restrictive procedures and rules than those imposed by current legislation.

Additionally, Barilla has developed a forecasting model that allows it to classify the cultivation areas in which the grain

can be attacked by a fungus that develops a mycotoxin, among which there is one called deoxynivalenol (DON).

Thanks to this system, Barilla is able to accurately establish the frequency of analytical checks for this mycotoxin, to be carried out before buying the grain.

After the planning stage, Barilla carries out thorough checks **on all the lots coming from the areas classified as being at risk.**

Finally, in all Barilla mills, durum wheat undergoes a strict food safety plan which involves further tests being carried out for different risk factors and, in particular, testing durum wheat to look for traces of food contaminants.

THE MYTOOLBOX PROJECT

As part of the Horizon 2020 programme, the European Union has decided to fund the innovative **MyToolBox project - *Safe food and feed through an integrated toolbox for mycotoxin management***, dedicated to developing an online system capable of providing concrete decision-making support to the different players in the food chain on various issues.

MyToolBox provides information and advisory forms, management tools, and technologies which provide farmers and all the other players of the procurement chain with the ability to reduce the incidence of contamination from mycotoxins of crops, foods, and feed.

The project includes a wide range of actors (universities, farmers, small and medium-sized technological enterprises, public-private research centers, control bodies, the food industry and interested parties) and will guarantee a consistent impact of mitigation of the risk of mycotoxins on agri-food chains EU but also Extra EU also in the long term.

For more information on the project, see: <https://www.mytoolbox.eu/>

INTERNATIONAL LIFE SCIENCE INSTITUTE – EUROPE PRACTICAL GUIDANCE TO MITIGATION OF MYCOTOXINS DURING FOOD PROCESSING

Mycotoxins are poisonous compounds that can grow naturally on foods such as cereals, dried fruit or dairy products. About 500 million people have a moderate income that can be difficult to spend on food diversification, so their diet depends mainly on cereals.

This nutritional tightening situation exposes subjects to the harmful effects of mycotoxins with a greater probability than subjects who have a more varied diet. In this regard, in 2019, the ILSI *Europe Process-Related Compounds and Natural Toxins Force Task Force*, through the coordination and the chairmanship of the *Barilla Advanced Laboratory Research Department*, made public a report focused on mycotoxins in which they are exposed and described in a way detailed all the characteristics of these elements potentially present in food in terms of occurrence and toxicity.

This report aims to translate the results of previous task force studies into an agile and simplified document that supports food operators and all other stakeholders in the implementation of practical strategies useful for mitigating the presence of mycotoxins during food processing.



QUALITY OF PRODUCTION PROCESSES

In addition to ensuring the safety of raw materials, **Barilla guarantees the quality and excellence of all production processes**. For this reason, for several years now, the Group has adopted **Good Manufacturing Practices**, in which over 1,200 health and hygiene requirements are defined with which the environments, production premises and facilities must comply, as well as basic hygiene rules for operators. In order to guarantee the quality of the production processes, Barilla carries out more than 1,500 internal audits and over 70 external audits every year, which allow it to identify potential areas of intervention to improve the quality and safety of food products.

To guarantee the quality of the production processes, all Barilla plants are certified according to the FSSC 22000 standard,

recognized by the *Global Food Safety Initiative*, a non-profit foundation made up of specialists in the sector, which supports companies in defining safety management systems food increasingly effective.

The FSSC 22000 standard aims at product safety and promotes a transparent and collaborative approach between the various operators in the supply chain.

10 million euros spent during the year globally for the ongoing improvement of production plants and production lines to ensure product quality and safety

QUALITY AT THE POINT OF SALE

Attention to the quality and safety of food in Barilla covers the entire life cycle of products, including transportation and display at the points of sale. **To protect the quality of products up to the point of sale, the Group has defined Good Distribution Practices**, a document through which it oversees the quality of transport and distribution activities.

The manual contains **247 requirements for the storage and transport of products, as well as the quality of service standards that the Group's logistics partners must comply with**. The Group periodically organizes the **Food Days**, moments dedicated to the training and awareness of distributors on quality and food safety issues along the supply chain, which also

include checking the correct application of the *Good Distribution Practices*.

In addition, during the year, the *Quality and Food Safety* department carried out checks on 8,136 packages at the points of sale, with the aim of ascertaining that

the quality perceived by consumers is in line with the standards defined and **implemented by Barilla**. **Lastly, during the year the Group organised specific technical** tasting sessions which made it possible to carry out over 85,000 product quality checks.

PREVENTING FOOD FRAUD AND MANAGING CRITICAL ISSUES

For the Group, the protection of food safety of those who choose its products every day is also reflected in the promotion of initiatives aimed at combating food fraud.

Over the years, Barilla has created a structured system for the prevention and management of fraud, based on the identification of critical issues along the supply chain and planning actions for their management and mitigation.

To support the management system, the Group organises the *Food Fraud Prevention Programme*, an initiative in cooperation with its suppliers that allows the company to establish precise standards for assessing the vulnerability of the supply chain with a view to preventing fraud and sharing risk management.

The Group has decided to continue its fraud prevention and verification of food

authenticity and traceability activities by following the guidelines and strategies developed in recent years through the **European Food Integrity Project** funded project.

One of the concrete examples of application of the project results, in addition to other activities undertaken, consists of the development of a model capable of ensuring integrity and safety in the production of industrial egg products.

The freshness of the ingredients and egg-based foods is a crucial and highly important problem for the Group as it is the foundation for the production of safe and high quality food. In 2019, in fact, a joint research, between the *Barilla Advanced Research Labs* and the *University of Milan*, allowed to study the efficiency of the European legislative indices, while promoting new ones, for the detection of possible alterations in the products based on eggs.

In parallel, an analytical method based on **ion mobility spectrometry (IMS) coupled with gas chromatography (GC)** was developed, configured as a rapid, sensitive and convenient instrument that records the volatile footprints of the different batches of egg products, generating a chemometric model for the detection of any freshness problems.

For more information on the project, see the website: <https://www.sciencedirect.com>.

On the management of any critical issues, Barilla has defined a punctual management system through which it is able to promptly activate diagnostic procedures to identify the causes of the problem and activate effective solutions to safeguard the health of the consumer.

During the year, the Group did not register cases of food problems and did not carry out any product recall.



EVALUATION OF CHEMICAL INDICES FOR THE IDENTIFICATION OF INCUBATION WASTE EGGS IN EGG PRODUCTS

The use of waste eggs from incubators (IRE) is not allowed for the preparation of products.

However, some manufacturers use them fraudulently within the production chain. IREs are unfertilized eggs or fertilized eggs but with an embryo that died in the first days of incubation.

The **aim of this research was to study the efficiency of European legislative indices that use substances such as uracil, furosine and organic acids for the detection of IRE in egg products and to test their ability in identifying alterations within the examined elements.**

The sensitivity of the indices was assessed on whole egg samples and on products prepared with IRE elements, selected after their dilution with healthy shell eggs, simulating potential illegal practices.

In addition, a high resolution mass spectrometry study was performed to verify which markers were the most discriminating for incubated eggs. The results confirmed the illegal presence of IRE in egg products.

According to the study, it is therefore very important to review the thresholds established by European legislation, lowering the allowed limits respectively from 10 to 6 mg/kg of dm and from 1000 to 600 mg/kg of dm.

In addition, uracil concentrations 0.9 mg/kg dm should be considered as a warning sign for a potential alteration, therefore uracil is suggested as an additional future legal parameter.

For further info:

<https://www.sciencedirect.com/science/article/pii/S0308814618313621>

<https://www.sciencedirect.com/science/article/pii/S0956713519303561>

THE MEAT CHAIN

Food fraud is a major problem in the field of food safety and quality and meat products are among the most susceptible. **Despite the efforts made by the control authorities and by the food industry itself to combat possible fraud, the undeclared replacement of types of meat with cheaper products is still widespread.**

In 2019, Barilla completed a collaborative research study together with the University of Parma which led to the creation of a method that allows you to verify the type of meat used within a given product, based on the peptides present.

The study was conducted on Bolognese sauce, allowing to confirm the possibility of unequivocally identifying fraud risks deriving from eight different types of meat (duck, rabbit, chicken, turkey, buffalo, horse, deer and sheep).

For further info:

<https://www.sciencedirect.com/science/article/abs/pii/S0956713518305176>

QUALITY AND FOOD SAFETY TRAINING

Food quality and safety rely strongly on experience and skills. For this reason, **over the years** the company has **established training and awareness programmes dealing with these subjects.**

In addition, also in 2019 the **Quality and Food Safety Days** were organized, **days dedicated to the dissemination of the culture of quality and food safety**, which was attended by over 840 operators,

technicians and sales staff, coming from the various plants in the world.

Over **7,500** people trained and made aware of quality and food safety issues globally in one year

TRAINING FOR THE PREVENTION OF INFESTATIONS

During the year, Barilla continued training and awareness-raising activities aimed at preventing food infestations in areas where the climate presents a risk, such as Brazil, Turkey and the Asian regions.

BRAZIL

Awareness-raising activities continued on the issue of infestations in stores, involving the commercial partners themselves. During 2019, **153 visits were made to different points of sale** with the aim of identifying areas for improvement of food conservation practices. Barilla **involved and trained 432 people**, including customers, other companies facing the same situation and call center operators. Finally, Barilla was nominated for the *Reclame Aqui* award among the *Top 8 Best Consumer Services*, in the category of food companies, confirming the great satisfaction of consumers with the answers given by the call centers formed by Barilla.

TURKEY

Thanks to training and support activities offered to distributors, which entail the use of a system for the identification of the causes of infestations at points of sale, **complaints decreased by 18%.**

ASIA

In China, Taiwan and Hong Kong, Barilla continued to train its distributors on how to prevent infestations.

ITALY

In Italy, **the entire Sales Force of the company has been trained to manage the infestations**, highlighting the critical issues and actively intervening in cases of need. In addition, the company conducted an analysis of the shelf in the area to identify the areas most at risk in terms of infestations and was structured in such a way as to be able to intervene, if necessary.

4.3

RESPONSIBLE MARKETING

Barilla, aware of the influence that marketing activities can have on people's opinions and behaviour, **promotes the development of responsible communication.**

With this in mind, Barilla commits to provide people with **clear and transparent nutritional information on all products, through brand activities, product packaging and the Group's websites.** For example, Barilla product packaging contains important advice for a healthy and balanced diet and suggestions for the correct consumption of the products, with particular reference to the optimal quantities to be eaten and possibly indications on how to create meals that provide the correct amount of energy and nutrients.

With regard to advertising and marketing activities, Barilla pays particular attention to the influence these can have on people, especially younger ones. For this reason, the Group, in collaboration with UNICEF, defined the **Responsible marketing principles**, a set of principles which apply to all marketing, sales, corporate communication, and external relations activities.

In particular, these principles require all marketing communications to **respect the fundamental value of people,**

provide transparent information and actively promote the adoption of healthy lifestyles, respecting the values, ideas, gender, ethnicity, religion, and culture of all.

Furthermore, as part of its responsible marketing principles, Barilla recognises that **children are important stakeholders and respects their universal rights** according to the definition contained in the *UN Convention on the Rights of the Child*. Marketing activities can have an important impact on the development of children's ideas and behaviours: for this reason, Barilla manages all marketing activities addressed to children with great care, **avoiding all communications that may expose children to the risk of exploitation, manipulation and commodification.**

Lastly, **consumer feedback** is very important for the improvement of products and services. In this light, throughout the years Barilla has introduced and perfected various listening channels, including traditional methods, such as contact over the phone or through the website, and the most innovative social channels. By using these channels, the company can collect generic comments and receive specific reports or requests for information.

4.4

FOOD EDUCATION

One of the pillars of Barilla's **Good for You, Good for the Planet Mission** is the food education of people, particularly the youngest. In fact, the Group aims to disseminate information and rules for a correct and sustainable diet among consumers.

For several years, **Barilla has been committed to developing educational and informational activities for new generations and employees**, through which it promotes healthy lifestyles, balanced eating habits and responsible food consumption.

GIOCAMPUS

Giocampus is a project promoted by an educational alliance between the public and private sectors, dedicated to the well-being of future generations. For the past nineteen years, it has set itself the goal of promoting healthy lifestyles through a programme - unique in Italy - of physical and healthy eating education for children between 5 and 14 years of age.

The activities promoted by Giocampus during 2019 involved a variety of social events, including:

- **GIOCAMPUS SCUOLA (SCHOOL):** a specific path integrated with the school curriculum that aims to teach a healthy and balanced lifestyle. During 2019, Giocampus Scuola **involved about 8,500 children from the city of Parma and**

a further 2,600 in the other 9 municipalities that signed up to the project.

- **GIOCAMPUS TOGETHER:** an educational path dedicated to respect for diversity and disabilities, which **involved 150 children during the school months and a further 70 young people during the summer event.** Giocampus Together is based on the principle that, through physical activity, all children can be included, with their different abilities.

- **GIOCAMPUS SUMMER:** a summer camp that offers children sports, movement and laboratory activities as well as, of course, food education. In 2019, the summer campus was **attended by 6,000 boys and girls aged 5 to 14 years, supervised by a staff of 180 people.**

Moreover, Giocampus Summer involved about 300 secondary school students who, through the Giocampus Teen programme for work-related training, worked together to carry out numerous recreational and educational activities.

- **GIOCAMPUS SNOW:** a week in the snow, in which children have the opportunity to try out different winter sports and learn the basic rules of proper nutrition. **Almost 500 children took part in this initiative during the year.**

Also as part of the project, the **Giorno di Giocampus** (Giocampus Day) event is organised each year, an opportunity for the city to celebrate, in which children and adults can come together and discuss issues of inclusion and diversity.

The 2019 event **involved over 1,200 people** and also provided an opportunity to hand out the prizes to the Parma primary schools that took part in the *Fiabe Motorie* programme.



SÌ.MEDITERRANEO

Barilla's **focus on food education** is addressed not only to new generations but also to all the people who work for the Group. To this end, over the years the Group has developed the **sì.mediterraneo project**.

This initiative, which stems from a collaboration between Barilla and the *Department of Clinical and Experimental Medicine* of the *University of Naples Federico II*, the *University of Parma*, and with the contribution of the *Barilla Heath and Wellbeing Advisory Board*, aims to increase awareness among employees of the benefits of the Mediterranean Diet and to improve their eating habits every day.

7,500
employees engaged
in 15 countries

Through the sì.mediterraneo project, Barilla provides numerous studies and research papers concerning the benefits of the Mediterranean Diet and information sheets to help people follow a healthy and balanced diet, in line with the double food pyramid developed by BCFN.

In this context, Barilla develops environmentally sustainable and nutritionally balanced menus for its employees,

available every day in all the company's canteens. The menus offered every day consist of wholegrain bread and pasta, a varied selection of cereals, vegetarian salads and legumes, fish-based dishes and a reduced selection of red meats and fried foods.

Thanks to this initiative, Barilla has seen a growing attention among employees to more balanced diets, with a significant increase in the consumption of wholegrain products and white meat, and a marked reduction in orders for red meat.

Furthermore, to make it easier for employees to increasingly adopt the Mediterranean Diet as a daily choice, sì.mediterraneo has created a digital platform which, through a chatbot, a virtual assistant, provides made-to-measure food advice based on lifestyle, preferences and food consumption recorded in the company's canteen.

The user who has registered for the programme can, on a daily basis, consult the menu available at the canteen and chat with the virtual assistant to receive custom-made suggestions that guide them in choosing their food. Furthermore, the programme can monitor progress and detect all virtuous food choices in line with the Double Pyramid, rewarding them with points that can be converted into prizes.

VIVISMART

Since 2017, Barilla has been involved in the “ViviSmart” project, a partnership that brings together **Barilla, Danone Italy and Coop Italy, with their respective Foundations**, with the collaboration of major companies of the food industry, consumer cooperatives, non-profit foundations, and scientific research.

The aim of the initiative is for people to adopt smart lifestyles, i.e. lifestyles characterised by informed nutritional choices and aligned with the Mediterranean model and the food pyramid.

With an innovative multi-factor approach, in selected points of sale and primary schools, ViviSmart involves Italian families in a daily programme that combines attention to proper nutrition with physical exercise. People therefore have the opportunity to learn about choosing food, knowing its nutritional properties, as well as to perform physical activities following a few simple rules.

Since its launch in 2017, **the initiative has involved 16 selected stores and 16 primary schools in 4 different cities, including 80 teachers and over 1,500 children and families in its activities.**

Furthermore, *LUMSA University*, in collaboration with the *University of Naples Partenope* and the *University Roma Tre*, has conducted research on changes

in people’s eating habits resulting from better knowledge of the right nutritional styles and healthy lifestyles.

In particular, this study showed that:

- 11% of the children who took part in the project started drinking more water during the day;
- 6% of the children who took part in the project increased their consumption of fruit, while 13% of children increased their consumption of vegetables;
- more children have decided to spend more time on physical activity, starting to play sports for at least 4 days a week.

"CHOOSE, COOK AND SHARE": OUR BRAND ACTIVATION IN GERMANY

As part of a wider sustainability program called *Recipe for good living*, the **Barilla brand**, with the aim of spreading balanced and sustainable food models, **has defined a set of principles that reflect the essence of balanced food choices**, created thanks to the collaboration with chefs and nutrition experts, such as the starred chef Davide Oldani, the chef Pietro Leemann and the *Future Food Institute*. **Principles that guide more responsible and balanced consumption through a conscious choice of what we choose to bring to our tables, how we cook our dishes and how we share them.** The project was introduced in Germany, a country where, according to the *BCFN Foundation Food Sustainability Index*, nutrition education should be strengthened. The first to be involved were university students from 7 German universities, a particularly sensitive target of young people who are defining their eating habits.

Specifically, two initiatives were launched:

- the **distribution of a welcome kit** containing advice for adopting a balanced and sustainable **diet to over 60,000 students** in Hamburg, Berlin, Leipzig, Munich, Frankfurt, Cologne and Munster;
- the **realization of awareness courses on sustainable cooking**, called *Learning Kitchens*, directly at the students' home, together with a specialized team from the Future Food Institute, **reaching over 250 participants**. As well as participation in the **student fair in Hannover** with the promotion of quizzes on correct eating habits and shared cooking moments that **reached more than 1,300 people**.





GOOD FOR THE PLANET

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Each Barilla product has its own history, made up of different stages, from growing the raw materials until it reaches the table of millions of people.

In line with a concept of quality that has evolved over the years, offering good products to people cannot overlook the impact of the production and supply chain on the environment and the communities involved.

A “field to table” commitment that is expressed in two directions:



- **improving the efficiency of the production processes**, in order to **reduce the environmental impact** in terms of CO₂ emissions and water consumption;



- **promoting farming and livestock breeding practices with a lower impact** for all the Group’s strategic chains.

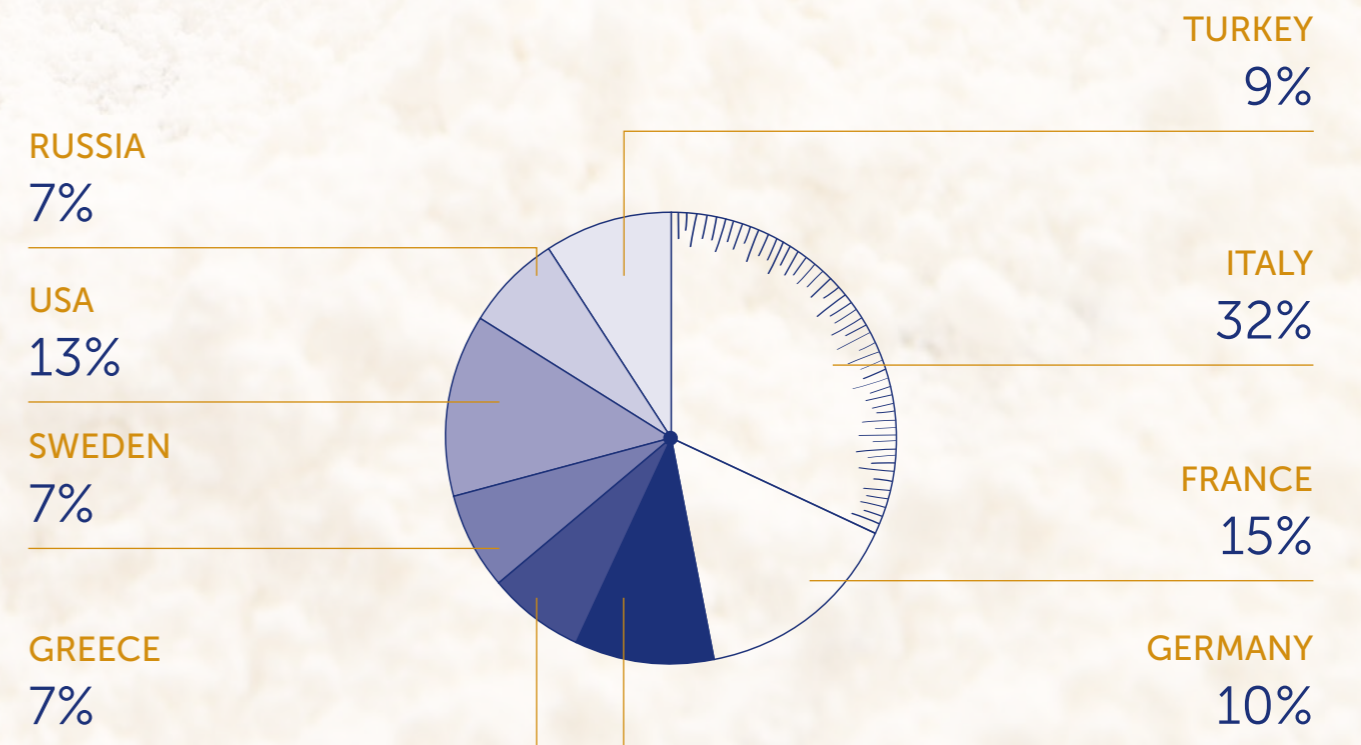
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RESPONSIBLE SUPPLY CHAINS

BARILLA’S SUPPLIERS

During 2019, over 7,900 suppliers have been engaged by Barilla: they represent key partners with whom it had a commercial relationship during the year. The same values and a more responsible way of doing business are shared with the same suppliers.

SUPPLIERS BY COUNTRY



THE BARILLA SUSTAINABLE AGRICULTURE CODE

Raw material suppliers are key partners, with whom the company establishes relationships based on dialogue and transparency. Suppliers are required to provide raw materials of the highest quality and to share the ethical and social and environmental responsibility principles that characterise the Group's way of doing business.

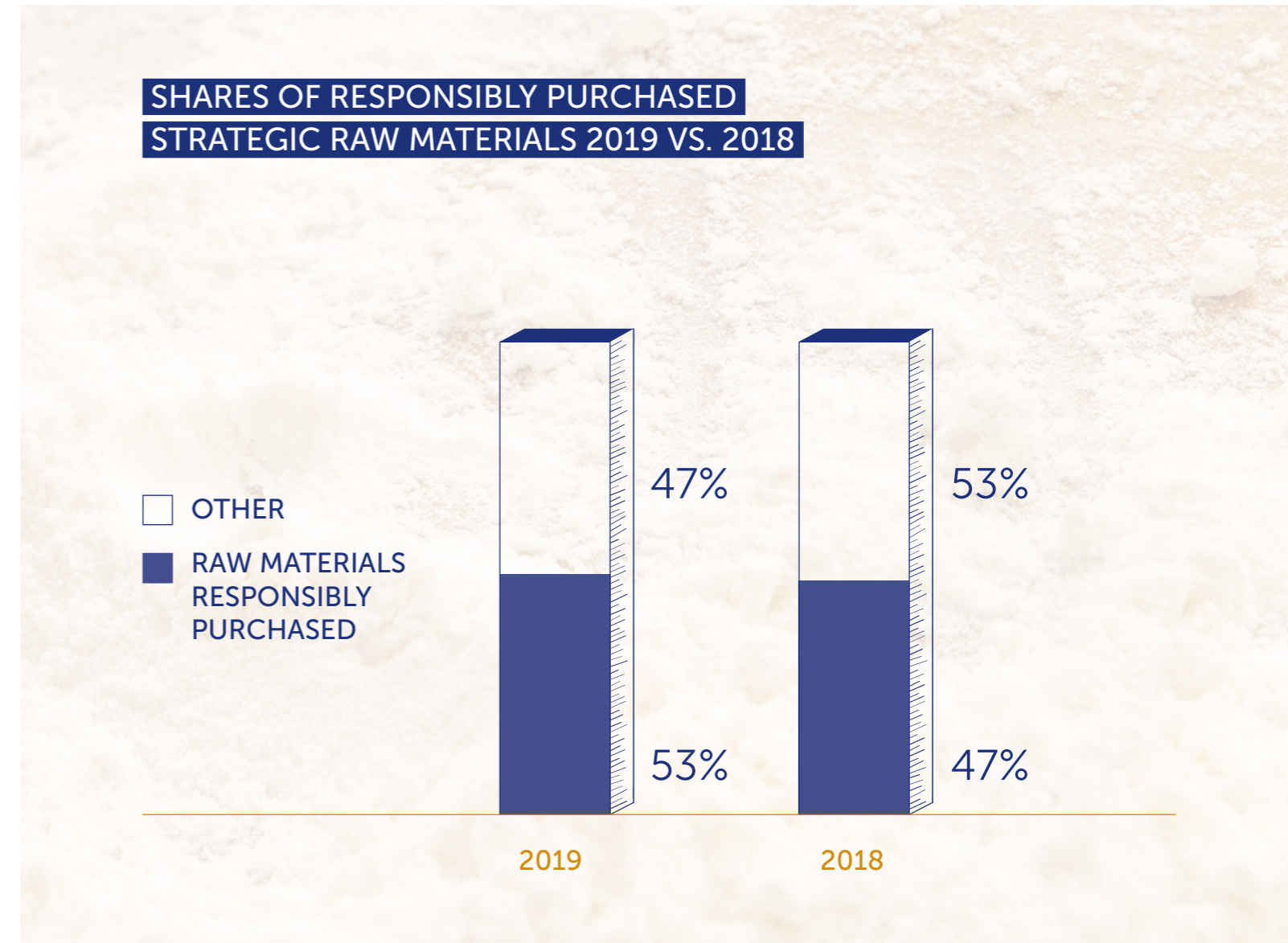
The Group's attention to the production and supply chains has been formalised in the **Barilla Sustainable Agriculture Code (SAC)**, a document that contains the principles that guide the proper management of relationships with the players of the production and supply chain and the management of purchases.

The Code is based on five principles:

- **SEEKING EFFICIENCY AND COMPETITIVENESS IN THE PRODUCTION SYSTEM:** the starting point for the development of an economically, socially and environmentally sustainable supply chain that increases the competitiveness of the players involved.
- **PROTECTING BUSINESS INTEGRITY AND ENFORCING THE CODE OF ETHICS:** the Group favours the adoption of long-term contracts with its suppliers, guaranteeing stable earnings and promoting sustainable farming in terms

of quality, food safety and environmental impact. Furthermore, all Barilla contracts with suppliers are based on the express acceptance of the principles and values laid down in the Group's Code of Ethics.

- **PROMOTING FOOD HEALTH AND SAFETY:** in order to guarantee the high quality of its products, Barilla regularly monitors the risk profile of suppliers with regard to the food safety of raw materials.
- **REDUCING THE ENVIRONMENTAL IMPACT:** all suppliers are required to fully respect the environment and comply with national and international environmental laws. Furthermore, in order to monitor the impact of the production and supply chains, throughout the product's life cycle, the Group uses the LCA (Life Cycle Assessment) methodology.
- **LISTENING AND WORKING TOGETHER FOR CONTINUOUS DEVELOPMENT:** the Group works with various stakeholders, including universities, non-profit organisations, institutions and trade associations, to identify emerging risks and opportunities in agriculture.



THE SUSTAINABLE AGRICULTURE PROJECT

The principles of the **Sustainable Agriculture Code** are implemented through the **Barilla Sustainable Farming (BSF)** programme, by means of which the Group supports and promotes the adoption of sustainable and innovative agricultural practices in its strategic production and supply chains, as well as in those which by their nature pose potential environmental

and social issues. In 2019, the Group continued its efforts to develop sustainable agriculture projects all along the production and supply chains of: durum wheat, common wheat, flours, cocoa, basil, tomatoes, and vegetable oils. Always in 2019, thanks to this programme, it was possible to increase the percentage of responsibly purchased raw materials.

RESPONSIBLY PURCHASED RAW MATERIALS						
	Total tonnes purchased		Tonnes selected from responsibly managed supply chains		Share of purchases selected from responsibly managed supply chains out of the total	
	2019	2018	2019	2018	2019	2018
	t.		t.		%	
Strategic raw materials						
Durum wheat	1,159,980	1,117,088	563,984	434,312	49%	39%
Durum wheat semolina	352,852	325,419	204,260	199,348	58%	61%
Common wheat	82,820	80,971	37,320	17,400	45%	21%
Common wheat flour	322,167	325,666	166,268	160,603	52%	49%
Rye	33,153	41,521	0	0	0%	0%
Rye flour	23,600	22,927	0	0	0%	0%
Tomatoes	59,774	68,112	58,460	63,863	98%	94%
Sunflower oil	39,256	39,257	38,085	33,880	97%	86%
Rapeseed oil	7,951	8,950	4,744	4,500	60%	50%
Sugar beets	56,146	57,461	55,437	56,822	99%	99%
Eggs	22,957	24,684	22,957	23,103	100%	94%
Raw materials from supply chains with environmental and social issues						
Cane sugar	1,483	1,497	1,483	1,497	100%	100%
Cocoa	13,383	13,021	12,637	3,580	94%	27%
Beef	976	753	918	753	94%	100%
Pork	2,410	2,108	2,400	2,108	99.6%	100%
Chicken	10	50	0	0	0%	0%
Wild-caught fish	46	68	46	68	100%	100%
Other raw materials of animal origin						
Butter	7,625	7,592	0	0	0%	0%
Milk	3,333	3,161	2,783	2,585	83%	82%
Dairy products	7,421	7,303	1,373	1,210	19%	17%
Total	2,197,264	2,147,558	1,173,154	1,005,632	53%	47%



ANALYSIS OF THE ENVIRONMENTAL IMPACT OF PRODUCTS

Barilla regularly analyses the environmental impact of the entire life cycle of its products, using the Life Cycle Assessment (LCA) methodology.

This tool allows the company to assess the environmental impact of products in terms of greenhouse gas emissions, water consumption and soil area used, taking into account all stages of the product's life, from growing the raw materials until consumption. The percentage of products whose environmental impact

is analysed increases every year and today covers 77% of production volumes.

77%
of volumes produced covered by the LCA analysis

Approximately **95% of the Group's product portfolio belongs to the base of the Environmental Pyramid** (products with a low environmental impact in terms of volumes).

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2019			
	Carbon footprint	Water footprint	Ecological footprint
	kt CO _{2eq}	Mm ³	Global ha
Durum wheat	646	1,506	889
Semolina	204	566	304
Common wheat	30	89	37
Common wheat flour	133	289	142
Rye	12	18	15
Rye flour	11	12	12
Sugar beets	39	34	20
Sunflower oil	94	152	19
Rapeseed oil	21	21	4
Tomatoes	21	2	9
Eggs	98	64	54
Cane sugar	<1	1	1
Cocoa	7	376	91
Beef	22	24	9
Pork	8	48	3
Wild-caught fish	<1	<1	<1
Animal fat	42	52	14
Fresh milk	4	5	2
Dairy products	72	88	24
Total impact	1,464	3,347	1,649

With a view to transparency, Barilla publishes the results of the LCA analyses it has performed through *Environmental Product Declarations* (EPD), an international communication tool compliant with the ISO 14025 standard. Each EPD undergoes internal checks before publication, while the entire system of which they are part is subject to an annual audit by an independent third-party body.

The results are published on the website <https://www.environdec.com>

66 EPDs published, covering 70% of volumes produced

DURUM WHEAT

Durum wheat is a fundamental raw material and the main ingredient of Barilla's recipes. It is, therefore, fundamental to guarantee, throughout the supply chain, the highest quality of materials and the promotion of sustainable growth of the farmers/producers. This has been the basis of a number of projects over the years aiming to support the sustainable development of the production and supply chain.

DURUM WHEAT PURCHASES										
	Total tonnes purchased		Tonnes purchased from the local market				Tonnes purchased under farming contracts			
	t.		t.		%		t.		%	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Italy	734,980	670,000	601,425	562,000	82%	84%	440,000	450,000	60%	67%
Greece	64,000	66,000	64,000	66,000	100%	100%	35,000	22,879	55%	35%
Turkey	132,000	135,000	130,000	133,000	98%	99%	16,000	15,000	12%	11%
North America	229,000	213,000	229,000	213,000	100%	100%	0	0	0%	0%
Total	1,159,980	1,084,000	1,024,425	974,000	88%	90%	491,000	487,879	42%	45%

DURUM WHEAT SEMOLINA PURCHASES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Italy	117,620	122,000	81,900	85,120	70%	70%
North America	96,520	85,880	96,520	85,880	100%	100%
Mexico	79,234	78,280	79,234	78,280	100%	100%
Russia	59,478	43,320	59,478	43,320	100%	100%
Total	352,852	329,480	317,132	292,600	90%	89%

ITALY

Barilla’s **commitment to favouring the Italian pasta supply chain continued**, by promoting an increasingly strong and lasting partnership with durum wheat producers through the involvement of Producers’ Organisations (PO).

With this in mind, in 2018 the Group signed an agreement with the *Crédit Agricole* financial institution with the goal of allowing Barilla’s suppliers to receive direct loans, under competitive financial conditions. Thanks to this agreement, 5,000 farms will have the opportunity to access subsidised loans, strengthening the local production fabric.

The agreement is part of a broader programme promoted by the Group to support Italian agriculture, which entails entering into three-year supply chain contracts with farmers and farms operating in Emilia Romagna, Marche, Apulia and Campania.

Thanks to these contracts, the companies of the production and supply chain can benefit from greater price stability and plan the use of means and resources more confidently.

440,000
tonnes of Durum wheat
purchased under
three-year contracts

SUSTAINABLE DURUM WHEAT PROJECT

Born in 2009 from the collaboration with HORTA, a spin-off of the *University of Piacenza*, this project introduced two innovative tools supporting the development and continuous improvement of sustainable agronomic practices:

- the **Barilla Decalogue for Sustainable Cultivation of Quality Durum Wheat**, a document which contains **10 rules and useful tips to promote the spread of more efficient and sustainable agricultural practices**, validated over the years thanks to field trials in different Italian areas;
- the website **Granoduro.net**[®], a software which, by analysing a number of objective parameters (such as weather trends, soil fertility, the phenological state of the plant, and many others) provides concrete support to farmers in making technical decisions regarding such things as field fertilisation and crop disease treatments.

PURCHASES OF DURUM WHEAT FROM ITALIAN FARMERS WHO USE THE GRANODURO.NET SYSTEM

	Number of growers and farm holdings that use granoduro.net		Tonnes of wheat grown with the support of granoduro.net	
	2019	2018	2019	2018
Northern Italy	2,137	1,006	132,972	88,169
Central Italy	1,572	1,401	122,652	91,390
Southern Italy	1,483	1,121	78,929	47,653
Total	5,192	3,528	334,553	227,212

Another tool was added in 2018: **Agrosat**, a platform stemming from the collaboration with the *CNR (National Research Council) Institute of Biometeorology of Florence and Foggia*.

It is an innovative and completely free tool able to support farmers in managing fertilisation through precision farming techniques.

To develop synergies between different supply chains, a project was launched for the assessment of the positive impact of rotation of durum wheat and sugar beet crops.

During the year, thanks to the partnership with the *Cooperative of Sugar beet Producers (COPROB), Italia Zuccheri, Consorzio Agrario dell’Emilia Romagna, LEGAMBIENTE and the Faculty of Agriculture of the University of Piacenza*, approximately 30 farmers were involved

in the experiment, which will last 3 years, with a GOI project (Operational Groups for Innovation) funded by the Region of Emilia Romagna.

As a result of the numerous initiatives implemented during the year to support farmers and promote more responsible agricultural practices, in 2019 the Barilla Group was able to purchase over 334,000 tonnes of durum wheat grown in a more responsible way.

THE MoU FOR ITALIAN DURUM WHEAT

In 2019, Barilla signed a Memorandum of Understanding with the *Ministry of Agricultural, Food and Forestry Policies* (MIPAAF).

Under the MoU, Barilla and the Ministry undertake to collaborate to **support the Italian durum wheat supply chain**: by promoting sustainable agriculture practices, also thanks to the support of new technologies and precision farming practices; by developing new varieties, adapted to the soil and the various climates; and by encouraging dialogue among all the components of the wheat/pasta production and supply chain, to find shared solutions to common challenges.



By signing the document, Barilla took on a series of commitments, with the aim of improving the entire production and supply chain, among which:

- to **PURCHASE** at least an additional 120,000 tonnes of Italian durum wheat compared to 2019, thus reaching a total of 800,000 tonnes of Italian durum wheat;
- to **STIPULATE** yearly or multi-annual supply contracts for at least 70% of its total annual supplies;
- to **GUARANTEE** an adequate premium over the market price as reward for the achievement of the parameters set forth under the supply chain contracts;
- to **DEVELOP** the Italian durum wheat production and supply chain in accordance with the Barilla Durum Wheat Manifesto;
- to **COOPERATE** for the reduction of the environmental impact of its durum wheat production and supply chain, setting incentives in the contracts for compliance with the *Barilla Decalogue for Sustainable Cultivation of Quality Durum Wheat*;
- to **PROMOTE** the adoption of technologies in support of farmers' decisions;
- to **INCENTIVISE** research on durum wheat varieties for increasingly higher availability of high-quality Italian durum wheat;
- to **ESTABLISH** a dialogue with all parts of the durum wheat production and supply chain, from primary production to distribution, for the analysis of issues faced by the sector and the search for shared solutions;
- to **SUPPORT** social farming projects for the creation of jobs for women, people with disabilities or marginal populations.

The term of the MoU is three years from its execution; it will be updated on a yearly basis. Barilla's purchase commitments for 2021 and 2022 will be reviewed by December, based on the yields of the wheat seasons.

100% ITALIAN WHEAT PASTA

The new **Barilla 100% Italian Wheat Pasta** is a pasta from selected durum wheat, obtained from the best varieties, adapted to the Country's different weather conditions and with notable nutritional properties: **a high protein content, high-quality gluten, the colour of yellow gold and a low ash** (minerals) content.

"This project, of which the end product is just the most visible result, is an expression of our commitment to invest in Italian agriculture, with the goal of having increasing quantities of high-quality Italian durum wheat that is grown in a sustainable manner. We have achieved an extraordinary result, after many years of research on raw materials and of working on the entire production and supply chain, the result of the agreements stipulated with over 8,000 Italian farmers and of the Memorandum of Understanding signed at the end of last year with the Ministry of Agriculture."

Paolo Barilla, Vice-Chairman

Barilla has built this launch on an actual statement of intent and concrete objectives, an innovative **vision of the product and of the production and supply chain**, aiming for excellence and supporting resources, local communities, the territory and the environment. These principles are given formal expression in a list of **ten points - The Durum Wheat Manifesto** - which contains the company's commitments for **quality Italian durum wheat pasta that has been produced responsibly**.

RAW MATERIALS

Four exclusive durum wheat varieties are used (Svevo, Puro and Aureo, mainly grown in Central Southern Italy, and Pigreco, from Northern Italy), farmed in **13 Italian regions** (Emilia Romagna, Marche, Abruzzo, Umbria, Lombardy, Molise, Veneto, Tuscany, Lazio, Apulia, Basilicata, Piedmont, Campania) and characterised by a high **protein** content (protein grade with peaks of over 14% in wheat and over 13% in semolina), high-quality **gluten**, a **yellow gold** colour, and a **low ash content**. The wheat is purchased from over 8,000 farmers, members of more than 100 consortia, cooperatives and storage companies.

PRODUCTION PROCESS

Barilla has reconsidered all **production stages** and adopted processes and technologies based on the miller's and pasta maker's **know-how** (in terms of grinding, kneading, choice of the drawplate, drying and selection of the end product geometry).

THE PRODUCT

Available in the brand's ten main shapes, in sky blue packaging: a **bright blue, the colour of the Italian sky**, under which Barilla produces and processes pasta whose strong point lies in its Italian-ness and its bearing the mark of the **Mediterranean, nature and positive energy**.

The packaging is made of **virgin fibre cardboard**, from responsibly managed forests in accordance with certified standards, and can be **fully recycled with paper**.

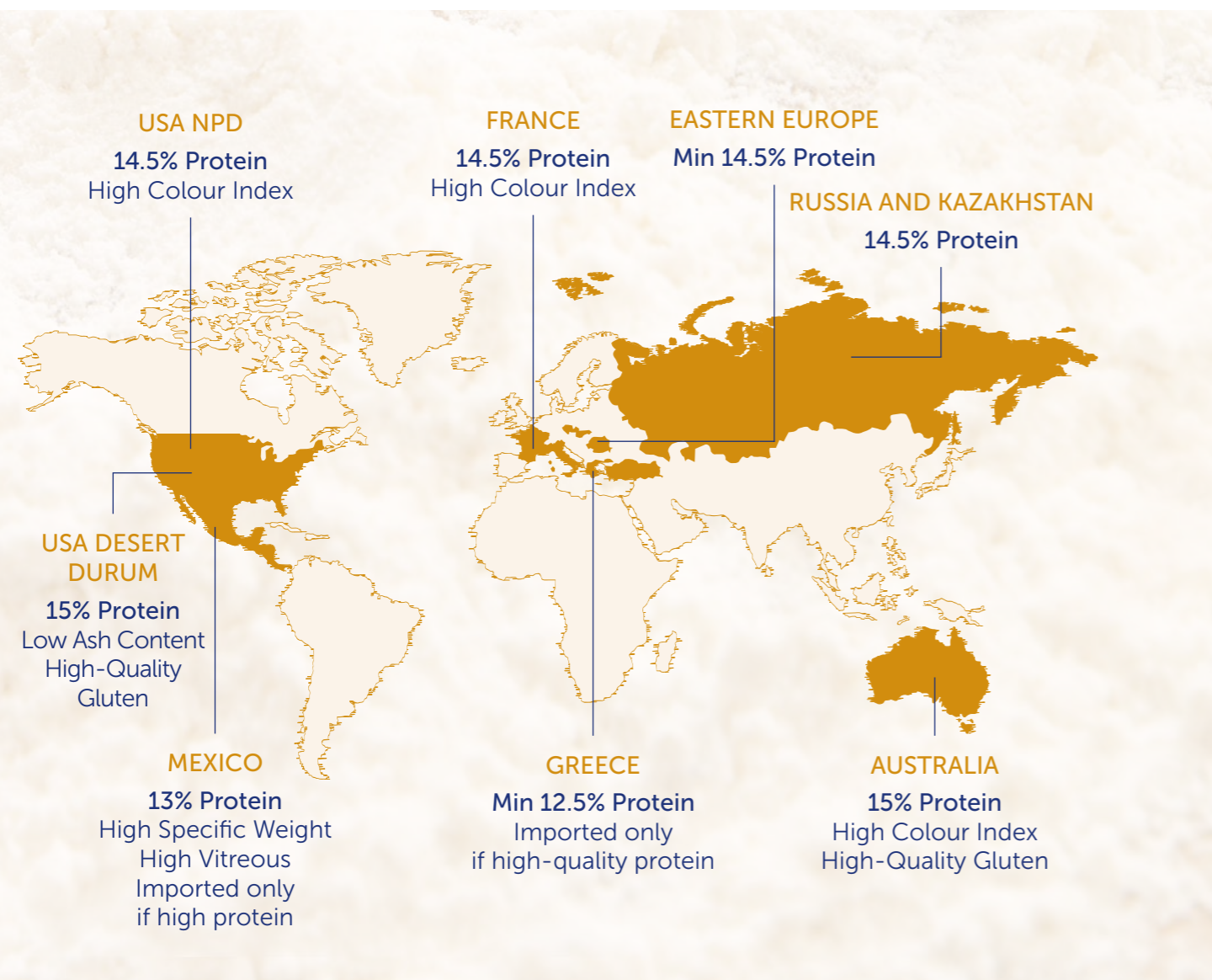
Find out more: www.barilla.com



POSSIBLE ORIGINS FOR IMPORTS OF DURUM WHEAT AND MAIN QUALITATIVE PARAMETERS

Durum wheat is imported into Italy mainly for quantity reasons as total Italian production covers just 65-70% of requirements. Often, the quality of Italian durum wheat is not sufficient and suitable to achieve the qualitative performance required for high-quality Italian pasta. In particular, while it favours Italian

durum wheat, every year Barilla imports around 20-30% of its requirements from European or non-European countries, depending on quality. Wheat with a high protein content is mostly imported from France, Australia or the United States, to guarantee the qualitative performance required by our consumers. Over the years, depending on the quality and quantity of the Italian harvest, imports may also come from other countries such as Greece or Spain.



The protein content is the most important parameter in determining the quality of the wheat as a high protein level, together with the quality of the gluten, improves cooking quality. We try to maximise these characteristics in our purchases. The yellow colour of the wheat determines the colour of the pasta and a low ash content allows the grinding process to be optimised.

GREECE

Over the course of the year, Barilla continued to forge partnerships with the various local players in Greece, aimed at promoting a more sustainable durum wheat supply chain. In this respect, the Group worked with the University of Thessaly to define new farming tools and techniques, sensitive to impact and better management of natural resources.

35,000 tonnes of durum wheat purchased under Farming Contracts

In 2019, the gradual spread of farming contracts and the use of Granoduro.net® continued.

Thanks to these initiatives, 317 farmers sowed the first 2,742 hectares in accordance with the new Barilla standards.

TURKEY

Barilla completed the work with the Bahri Dağdaş International Agricultural Research Institute, with the publication and distribution of the Sustainable Agriculture Manual.

Moreover, the Group's work with the Namik Kemal institute in Thrace continues, with the goal of launching projects that can contribute towards creating a production and supply chain model similar to those already developed in Italy and Greece.

RUSSIA

The Barilla supply chain of durum wheat in Russia is still in a preliminary study phase. In this context, Barilla has launched a study and monitoring project for the identification of the most efficient durum wheat crops with regard to yield and environmental sustainability. These tests also aim to lay the foundation for the definition of a sustainable agriculture handbook for the farmers of the Russian durum wheat production and supply chain.

NORTH AMERICA

In the United States and in Canada, the farmers of the durum wheat production and supply chain have, for a long time, included technical decision-making support systems similar to those developed

by Barilla in the European supply chains into farming processes. In the agricultural areas of North America, **the Group continued to collaborate with research bodies and local partners in 2019 to improve the agronomic knowledge of farmers and to develop new sustainable agriculture techniques.**

In collaboration with the University of North Dakota, Barilla has promoted the publication of a complete agronomic guide, which contains **a rulebook with the most innovative agricultural techniques for farming durum wheat.** This guide, after two years of field trials, has been made available online for the benefit of all the producers of durum wheat in the state. During 2019, the Agronomic Guide, developed in collaboration with *AgriFood*

Canada and *SeCan*, continued being distributed to all players of the supply chain. In the state of Montana, Barilla promoted the use of the *Agrible* digital platform, which provides farmers with real-time data on crops, supporting them in the application of more efficient and sustainable farming practices. In the three-year period 2017-2019, *Agrible* was used on 12,270 hectares and 21 farmers of durum wheat, which was then destined for Barilla via *CHS* and *Columbia Grain*.

In collaboration with the University of Arizona, Barilla commissioned a bi-annual study on the management of nitrogen and water in relation to yield, defining the factors with a bigger impact on both and identifying the appropriate tools to optimise their use.



COMMON WHEAT AND COMMON WHEAT FLOUR

Common wheat flour is a key ingredient for Barilla's bakery products and is produced mainly in Italy and France. To promote the sustainable development of this production and supply chain, the Group uses two important documents: the **Carta del Mulino** and the **Carta di Harrys**. La **Carta del Mulino** (The Mulino Charter) was drawn up with the **objective of supporting the spread of sustainable agricultural practices along the common wheat flour supply chain in Italy and France.** Developed in collaboration with the WWF Italy, the University of Bologna and Tuscia University, the Charter **contains 10 rules designed to guarantee the ever-increasing quality of the products, support the**

work of farmers' communities and limit the impact on the Planet, by safeguarding biodiversity, reducing the use of chemicals and protecting pollinating insects. At the same time, the **Carta di Harrys** (The Harrys Charter) was drawn up in France, in collaboration with several supply chain operators, agronomy experts and certification bodies, to define the principles of sustainable agriculture with which the common wheat chain is required to comply. The Charter contains **40 agro-ecological rules based on the NF30-001 public standard, outlining good practices for the responsible farming of wheat at all stages, taking into account the positive and negative effects deriving from soil cultivation.**

PURCHASES OF COMMON WHEAT AND COMMON WHEAT FLOUR FROM GROWERS WHO HAVE SIGNED UP TO THE "CARTA DEL MULINO"

	Number of growers and farm holdings that use the Carta del Mulino	Tonnes of wheat grown
Italy	267	28,993
France	200	36,632
Other	38	14,924
Total	505	80,549

PURCHASES OF COMMON WHEAT FLOUR FROM GROWERS IN FRANCE WHO HAVE SIGNED UP TO THE "CARTA DI HARRYS"

	Number of growers and farm holdings that use the Carta di Harrys	Tonnes of wheat grown
France	378	65,493
Total	378	65,493

RYE AND RYE FLOUR

Barilla's supply chain for **rye**, the main ingredient of crispbread recipes, has an **excellent environmental profile** based on two factors: **farming does not require a high use of water and fertilisers;** **sustainable agronomic practices, in environmental terms as well as from the point of view of agricultural yield, have been well-established for years.**

RYE						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Sweden	33,153	41,521	31,595	37,950	95%	91%
Total	33,153	41,521	31,595	37,950	95%	91%

RYE FLOUR						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Sweden	534	603	534	603	100%	100%
Germany	21,896	21,315	21,896	21,315	100%	100%
Italy	371	324	0	0	0%	0%
France	305	343	0	0	0%	0%
Russia	494	343	494	343	100%	100%
Total	23,600	22,927	22,924	22,261	97%	97%

TOMATOES

In Italy, Barilla buys tomatoes primarily from producers operating in the Po Valley who apply mechanical harvesting techniques.

Since 2015, the Group has committed itself to buying tomatoes from *Global G.A.P* certified producers who guarantee the application of sustainable and responsible agricultural practices. To date, **98% of tomatoes are purchased from *Global G.A.P* certified producers.**

In the United States, the tomatoes purchased and processed for Barilla by LiDestri come from Californian producers, who apply mechanical harvesting practices.

In addition, the Californian tomato processing industry is characterized by a strong cooperative bond with farmers.

This peculiarity allowed Barilla, in 2018, to conduct an LCA study on the harvests of the last decade, which showed a continuous reduction over the years of the use of water resources and the emission of gas to and hothouse, in line with the criteria of the Barilla Code of Sustainable Agriculture.

98%
producers *Global G.A.P* certified

TOMATOES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Italy	49,461	57,402	49,461	57,402	100%	100%
North America	10,313	10,710	10,313	10,710	100%	100%
Total	59,774	68,112	59,774	68,112	100%	100%

VEGETABLE OILS

The Group uses sunflower oil, rapeseed oil and soybean oil.

As regards sunflower oil, mainly used in Italy, the Group promotes its production in rotation with durum wheat. In this respect, Barilla has launched a number of projects with farmers to establish the best agricultural practices for sunflower cultivation, in accordance with the principles of the *Barilla Sustainable Agriculture Code*.

In particular, Barilla is committed to buying sunflower seed oil from producers who are certified to the CSQA or ISCC+ DTP 112 standard, which guarantee sustainable production in environmental, economic and social terms, or which adopt the HORTA Girasole.net® platform.

To date, 97% of sunflower seed oil purchased comes from producers that meet these criteria.

In Italy, Barilla also uses soybean oil, purchased entirely from producers who meet the requirements of the CSQA DTP 112 standard.

Also with regard to rapeseed oil, which is particularly widespread in France, Barilla has launched several projects in collaboration with suppliers to define how to apply the principles of sustainable agriculture set at Group level.

VEGETABLE OILS						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Sunflower oil	39,254	39,652	5,955	8,775	15%	21%
Rapeseed oil	8,648	8,950	4,761	4,308	55%	48%
Total	47,902	48,602	10,716	13,083	22%	27%

NEW BARILLA "PESTO ALLA GENOVESE"

In 2019, Barilla decided to perfect one of the key products of its portfolio, the **Pesto alla Genovese**, which reached an important milestone in terms of flavour and the environment. Parmigiano Reggiano DOP was added to the Barilla Pesto alla Genovese; this ingredient is the star of the new recipe, alongside basil. The two ingredients are universally recognised and appreciated throughout the world; they are, therefore, an expression of the know-how of the Parma region, which leads the way in tradition, innovation and sustainability in the food sector. The ingredients of the new Pesto alla Genovese recipe are a call-out to the Emilia region, the true engine of culinary Made in Italy.

Each year, approximately 3,000 tonnes of basil (98% of the total production) are produced in **Rubbiano (Parma, Italy)**. At this production site, **the raw materials are processed and cooked using the most cutting-edge technology, which has enabled the facility to be labelled as innovative**. From an environmental point of view, in this plant, the largest sauces plant in Europe, in 2019, CO₂ emissions were reduced by a further 7%; water consumption fell by 9% and over 95% of waste was recycled. This information and much more are available for all consumers: in fact, for more than 5 years, Barilla has placed at the disposal of consumers another innovation: the digital platform **Guardatustesso** (Look for Yourself), which makes it possible for everyone interested to virtually access the production facility, to discover, in full transparency, the care and attention that goes into every stage of the process, from the field to the table.

Find out more: www.barilla.com



SUPPLY CHAINS WITH POTENTIAL SOCIAL ISSUES

The Group's procurement system also includes **supply chains that present potential social issues**. In particular, Barilla has identified potential issues in the cocoa, cane sugar and promotional gadget and item supply chains related to the use of child labour and the failure to respect human rights.

The company only deals with **suppliers who hold certifications issued by independent organisations that ascertain compliance with international ethical and social standards**.

Furthermore, the Group requires its suppliers to register with the international Sedex platform, verified quarterly, in order to ensure full compliance with the ethical and social standards that

the Group is inspired by. Lastly, a binding requirement for all supply contracts is the supplier's acceptance of the Code of Ethics.

	2019	2018
Suppliers deemed to be at potential risk of violating human rights	83	83
Suppliers exposed to the risk of violating human rights who hold independent third party certifications or audit reports verifying compliance with ethical and social standards	75	71
Percentage of suppliers who hold independent third party certifications or audit reports verifying compliance with ethical and social standards	90%	86%

COCOA

The **cocoa** production and supply chain potentially features high social and human rights concerns.

In 2018, **through the Pan di Stelle brand, the Group launched a collaboration programme with the main supplier Barry Callebaut and its Cocoa Horizons Foundation**, committed to improving the living conditions of growers' communities in West Africa.

This collaboration led to the launch of a project called *Un Sogno Chiamato Cacao* (A Dream Called Cocoa), with the goal of improving the living conditions of cocoa grower communities through training courses, programmes supporting schooling, initiatives to strengthen the role of women and activities for the protection of minors and of health, and training of the growers themselves.

94% of cocoa is purchased supporting the *Cocoa Horizons* Foundation and the *Transparence Cacao* programme

Aside from the cost of the raw material, an **additional share is paid to support these projects**. In 2019, there was a significant increase in the quantities of cocoa purchased, reaching 94%.

To further safeguard the supply chain, the Group buys cocoa only from suppliers who have signed up to the *World Cocoa Foundation*, a non-profit organisation engaged in the responsible development of the sector.

CANE SUGAR

Also with regard to the cane sugar production and supply chain, Barilla has identified potential critical social issues, considering the geographical areas in which this raw material is produced.

100% cane sugar suppliers are certified in accordance with the SMETA standard

To protect itself from the critical issues associated with this supply chain, Barilla purchases cane sugar solely from SMETA (*Sedex Members Ethical Trade Audit*) certified suppliers.

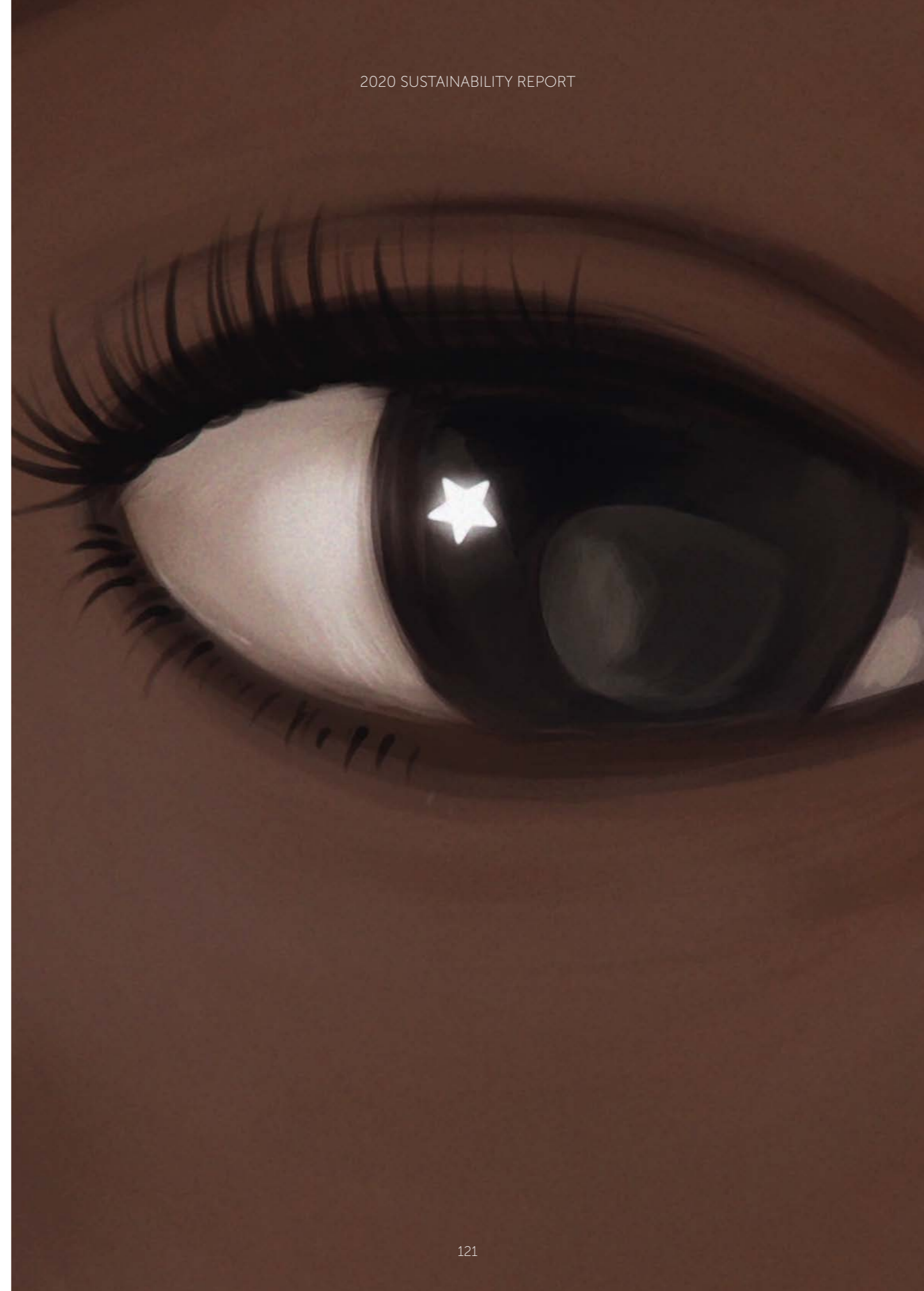
"A DREAM CALLED COCOA"

A dream called cocoa shares the **Pan di Stelle's commitment to improve the life of cocoa farmers communities, while supporting the projects of the Cocoa Horizons Foundation** since 2015.

The cocoa used for the Pan Di Stelle products is purchased entirely from Barry Callebaut, recognizing a prize for each supply: it means that in addition to the cost of the raw material, an additional fee is donated to projects of the Cocoa Horizons Foundation.

These are projects in support of the local community, such as for example school education programs; training for the growers themselves, to obtain better and better cocoa; as well as promoting a culture of protection of minors and health. In addition, two projects have been fully funded since 2017.

- the **construction of a well to give the inhabitants of Djangobo**, in the Ivory Coast, clean and drinking water. Thanks to this project, the over 7,000 inhabitants of the country, 3,000 of which are children, now have water to drink, cook, irrigate and cultivate. Lastly, the creation of the well allows the girls to be freed from the task of leaving the village to get water, giving them the opportunity to attend school;
- the **construction of a school in the city of Dahi**, in Ivory Coast, which allows over 300 children from the village the opportunity to learn to write and read.



5.2

ANIMAL WELFARE

GUIDELINES ON ANIMAL WELFARE

For years, **Barilla has endeavoured to ensure that all suppliers of raw materials of animal origin comply not just with legal requirements, but also with the highest animal welfare standards and criteria.**

To support this commitment, the Group has drafted, in collaboration with the organisation *Compassion in World Farming* (CIWF), the **Barilla Guidelines on Animal Welfare**. Barilla pays particular attention to the definition of precise purchasing criteria with reference to all animal-origin production chains, with special focus on large-volume production chains, such as those for eggs, meat, fish, and dairy products originating from Europe, North and South America, Russia, and Turkey.

The Animal Welfare policies form an integral part of corporate strategy and are managed by the Good for You, Good for the Planet Board, consisting of the Heads of the departments that are most involved, namely: Global Communication and External Relations, Global Supply Chain, Global Marketing and Global Research, Development and Quality.

The Board defines the long-term objectives, the annual objectives, and is responsible for checking that such objectives are being reached. The relations with the production chains to guarantee the proper implementation in daily operations are managed by *Global Supplier Quality Management and Global Purchasing Unit*.

In particular, in the guidelines the Group recognises the importance of respecting the physical and mental welfare of animals, as well as their ability to express species-specific behaviours.

For this reason, it promotes the respect of the Five Animal Freedoms:

- **Freedom from hunger and thirst;**
- **Freedom from discomfort;**
- **Freedom from pain, injury and disease;**
- **Freedom to express normal species-specific behaviour;**
- **Freedom from fear and distress.**

In addition, the guidelines set forth specific standards with which the breeders of the Barilla production chains must comply.

Specifically:

- all animals farmed along the production chain must have appropriate access to feed and water, so that their needs are met and aggression is reduced;
- densities must guarantee animal welfare and comfort and the animals should be provided with appropriate enriched environments, making it possible for them to express species-specific behaviours;
- routine mutilations must be avoided, if not absolutely necessary to preserve the animals' welfare;
- animals must always be transported in ways that minimise potential causes of stress and limit the duration of travel as much as possible. Transport lasting more than 8 hours must always be avoided;
- the animals must always be stunned before being slaughtered;
- antibiotics must always be used responsibly, and their use must be reduced whenever possible. Prophylactic use of antibiotics is forbidden;
- the use of growth hormones is not allowed;

• genetic engineering or cloning of farm animals and/or their progeny is not allowed;

• breeds must be selected based on traits that improve wellbeing, rather than only to increase productivity.

Compliance with these standards, which is periodically checked with specific audits, forms nowadays an integral part of 100% of contracts with suppliers of eggs, meat and fresh milk around the world. If the supplier does not comply with the standards, Barilla has set up a plan to restore compliance depending on the severity of the case.

In addition and in order to train people on animal welfare, Barilla organised an in-company training course, held by the organisation *Compassion in World Farming* (CIWF) to all employees involved in the management of the supply chain, in particular in the areas *Global Supplier Quality Management and Global Purchasing Unit*.

PROCUREMENT OF BARN EGGS

Barilla believes that the confinement of hens is a practice that harms the animals' welfare; it has therefore decided to abandon this method of farming along the supply chain and to use, as a minimum, only barn eggs.

Since 2012, all eggs used in the Pasta ranges *Le Emiliane* and *La Collezione*, and in the bakery products of *Mulino Bianco*, *Pavesi* and *Pan Di Stelle* are exclusively barn eggs. Starting in 2017, the eggs used in the products under the *Harrys* trademark are also barn eggs. In 2019, all the remaining brands in all geographical areas involved completed the transition.

PROCUREMENT OF MEAT PRODUCTS

Since 2014, Barilla has launched an important project with meat suppliers for the production of sauces and filled pasta aiming to develop new guidelines on animal welfare that cover all procurement of pork and beef.

These guidelines comply with all the aforementioned practices.

The suppliers signed the joint document in 2015 and the practices are already being implemented. In addition, during 2018, Barilla planned the completion of the implementation of all the practices for both production chains.

In Italy, the Guidelines cover today the 100% of pork and beef meat used.

At global level, the Guidelines cover the 99.6% of pork meat and 94% of the beef meat used.

PROCUREMENT OF CHICKEN MEAT

Barilla does not use chicken meat, except a small quantity (10 tonnes), used in China. Analysis have been started to make sure that this quantity comes from suppliers that commit to implement specific animal welfare protection practices. Specifically:

- transition to the breeds that are approved by the international organisation RSPCA or by the *Global Animal Partnership* (GAP) based on measurable animal welfare improvement results;
- reduction of densities to a maximum of 30 Kg/m², forbidding the use of cages;
- farming in enriched environments that meet the new GAP standards, including bedding and light management;
- elimination of pre-stunning manipulations, instead using irreversible stunning systems;
- guaranteeing compliance with the standards defined by Barilla for the protection of animal welfare, by undergoing external audit activities.

PROCUREMENT OF FRESH MILK

Fresh milk is a key ingredient for many Barilla products and has always been purchased by the Group from local, traceable and controlled production chains.

In 2018, Barilla, in partnership with its main supplier, **launched a certification process in accordance with the animal welfare assessment and biosecurity system for cattle breeding** (beef and dairy cattle) **developed by the CReNBA** (Centro Nazionale di Riferimento per

il benessere animale - National Reference Centre for Animal Welfare).

The certification process required the analysis of various parameters, such as stall management, structure assessment, measurement of specific animal-related parameters, biosafety and biosecurity, and large-scale risk assessment.

At the end of 2019, 83% of the volumes of fresh milk purchased globally by the group originated from farms certified in accordance with the CReNBA standard for animal welfare.



ANIMAL-ORIGIN SUPPLY CHAINS: EGGS, PORK AND BEEF

EGGS AND EGG PRODUCTS

Barilla uses eggs and egg products for its bakery products and fresh pasta shapes. **Since 2012, the Group has started a process of conversion of the production chain, through the gradual abandonment of caged breeding and favouring purchases from producers who raise hens in barns.**

Thanks to this commitment in France and Italy, all eggs purchased originate from barn farms, where the hens have access to enriched environments, such as perches and bedding. During 2018, Barilla introduced a digital system, called *eggs.barilla.com*, to trace the origin

of eggs and egg products in its production chains in France and Italy, which represent 92% of global procurement of this raw material. Important progress has been achieved by Barilla in Brazil, the United States and Turkey, where the adoption of new types of sustainable farming was completed in 2019. In Russia, the use of eggs actually stopped in the first trimester of 2019, due to the end of biscuit production.

In addition, **Barilla performs periodic audits of all its egg and egg product suppliers**, in order to guarantee that sustainable farming practices in line with the Group’s animal welfare policy are actually being adopted.

EGGS AND EGG PRODUCTS								
	Total tonnes purchased		Tonnes purchased from the local market				Percentage of barn eggs and barn egg products purchased	
	t.		t.		%		%	
	2019	2018	2019	2018	2019	2018	2019	2018
Italy	18,348	18,918	18,348	18,918	100%	100%	100%	100%
France	4,110	4,181	2,870	2,207	70%	53%	100%	100%
United States	17	204	17	204	100%	100%	100%	0%
Brazil	450	1,334	450	1,334	100%	100%	100%	0%
Russia	0	14	0	14	0%	100%	-	0%
Turkey	29	30	0	0	0%	0%	100%	0%
Total	22,954	24,680	21,685	22,676	94%	92%	100%	94%

A project for the reformulation of products containing eggs was launched in the United States, which led to a progressive decrease in the use of this ingredient. The remaining volumes have been already all converted to barn farming during 2019.

Lastly, Barilla performs periodic audits on all barn egg producers, to check that they actually comply with the alternative farming systems. To date, these checks have been performed on European suppliers. With reference to other, non-EU countries, the Group uses suppliers who comply with national farming schemes.

In the absence of national schemes, an *Animal Welfare Officer* is appointed to perform audit activities on a sample of farmers, in order to verify their compliance with a recognised guarantee scheme.

PORK AND BEEF

Pork and beef are ingredients used in Barilla ready-made meat sauces and filled pasta produced in Italy, where 100% of globally purchased meat is used.

The **Group**, in line with its animal welfare policy, **purchases meat originating from producers who comply with the five animal welfare freedoms.**

In 2018, Barilla completed the analysis of its meat production chain in order

to identify possible areas of improvement in line with the parameters included in the *Business Benchmark on Farm Animal Welfare* (BBFAW).

This analysis showed an improvement in compliance with the BBFAW and, as a result of the main deviations observed, Barilla defined in 2019 an improvement plan to be implemented in collaboration with farmers in the coming years.

With reference to procurement of pork, the Group has started a process shared with the organisation *Compassion in World Farming* and with its Italian suppliers in order to exclude the practice of *tail-docking* along the production chain.

This process aims at improving welfare conditions for the animals, increasing awareness among breeders on this subject and promoting the development of alternative breeding practices that can reduce the risk of accidents linked to cannibalism and aggression among the animals.

Following an initial stage of checking and improving environmental standards in all pigsties, Barilla involved the farmers in specific training sessions on correct breeding practices for long-tailed pigs.

In the meanwhile, between the end of 2016 and the beginning of 2017, the Group carried out tests and evaluations on the best materials for the

environmental enrichment of livestock farms, in order to better meet the behavioural needs of the animals and prevent aggressiveness. In the coming years, Barilla will work actively with its suppliers to implement these breeding standards throughout the supply chain by 2020.

BEEF						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Italy	918	750	918	750	100%	100%
United States	0	4	0	4	0	100%
Total	918	754	918	754	100%	100%

PORK						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Italy	2,400	2,096	2,400	2,096	100%	100%
United States	0	12	0	12	0	100%
Total	2,400	2,108	2,400	2,108	100%	100%

BUSINESS BENCHMARK ON FARM ANIMAL WELFARE SURVEY

In 2019, Barilla has performed a second survey which involves Italian meat suppliers, where 100% of the volumes used by the Group originate, in order to check compliance with the parameters included in the Business Benchmark on Farm Animal Welfare (BBFAW). The following results emerged from the analysis performed in 2019:

PORK

- The gestation cages for the sows are used for the first 4 weeks of gestation; subsequently all the animals are transferred into collective boxes for the remaining period;
- gestation cages were completely eliminated from 10% of the farms, even for the first 4 weeks;
- 70% of the animals bred are not subject to tail-docking and have access to straw for the entire duration of the production cycle, while for the remaining part tests are underway to eliminate this practice by 2020;
- all (100%) pigs are transported from the farm to the slaughterhouse in under 8 hours, including loading and unloading to and from the vehicles;
- all (100%) of products that contain pork originate from animals that are effectively stunned before being slaughtered.

BEEF

- All (100%) cattle are transported from the farm to the slaughterhouse in under 8 hours, including loading and unloading to and from the vehicles;
- all (100%) of products that contain beef originate from animals that are effectively stunned before being slaughtered;
- all (100%) calves bred along the Barilla production chain are not subject to routine mutilation of any type (horns, castration, tail) and do not present skin lesions;
- all (100%) calves are bred using straw bedding in the stalls.

During 2020, the results of the analysis performed will be checked again with the support of an independent third-party body and an improvement process for 2021 will be defined.

OTHER PRODUCTS OF ANIMAL ORIGIN

Barilla recipes use not just eggs, beef and pork, but also other products of animal origin, such as wild-caught fish, milk, and dairy products.

With reference to these ingredients, **the Group is committed to promoting purchases in line with what is defined within the animal welfare policy and preferring supplies from breeders operating in the countries where Barilla is present.**

With regard to milk, Barilla is committed to replacing powdered milk in its production processes with fresh milk from local, traceable and certified production chains. Fresh milk is used mainly in Italy,

where approximately 83% of the global supplies of milk and 93% of dairy products are consumed.

The Group purchases this ingredient mainly in Northern Italy from a single supplier who provides over 90% of the milk consumed globally and 25% of dairy products.

The latter is actively engaged in the application of the Barilla Animal Welfare Guidelines and has been awarded the certification for Animal Welfare in accordance with the standard defined by the CReNBA.

OTHER PRODUCTS OF ANIMAL ORIGIN						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2019	2018	2019	2018	2019	2018
Wild-caught fish	46	68	-	-	0%	0%
Butter	7,625	7,592	1,057	1,136	14%	15%
Fresh milk	3,333	3,161	3,333	3,161	100%	100%
Dairy products	7,421	7,303	3,718	3,945	50%	54%

EXTERNAL ACKNOWLEDGEMENTS



The seventh report of the global benchmark on farm animals, BBFAW (Business Benchmark on Farm Animal Welfare) was presented in London in February 2019. An initiative that grows each year, with a total number of analysed companies that went from 110 in 2017 to 150 in 2018, in 23 different Countries. The **BBFAW benchmark** is, therefore, becoming an increasingly popular tool, used by investors and industry stakeholders **to evaluate the policies, the performance and the transparency of food businesses with regard to animal welfare.**

In particular, to guarantee clear and transparent communication, the BBFAW analyses and assesses the public communications of industry-leading food businesses at international level, evaluating how they manage and communicate their policies and practices concerning the welfare of livestock.

In the 2019 edition of the Benchmark, Barilla confirms its leadership in caring for animal welfare, the only Italian company to reach the third level of the pyramid defined by the BBFAW.

An important result achieved thanks to detailed and transparent communication on the subject of animal welfare, which includes not only defining more concrete objectives, but also communicating the progress made from year to year to achieve them.



Barilla Brazil has been awarded with the Henry Spira Award 2019 by the HSUS - Humane Society of the United States (part of organization of HSI - Humane Society International) which rewards companies that have been achieved the animal welfare policies in advance in the USA and worldwide.

By reaching this goal, Barilla is setting an important precedent for other companies, many of whom have made public commitments to go cage-free but have yet to make significant progress. This is especially important in Brazil, where Barilla has publicly encouraged other food companies to create and implement cage-free egg policies.

5.3 PRODUCT PACKAGING

Product packaging plays a fundamental role: it protects the product, guarantees its preservation over time, and allows it to be consumed in a place other than where it was produced.

In 2016, Barilla issued the **Sustainable Packaging Principles**, a set of principles which require:

- the **quantity of packaging materials to be reduced**, using all available technology and innovations on materials offered by the market; minimising the use of composite packaging materials, opting for materials consisting of homogeneous components that can be disposed of more easily after consumption; seeking the optimal logistics that will maximise saturation in storage and during transport;
- the **use of recyclable materials**, where the product's safety and organoleptic characteristics allow it;
- the **use of paper and cardboard from responsibly managed forests**, using virgin fibre materials originating from production and supply chains that are managed in accordance with the FSC or PEFC standards;

- the **assessment of the environmental impact of the materials, through Life Cycle Assessment (LCA)**, thanks to the development of the *LCA Pack Design Tool*: a calculation instrument that makes it possible to assess environmental performance and to compare alternative solutions while designing new packaging;
- the **use of materials from renewable sources not in competition with the food chain**.

The materials used for packaging are: **paper, cardboard, glass, and flexible film**.

In 2019, a more challenging objective – the use of **“zero-impact packaging”**, that requires the use of renewable or recycled resources for the production of packaging materials – was added to the existing goal of **“zero-waste packaging”**, achieved thanks to the reduction at source of unnecessary materials and to the recyclability of materials.

99.7% of our packaging is recyclable and we are working to reach 100% in the following months.

RAW MATERIALS USED IN PACKAGING (t)			
	2019	2018	Purchased in accordance with the sustainable packaging principles
Flexible film	23,883	23,937	96%
Glass	67,616	63,349	100%
Paper and cardboard for packaging	141,294	141,497	100%

RECYCLE READY PACKAGING		
	2019	2018
Recyclable packaging placed on the market	99.7%	99.4%
Packaging with instructions on recycling methods	99%	99%
Packaging produced with recycled materials	35%	35%



THE BARILLA READY PASTA RECYCLING PROGRAM

In 2019, Barilla continued its partnership with TerraCycle®, an innovative company involved in the recycling of plastic materials, to provide its consumers with a simple and free service for recycling Barilla ready-made meal packaging.

Through this initiative, called *Ready Pasta Recycling Program*, the Group is therefore committed to providing people who choose Barilla products with innovative tools to reduce their environmental impact.

The partnership ensures that, once collected, the pasta packaging is cleaned and melted into plastic which can then be reused to make new sustainable products. Furthermore, for every kilo of waste sent to TerraCycle®, consumers have the opportunity to contribute 1 dollar in support of a non-profit organisation, school or charity of their choice.

Thanks to this initiative, Barilla's Pasta Pronta packaging is now 100% recyclable and makes a tangible contribution to reducing the quantities of potentially recyclable materials disposed of in landfills rather than being reused.



In the context of sustainability of product packaging, Barilla Group takes part in two important initiatives to promote product packaging recycling:



In the United States, Barilla became a member of the **Sustainable Packaging Coalition**, a working group that involves producers, distributors, public bodies and academics in promoting the wider use of more sustainable packaging materials.



The Group has signed up to the US **How2Recycle** labelling system, which promotes clear and simple communication with consumers on recycling product packaging.



5.4 PRODUCTION

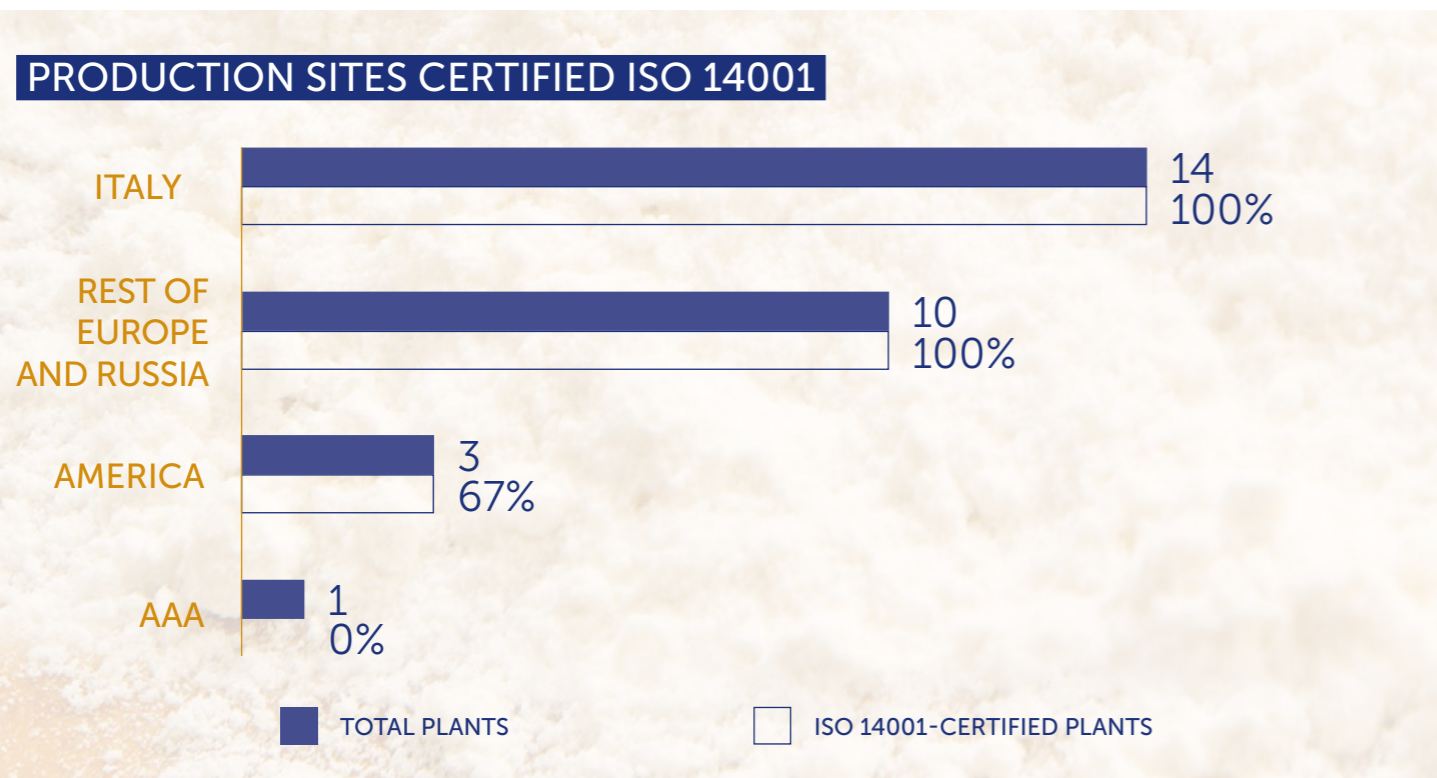
Barilla continuously improves production processes to limit the environmental impact of its plants.

Therefore, a solid integrated environmental management system has been implemented in compliance with standards UNI EN ISO 14001, UNI EN ISO 50001, UNI EN ISO 45001.

Furthermore, the environmental management system has been certified by an independent third-party body in accordance with the international standard

ISO 14001, for 90% of the Group's plants. Moreover, with particular reference to energy resources, Barilla has implemented a certified system for monitoring and controlling consumption, in accordance with the ISO 50001 standard, for 68% of production plants.

93%
of production volumes
manufactured in
ISO:14001-certified plants



In order to ensure transparent communication of its environmental performance, Barilla adheres to the initiatives promoted by the **Carbon Disclosure Project (CDP)**, an independent international organisation that provides undertakings, local authorities, governments and investors with a global system that measures and reports on environmental impact.

Each year, the Group participates in the CDP Programme by filling in the *Climate*

Change, Forest and Water questionnaires. During 2019, the Group obtained an "A-" rating (on a scale ranging from a minimum of D- to a maximum of A) in the *Climate Change* questionnaire; it received a "B" rating in the *Forest* questionnaire, and a "B" rating in the *Water* questionnaire.

What is more, an "A" rating in the *Supplier Engagement* questionnaire was awarded, thus gaining the *Supplier Engagement Leader* qualification.

ENERGY CONSUMPTION AND EMISSIONS

In order to guarantee better energy performance, Barilla regularly invests in modernising its production facilities and implementing new technologies.

In particular, during 2019, the Group invested over **8.6 million euros in the protection of the environment.**

This investment allowed the group to implement, over the years, actions such as the replacement of burners, improvement of the machines' thermal insulation, and the installation of heat recovery systems.

In addition, improvements were made to the general systems of the production plants with the use of ovens with scheduled switch-off, the use of efficient water pumps, the installation and automation

of high-energy efficiency refrigeration units, compressors and air conditioning systems.

Lastly, further energy efficiency measures were taken regarding lighting systems, involving the installation of new solutions based on LED technologies.

Over **8.6**
million euros invested
in environmental
protection

Thanks to these investments, the Group implemented the *Energy Saving Project (ESP)*, in which each Group plant undertakes to research, each year, new projects to reduce energy consumption.

The assessment is performed comparing consumption before and after implementation of a specific approved project. The results are monitored on a yearly basis and the best solutions are shared within the company so that they may be extended, where possible.

In 2019, Barilla consumed 5,532,225 GJ of energy (approximately 2.5% more compared to 2018; this change is mainly due to an increase of over 2% in production volumes), of which approximately 20% from renewable sources.

ANNUAL ENERGY USE BY SOURCE (GJ)		
	2019	2018
DIRECT USE	2,554,258	2,461,488
Energy from non-renewable sources		
Natural Gas	2,256,765	2,114,897
Fuel oil	2,964	6,328
Diesel	898	1,040
Petrol	-	-
Self-produced energy through cogeneration		
Thermal Energy	153,832	197,271
Electricity	138,700	141,634
Energy from renewable sources		
Photovoltaic electricity	1,099	319
INDIRECT USE	2,977,967	2,937,184
Electricity	2,345,703	2,272,893
<i>from non-renewable sources</i>	1,266,916	1,038,781
<i>from renewable sources</i>	1,078,787	1,234,112
Thermal energy	617,727	651,657
<i>from non-renewable sources</i>	617,727	651,657
<i>from renewable sources</i>	-	-
Energy for cooling	14,537	12,633
<i>from non-renewable sources</i>	14,537	12,633
<i>from renewable sources</i>	-	-

ENERGY USED PER TONNE OF FINISHED PRODUCT (GJ/T)	
2019	2018
3.09	3.10

67%
of the electricity purchased from the grid originates from renewable sources with GO certificates.

With regard to the electricity purchased, we should point out that a significant share, approximately 67% of total use, has a *Guarantee of Origin* (GO) certificate, an electronic certification that attests the renewable origin of the sources used. During 2019, greenhouse emissions from direct (scope 1) and indirect (scope 2)

use recorded an increase of 3% and 2%, respectively, when compared to 2018. The increase of *scope 1* emissions is attributable to the increase in natural gas consumption, while that related to *scope 2* emissions is due to the overall increase in indirect energy use.

-30%
reduction in greenhouse gas emissions per tonne of finished product since 2010

GREENHOUSE GAS EMISSIONS BY SCOPE (t CO ₂ eq)		
	2019	2018
Scope 1	181,673	175,761
Emissions from use of fossil fuels	153,796	144,454
Emissions from owned co-generation plants	27,853	31,300
Emissions from photovoltaic systems	24	7
Scope 2	200,975	197,094
Indirect emissions due to electricity used	154,835	148,763
Indirect emissions due to thermal energy produced by external co-generators	45,982	48,194
Indirect emissions due to cooling energy produced by external co-generators	157	137
Total	382,648	372,855

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO ₂ eq)	
2019	2018
0.21	0.21



WASA



In 2019, **Wasa has fully compensated its CO₂ emissions.**

This is the result of the work done by monitoring emissions throughout the products' life cycle, the progressive reduction of emissions through energy saving programmes, logistics projects and purchasing electricity entirely from renewable sources with a Guarantee of Origin certificate.

Residual emissions following the implementation of the reduction plans stood at 104,481 tonnes of CO₂, have been fully compensated through projects with a VCS (*Voluntary Carbon Standard*) certificate. VCS is the most commonly used voluntary emission offsetting programme in the world; its projects must follow a strict assessment process to obtain certification.

In particular, Wasa contributes to the following projects:

- **Madre de Dios** to safeguard the Peruvian rainforest, one of the main biodiversity centres in the world;
- **a project aiming to guarantee access to solar energy** in rural areas of India.

Find out more: www.wasaco2.com



GRAN CEREALE

In 2019, Gran Cereale completely offset the CO₂ emissions of its production chain, through a VCS-certified process which contributes to the protection of the Brazil Amazon forest, at the island of Marajo. By putting a stop to forest exploitation, the absorption of CO₂ by the safeguarded forest is preserved, saving 2,500 hectares from deforestation.

Moreover, the concrete effort in favour of the environment and biodiversity translated into joining the national Mosaico Verde (Green Mosaic) Campaign, promoted by Legambiente and AzzerOCO2, to restore six wooded areas in the North and South of Italy.

Thanks to the initiative “**I boschi di Gran Cereale**” (The forests of Gran Cereale), actions are carried out to safeguard, protect and restore six existing wooded areas that have been damaged by natural disasters, fire, hydrogeological instability and the presence of allochthonous species, which, as they are not adapted to the local conditions, weaken the wood (Val di Sella, Trento; Regional Park of Portofino, Genoa; National Park of the Foreste Casentinesi, Florence; Regional Park Valle del Treja, Rome; National Park of the del Gargano, Foggia; National Park of the Pollino, Potenza), for a total surface area of 13 hectares and approximately 3,200 plants and shrubs.

Find out more: www.grancereale.it




HARRYS



In line with the brand's goal to offer products that stand out by their softness and a responsible production and supply chain (*Moelleux et Responsable*), Harrys undertook projects aiming to progressively reduce energy use and increase the use of electricity from renewable sources (-22% compared to 2009); reduction of water consumption in the plants (-17% since 2009); the increase of recycled waste, reaching 99.4%; and the partnership with TerraCycle to offer recyclable packaging. Moreover, **in 2019 the brand decided to offset the remaining emissions, reaching full offsetting in early 2020.**

Emissions are offset through membership of two CVS-certified projects:

- **Floresta de Portel** to safeguard one of the Planet's richest ecosystems that is threatened by frenzied deforestation. Furthermore, the project will contribute to creating work opportunities for the local communities.
- **Solar energy projects** in India that play a fundamental role in the Country's transition to an economy with low carbon emissions. Also in this case, the projects will contribute towards the creation of more work opportunities at local level.

Find out more: www.harrys.fr




SCIENCE-BASED TARGETS (SBTi)



Science-Based Targets are objectives to reduce greenhouse gas emissions, defined in line with the decarbonisation level required to maintain the increase of global temperatures below 1.5°C, as defined in the

Fifth Assessment Report of the *Intergovernmental Panel on Climate Change* (IPCC), and included in the Paris Climate Agreement (COP21).

The SBTi initiative stems from the collaboration of *Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and WWF*, with the intent to guide companies in defining ambitious objectives for the mitigation of climate change, to guarantee that their *Climate Action* is in line with scientific objectives.

In 2019, Barilla submitted its own reduction objectives:

- **25% REDUCTION** of absolute **Scope 1 and 2** greenhouse gas emissions by 2030 (compared to 2017);
- **26% REDUCTION** of absolute **Scope 3** greenhouse gas emissions by 2030, per tonne of finished product (compared to 2017).

The external validation Group confirmed that Barilla’s objectives are in line with the commitment required for a 2°C reduction.

An initiative by:



MOBILITY AND TRANSPORT

For several years, **Barilla has been committed to reducing the amount of wheat and products**, in general, transported by road and switching to means of transport which have a lower environmental impact. In Sweden and Germany, the Group increased the share of products transported by train.

In Italy, Barilla uses rail transport to move durum wheat from collection points at the port of Ravenna and Polesella station (Rovigo).

Thanks to the **Treno del Grano** (*Wheat Train*), the railway hub inaugurated in 2015 for the transport of durum wheat to the largest pasta plant in the world at the Parma site, 3,300 fewer lorries are on the road.

This action is supplemented by the collaboration, in early 2020, with Lotras

for the transport of durum wheat by train from the Incononata terminal in Foggia to the Parma plant. Under the agreement, each week, 30 trains will transport durum wheat from Capitana-ta to Emilia, for a total of approximately 30,000 tonnes of durum wheat.

The **modernisation of the company’s fleet** also plays an important part in Barilla’s strategy to reduce air pollutant emissions. In particular, the Group supplemented its fleet with 3 new tractor units powered by liquid methane gas during the European Week of Sustainable Mobility.

As part of the vehicle fleet renewal process, the Group also purchased 83 hybrid-powered vehicles with an integrated combustion and electric engine, and installed 31 charging stations in the parking areas of the Pedrignano plant (Parma, Italy).



WATER USE

Barilla is pursuing the rational use of water resources in its production processes. The Group has therefore carried out several specific projects to reduce water consumption in its production facilities. These have allowed the Company to reduce its water requirement per tonne of finished product by 21% compared to 2010.

WATER USAGE BY SOURCE OF SUPPLY (m ³)		
	2019	2018
From wells	1,521,444	1,480,996
From public water supply system	989,176	968,476
From other sources	-	-
Total	2,510,620	2,449,472

WATER WITHDRAWALS PER TONNE OF FINISHED PRODUCT (m ³)	
2019	2018
1.40 m ³	1.40 m ³

In order to ensure a more responsible use of water resources, the Group promotes water recycling and reuse practices in production processes and in the general services associated with its offices and production plants. In particular, during 2019, over 153,000 m³ of water (approximately 6% of the total volume of water abstracted, against 4% recorded in 2018) were reused by the Group after entering the production process.

-21% reduction in water used per tonne of finished product since 2010

WATER DISCHARGED BY DESTINATION (m ³)		
	2019	2018
Into surface water	349,609	307,807
Into the sewerage system	715,878	689,023
Total	1,065,488	996,831

WASTE

During 2019, the waste produced by the Group increased by approximately 33% compared to 2018. This increase, mainly of non-hazardous waste, which represents approximately 99% of all waste produced, is due mostly to the launch of several worksites for the construction of new production facilities and to legislative changes in various countries concerning the management of waste. Nevertheless, Barilla expends continuous efforts to implement projects that provide incentives for the reduction of the waste produced and to adopt alternative recovery methods to disposal. **In fact, approximately 96% of the waste produced in 2019 was taken for recycling.**

WASTE PRODUCED BY TYPE (t.)		
	2019	2018
Non-hazardous waste	39,816	29,700
Hazardous waste	451	526
Total	40,267	30,225

WASTE PRODUCED PER TONNE OF FINISHED PRODUCT (t.)	
2019	2018
0.0225	0.0173

WASTE PRODUCED BY DESTINATION (t.)		
	2019	2018
Non-hazardous waste	39,816	29,700
Recycling	38,064	28,081
Disposal	1,752	1,619
Hazardous waste	451	526
Recycling	406	432
Disposal	45	93



PEOPLE AND COMMUNITY

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6.1 BARILLA PEOPLE

Employees and associates, at all levels, are the soul of the company; each one of them contributes to the creation of value through their role and tasks.

environment, investing in their professional growth, allowing them to balance their work and private lives, embracing and promoting diversity.

The Group pays particular attention to its human resources, ensuring that they work in a safe and stimulating

The activities designed and implemented in this context form part of the *People Care* project.



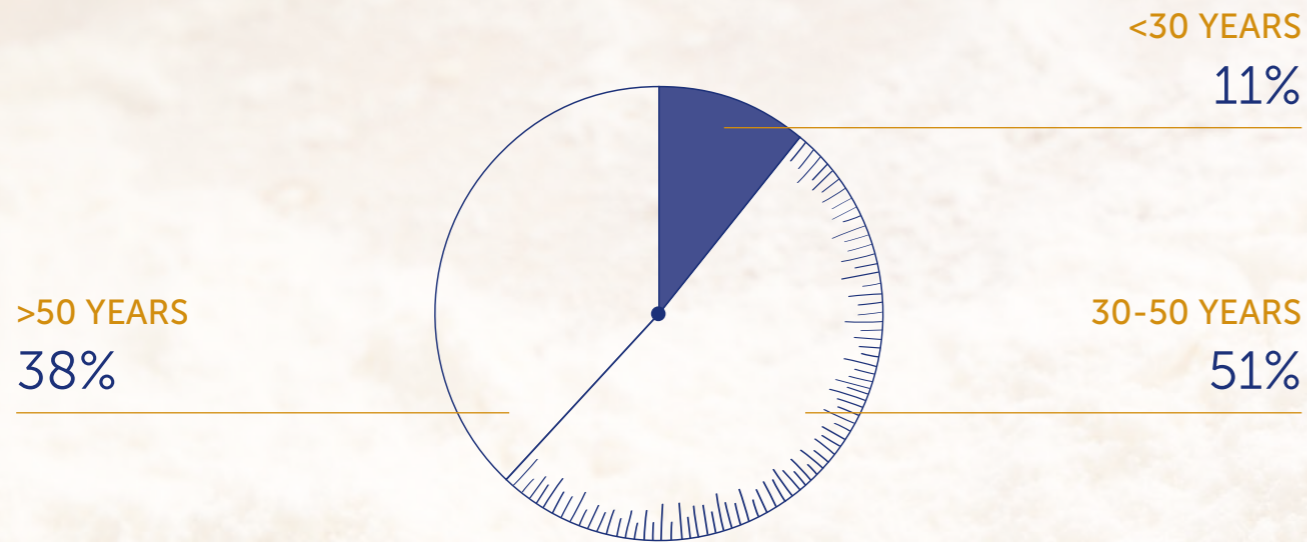
BARILLA PEOPLE ON PERMANENT CONTRACTS BY REGION AND GENDER									
	2019			2018			2017		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	2,944	1,055	3,999	2,942	1,001	3,943	2,903	973	3,876
Rest of Europe	1,834	947	2,781	1,838	954	2,792	1,790	968	2,758
America	405	181	586	379	172	551	362	169	531
AAA	181	87	268	198	82	280	202	79	281
Rest of the World	72	60	132	65	52	117	67	53	120
Total	5,436	2,330	7,766	5,422	2,261	7,683	5,324	2,242	7,566

Note: The personnel data shown in the following chapter relates to Barilla G. and R. Fratelli with the exception of Mexico, where 257 people were employed on permanent contracts in 2019, 182 people in 2018 and 215 people in 2017.

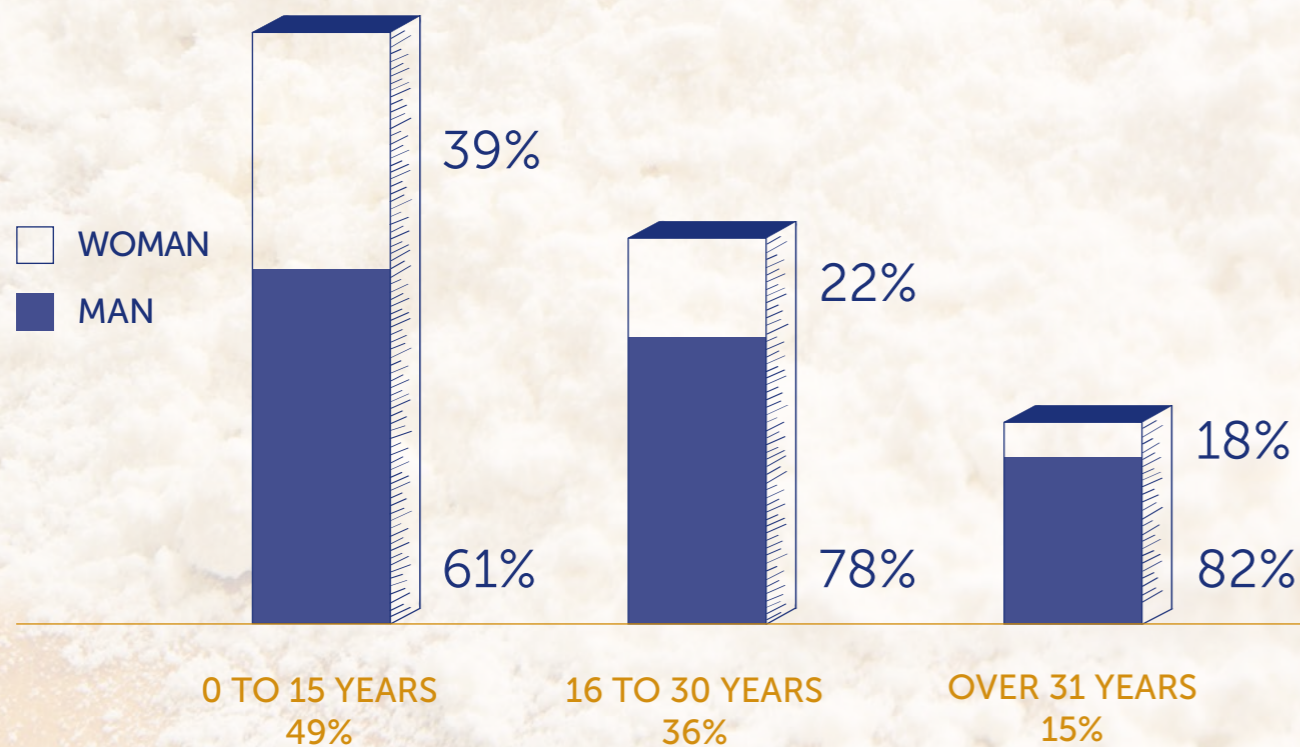
BARILLA PEOPLE ON FIXED-TERM CONTRACTS BY REGION AND GENDER									
	2019			2018			2017		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	67	86	153	99	92	191	107	78	185
Rest of Europe	106	84	190	123	88	211	108	54	162
America	0	0	0	0	0	0	0	0	0
AAA	1	1	2	0	0	0	0	0	0
Rest of the World	5	3	8	2	2	4	2	3	5
Total	179	174	353	224	182	406	217	135	352

Note: The personnel data shown in the following chapter relates to Barilla G. and R. Fratelli with the exception of Mexico, where 34 people were employed on fixed-term contracts in 2019, 85 people in 2018 and 58 people in 2017. Under national legislation in force in the United States, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be interrupted at any time by both parties without any liability. For the purposes of this document, Barilla people in the United States are considered to be hired on a permanent contract basis.

**EMPLOYEES
BY AGE GROUP**



**BARILLA PEOPLE
BY LENGTH OF SERVICE**



In order to promote a balance between people's private life and work, the Group continued to implement projects launched in previous years, such as the smart working and *winparenting* projects and the so-called *time saving* services.

SMART WORKING

In 2013, Barilla introduced the smart working project, with the aim of promoting the development of a more inclusive work environment that is aware of people's needs. The initiative continued in 2019, when Barilla Group successfully consolidated this form of work, making the people who used remote working more flexible and responsible.

Today, **20% of the company's personnel can make use of remote working for up to eight days a month.**

1,566
people benefited from the
smart working programme
during the year

TIME SAVING SERVICES

Also **with the goal of supporting people in daily activities that are not work-related**, the company introduced **services defined as *time saving***, such as pack collection, internal laundry service and the possibility of booking take-away

baskets for dinner, with menus that change every week.

WINPARENTING

In the Parma office, **in 2018 the Group launched the Winparenting project** aimed at employees with children from zero to 12 years of age: **a tool designed to support managers and parents through every stage of parental leave, including preparation, the whole period of leave and the eventual return to work.**

Specifically, this is a sequential procedure that foresees a first, *pre-leave*, stage - the preparation for the leave - followed by *on-leave* - the management of the absence - and, lastly, the return to work.

To support this process more effectively, the Group has developed a site to provide employees with practical advice, guidelines, and information on the relevant parental leave legislation, as well as events and services available to parents.

Winparenting also includes the **MAAM© training path for new mothers and fathers, which shares information about services and testimonies related to each stage of parenting.** The training path boosts emotional skills, such as empathy, the ability to listen, team work, the creation of alliances; organisational skills, among which time and priority management; and innovative strong points, e.g. problem solving ability and creativity.

Lastly, also in the same context, in agreements with three nursery schools and kindergartens, 2019 once more Barilla confirmed its commitment.



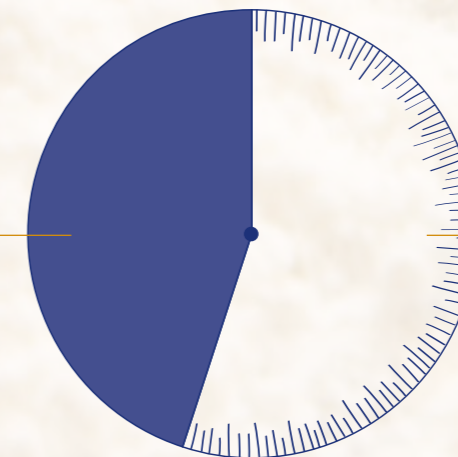
GENDER BALANCE

Barilla focuses on the promotion of female talents in all aspects of corporate life. Today, 36% of Barilla executives and managers are women.

BARILLA PEOPLE BY PROFESSIONAL CATEGORY						
	2019		2018		2017	
	Total	of whom women	Total	of whom women	Total	of whom women
Executives	174	39	172	36	163	33
Managers	642	251	620	249	612	237
White-collar workers	1,856	811	1,767	770	1,764	760
Blue-collar workers	4,915	1,249	4,998	1,242	4,958	1,241
Sales force	530	154	531	146	421	106
Total	8,117	2,504	8,088	2,443	7,918	2,377

SHARE OF WOMEN IN THE GLOBAL TALENT POOL

WOMEN
45%



MEN
55%

Gender equality is also safeguarded with work and local legislation, all employees forms of support to work-life balance. are entitled to parental leave, regardless Although not used in 2019, in accordance with applicable regulatory frame- of their gender.

EMPLOYEES WHO TOOK PARENTAL LEAVE			
	2019		
	Man	Woman	Total
Executives	0	0	0
Managers	0	5	5
White-collar workers	0	11	11
Blue-collar workers	0	7	7
Sales force	0	2	2
Total	0	25	25

EMPLOYEES WHO RETURNED TO THE COMPANY FOLLOWING PARENTAL LEAVE			
	2019		
	Man	Woman	Total
Executives	0	0	0
Managers	0	7	7
White-collar workers	0	12	12
Blue-collar workers	0	5	5
Sales force	0	1	1
Total	0	25	25

EMPLOYEES WHO RETURNED TO THE COMPANY FOLLOWING PARENTAL LEAVE AND WHO ARE STILL EMPLOYED, TWELVE MONTHS AFTER THEIR RETURN			
	2019		
	Man	Woman	Total
Executives	0	0	0
Managers	0	1	1
White-collar workers	0	3	3
Blue-collar workers	0	0	0
Sales force	0	1	1
Total	0	5	5

RETURN TO WORK INDEX	RETENTION INDEX
100%	20%

The data for parental leave relates to 89% of the company's employees.
 Return to work index calculated as: (number of employees who have returned from parental leave/total number of employees who have used parental leave)
 Retention index calculated as: (total number of employees who are still employed twelve months after returning from leave/total number of employees who returned from parental leave during the previous reporting year)

INCLUSION AND PROMOTION OF DIVERSITY

Equality, inclusion and diversity are integral parts of the Barilla corporate culture, values and Code of Ethics, and an important factor for its growth model and way of doing business.

In line with its fully inclusive approach, Barilla does not tolerate any form of discrimination or exclusion on grounds of age, culture, ethnic origin, nationality, religious creed, origin, political opinions, civil status, gender, and sexual orientation.

The ongoing support of the *Global Diversity & Inclusion Board* (D&I Board), that collaborates with the company to assess the current policies and internal initiatives, to formulate recommendations on possible improvements, to apply new initiatives, and to monitor and measure the progress made, allows the company to become a more valid model on issues of diversity and inclusion.

The D&I Board is composed of an *Advisory Board* of independent external

experts that provide advice, vision, an external perspective and guidelines on equality and inclusion: David Mixner, author, expert in political strategies, civil rights activist and consultant, and Lisa Kepinski, founder and director of the *Inclusion Institute*; and of an *Operating Committee*, made up of employees, which formulate recommendations with regard to objectives, initiatives and improvements, and monitor progress.

The Group promotes and supports setting up *Employee Resource Groups* (ERG), i.e. interest groups created by employees for employees that focus on specific diversities.

Currently, there are 15 ERG promoting various subjects.



ALLEANZA (United States), to support Latino and African-American minorities.



ARMONIA (Greece), to promote diversity and equal opportunities.



BALANCE (Italy, France, Central Europe and the United States), to promote gender equality and the right work-life balance.



BRIDGE (Russia), build and promote open, safe and inclusive workplace.



CONNECT (AAA area), to promote a workplace that cultivates and respects the free expression of all faiths, religions or creeds.



HAND IN HAND (AAA area), to promote gender diversity and equal opportunities.



INCLUSIVO (Canada and France), to promote an inclusive place of work for all employees.



INSIEME (United States), to promote diversity and equal opportunities in production plants.



PULSE (United States), to promote diversity and equal opportunities in production plants.



RESPEITO (Brazil), to protect and respect personal differences in the workplace.



THISABILITY (Italy and France), dedicated to issues related to disabilities.



TOGETHER (Nordic countries), to promote diversity and equal opportunities.



VOCE (Italy, France, Germany and the United States), to discuss LGBTQ+ issues.



WELCOME HOME (Italy), to promote a multicultural place of work.



YOUNG (Italy), to support differences between different generations in the company.

With regard to the rights of LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) workers, Barilla, the first Italian company to sign up to a United Nations Initiative, **has, since 2017, actively supported the *Standards of Conduct for Business of the UN High Commissioner Office for Human Rights***, which aim to deal with the issue of LGBTQ+ discrimination in the business world.

The *Standards of Conduct for Business* aim to establish rules of conduct that companies should follow when dealing

with LGBTQ+ employees, suppliers, customers and distributors.

These rules of conduct have been established to support and respect the rights of LGBTQ+ communities wherever companies operate and eliminate all forms of discrimination.

In 2019, Barilla confirmed its sponsorship of *Openly*, a new digital news platform, developed by the *Thomson Reuters* Foundation, dedicated to reporting global problems affecting the LGBTQ+ community.

For six consecutive years (2015-2020) **Barilla has earned a perfect 100% score in the *Human Right Campaign* (HRC) annual *Corporate Equality Index* (CEI) in the United States**, which ranks major corporations on how they support LGBTQ+ employees. The CEI is a national benchmarking tool on corporate policies and practices relating to lesbian, gay, bisexual and transgender (LGBTQ+) employees.



HRC is the largest civil rights and lobbying organization in the United States that works to achieve LGBTQ+ equality. Participating in this assessment was one of our first commitments.



The **Brand Diversity Summit** was held in March, an occasion for various companies to come together and discuss the importance of inclusion in the workplace and in the community. The summit served as an opportunity to present the Diversity Brand Index, which aims to measure brands' inclusion level, from a customer-based perspective, checking the actual effort of companies in terms of diversity and inclusion. The **Barilla brand has been included in the 20 more inclusive brands**.

OCCUPATIONAL INCLUSION PROGRAMMES FOR REFUGEES

Barilla is a **member of the *Tent Foundation***, founded by Hamdi Ulukaya di *Chobani*, which **works in close cooperation with companies to help them develop and implement concrete efforts in support of refugees**.

To achieve this, the company undertook to train refugees in its production plants and offices in Sweden, France, Italy, and Germany, with the goal of reaching a minimum of an additional 75 refugees in the next five years.

Work opportunities will be identified based on the company's needs in these markets. Barilla will work with local organisations and government agencies to identify, train and include the refugees in its workforce and provide services such as language training.

SWEDEN

In 2019, **Barilla Filipstad renewed its partnership with the Swedish public service for employing and developing professional (*Yrkes-Svenska*) provided by *Area Kompetens***, in order to employ a group of refugees at its production plant; these employees follow a work path based on language and on professional training.

The purpose of this programme is to offer participants the possibility to learn Swedish and, at the same time, to acquire the skills required to work in a production environment.

ITALY

In partnership with Adecco and the United Nations High Commissioner for Refugees, Barilla launched a project intended to provide employment for a group of refugees, through an apprenticeship contract, at the Pedrignano office and the Group's production sites.

GERMANY

The Group renewed its commitment to work with local Chambers of Commerce on a series of initiatives aimed at promoting employment in the Cologne office and the Celle production facility for refugees hosted in Germany.

In addition to programmes for learning the tasks assigned, refugees undertake paths to learn the German language and deepen their knowledge of the local culture, with a view to greater integration and inclusion in the community.

SUPPORTING PEOPLE WITH DISABILITIES

During the year, Barilla continued the awareness-raising and training course for its people on this subject, with the aim of developing creative ideas and solutions to overcome physical and social barriers in the company.

The Group maintained its commitment to the Hackability event, a discussion involving interdisciplinary teams, in which people with disabilities, together with artisans and designers, are stimulated to

be more attentive to physical and cognitive disabilities from the design stage of cooking tools and new packaging suitable for the needs of people with special needs.

In 2019, the experience was transferred to France, in the Paris offices, involving the brands Harrys and Wasa; on that occasion, the work groups studied all product characteristics to improve accessibility and guarantee inclusion.



6.2

HEALTH AND SAFETY

To guarantee and promote the health, safety and wellbeing of its people, the Group has adopted a specific **policy for the management and protection of occupational health and safety** (*HSE Corporate Policy*). At Group level, the HSE unit takes care of the development of guidelines on specific matters pertaining to health and safety, which are transposed in the production plants by the managers and their HSE teams. At local level, managers and their teams outline suitable operational procedures concerning the management of health and safety risks in the plants.

Among the main documents on this matter, we would like to mention the *Barilla Fire Safety Manual*: the first corporate guidelines, developed over fifteen years ago, which contain all good corporate practices for the prevention of fires and explosions.

Moreover, **systems for the management of occupational health and safety** have been implemented at the production plants. Over ten years ago, the company launched a process for the certification of these Systems; today, over **80% of plants are certified**, by an independent third body, **in accordance with the**

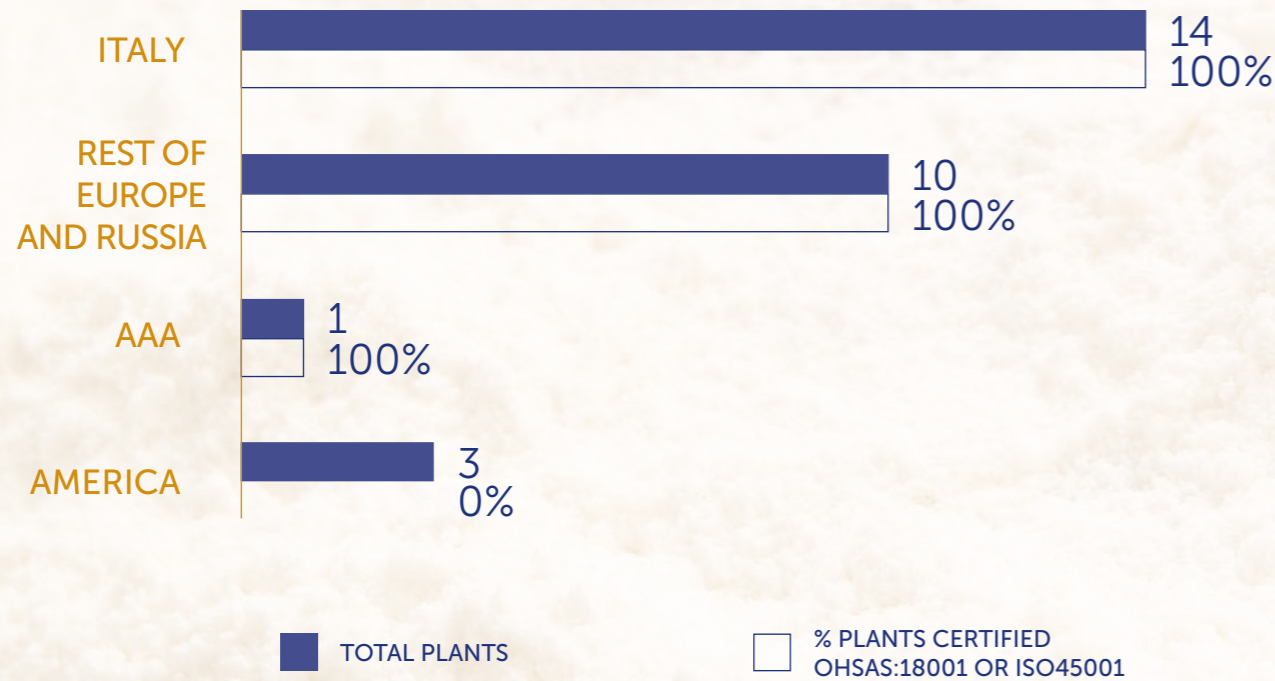
international standard OHSAS:18001 (and replaced by ISO 45001, in 2018).

94% of plant employees operate in sites that have received the OHSAS:18001 or ISO 45001

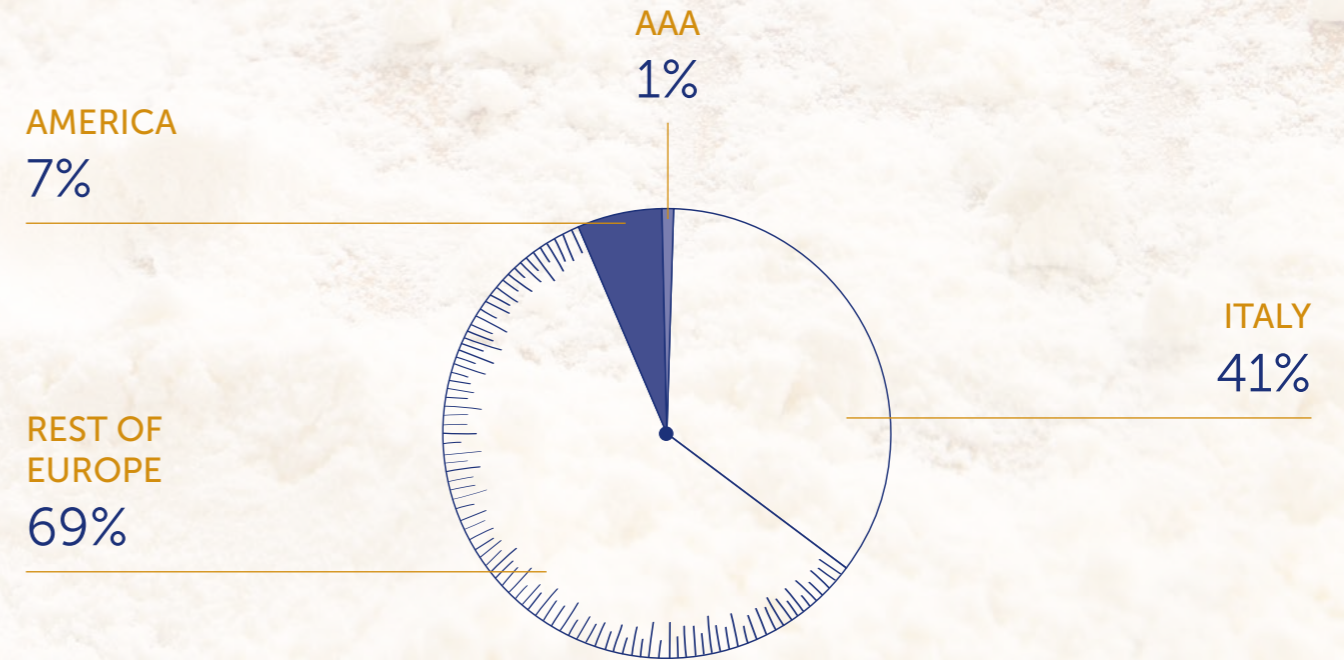
Control activities are carried out periodically to prevent fires and check the safety standards. During 2019, **78 audits were carried out at various sites to check compliance with local rules and regulations on occupational health and safety**, and alignment with the provisions of the standard OHSAS:18001 or ISO 45001.

78 audits performed during the year in 53 plants and offices to check safety standards

PRODUCTION SITES CERTIFIED BY OHSAS:18001 OR ISO 45001



NUMBER OF INCIDENTS BY GEOGRAPHICAL AREA



Continuous employee training on occupational health and safety is deemed an essential requirement. In this context, aside from the annual courses foreseen by the regulatory framework of reference, the Group provides *ad hoc* training to all newly-hired personnel, with particular focus on the main risk areas related to the tasks performed. Moreover, the emergency teams participate in specific courses regarding the prevention of fires, explosions, and first aid practices.

Over 26,758 hours of training on health and safety were provided to Barilla employees during 2019.

The risk management system, prevention activities, controls and the training programme led to a **decrease of 50% in the total number of accidents**, compared to 2010.

In 2019, 118 accidents (none of which were fatal).



ACCIDENT SEVERITY INDEX		
2019	2018	2017
0.39	0.35	0.49

Severity index calculated as: (total number of days of absence due to accidents/total number of hours worked) *1,000

ACCIDENT FREQUENCY INDEX		
2019	2018	2017
10.41	10.23	10.24

Frequency index calculated as: (total number of accidents/total number of hours worked) *1,000,000

ACCIDENT INCIDENCE INDEX		
2019	2018	2017
1.49	1.47	1.43

Incidence index calculated as: (total number of accidents/total number of employees) *100

ABSENTEEISM		
2019	2018	2017
0.05	0.35	0.66

Absenteeism rate calculated as: (total number of days of absence due to accidents/total number of hours worked)

6.3

TRAINING AND TALENT DEVELOPMENT

The Human Resources department has defined **training paths to promote people's professional growth, enhancing knowledge and skills, and to improve potential.**

To provide its human resources with high-quality training, the Group invested, during the year, over **2.4 million euros,**

for a total of over **120 thousand of hours of training provided.**

Moreover, **Barilla Academies** have been established over the years, which provide training and involve employees in strengthening their individual skills in the main professional fields. **450** people participated in the Academies' initiatives during the year.

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER			
	2019		
	Man	Woman	Total
Executives	20.87	19.88	20.67
Managers	25.91	27.45	26.46
White-collar workers	20.52	18.85	19.88
Blue-collar workers	15.44	8.29	13.72
Sales force	2.49	8.61	3.62

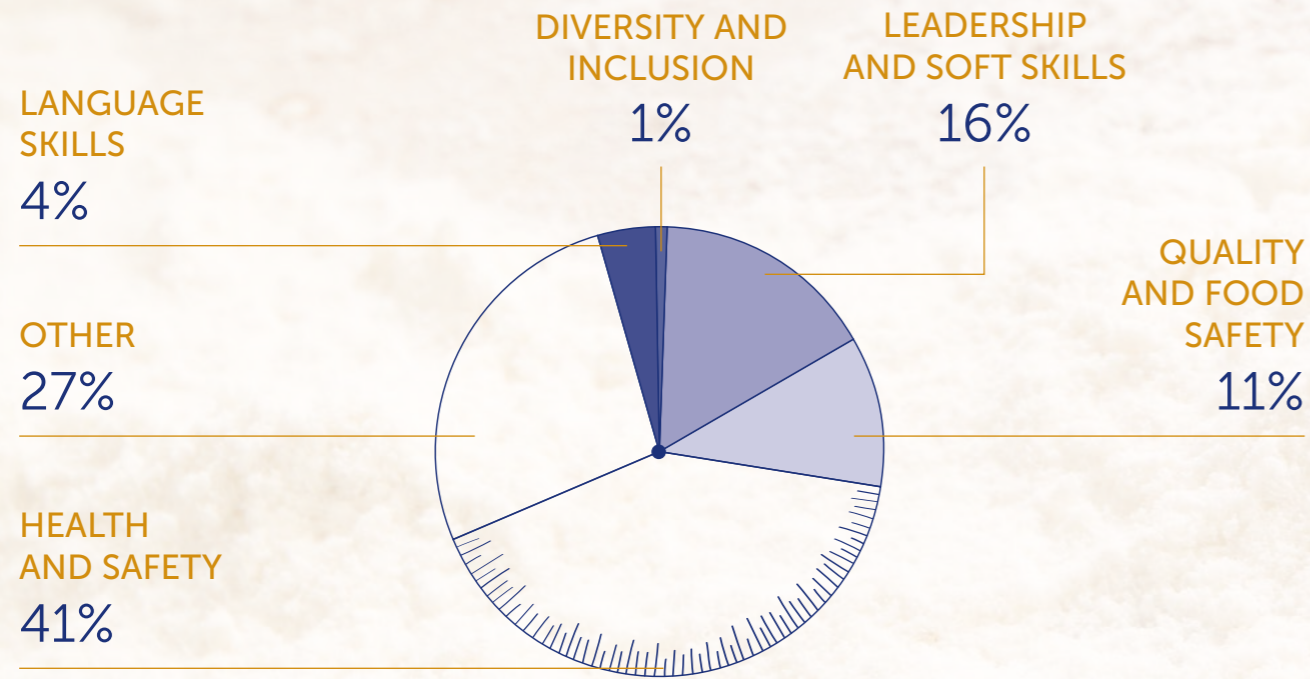
To promote people's professional growth, the company has set up a specific internal selection process, which precedes external selection, aimed at identifying the best talents among employees to cover vacant posts.

Vacant posts are announced internally and all employees of the Group may apply.

The candidates are then assessed, possibly with an interview over the phone and online assessment questionnaires; the ones who are not selected receive feedback on possible areas of improvement.

With regard to the external recruitment process, vacant posts are advertised on various channels, so as to create a diversified pool of possible candidates.

TRAINING HOURS BY SUBJECT AREA



40%
of the vacant posts for white-collar jobs are covered through internal personnel selection

With reference to keeping talents and attracting new ones, Barilla has, over the years, developed the **Employer Value Proposition (EVP)**.

A campaign through which Barilla's people have spoken, in their own words, of the most important aspects of value proposition, interpreting it through their

own personal experience, in a true, open and transparent manner.

BARILLA'S EVP

- **HUMAN TOUCH:** sense of belonging, family culture and a business guided by strong values with special attention paid to care and respect for People;
- **SENSE OF PURPOSE:** pride of being one of the Barilla People and doing an important job;
- **EMBRACING CHALLENGES:** a dynamic and meritocratic environment that allows people to take on challenges and initiatives.

RECRUITMENT BY GEOGRAPHICAL AREA AND GENDER

	2019			2018			2017		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	130	89	219	105	56	161	48	19	67
Rest of Europe	152	94	246	165	78	243	106	63	169
America	94	40	134	56	24	80	53	31	84
AAA	0	2	2	9	6	15	5	7	12
Rest of the World	14	19	33	15	11	26	6	10	16
Total	390	244	634	350	175	525	218	130	348

DEPARTURES BY GEOGRAPHICAL AREA AND GENDER

	2019			2018			2017		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	131	38	169	68	21	89	53	24	77
Rest of Europe	176	93	269	130	108	238	146	120	266
America	65	30	95	42	18	60	45	18	63
AAA	1	3	4	13	4	17	12	7	19
Rest of the World	10	9	19	13	10	23	6	9	15
Total	383	173	556	266	161	427	262	178	440

RECRUITMENT BY GEOGRAPHICAL AREA AND AGE GROUP

	2019			2018			2017		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	89	126	4	64	96	1	31	34	2
Rest of Europe	108	127	11	109	117	17	64	95	10
America	51	61	20	31	40	9	29	39	16
AAA	0	2	0	6	9	0	5	6	1
Rest of the World	10	23	0	10	15	1	4	11	1
Total	258	339	35	220	277	28	133	185	30

DEPARTURES BY GEOGRAPHICAL AREA AND AGE GROUP

	2019			2018			2017		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	10	34	125	7	14	68	4	29	44
Rest of Europe	46	139	84	53	114	71	65	131	70
America	29	47	19	15	22	23	11	36	16
AAA	2	2	0	3	12	2	3	13	3
Rest of the World	4	15	0	2	15	6	1	13	1
Total	91	237	228	80	177	170	84	222	134

PERMANENT STAFF POSITIVE TURNOVER INDEX								
2019			2018			2017		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
7.2%	10.5%	8.2%	6.5%	7.7%	6.8%	4.1%	4.1%	4.1%
PERMANENT STAFF NEGATIVE TURNOVER INDEX								
2019			2018			2017		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
7.1%	7.4%	7.2%	4.9%	7.1%	5.6%	4.9%	5.8%	4.6%

Over the years, again with the goal of people’s professional growth, Barilla has set up an employee **Performance Assessment System**.

levels and high potential, for whom the company defines specific development paths in order to turn them into potential candidates for a leadership post in the company in the next five years.

2,612

Barilla people covered by an annual performance management system

1,426

Barilla people covered by a talent management system

The annual assessment is carried out globally: employees are mapped within a matrix, where each position has a recommended series of actions with regard to development and possible promotions. This process also applies to the selection for and succession in company leadership posts, as well as to the identification of Talents on a Global scale, a group of people with high performance

6.4 INTERNAL COMMUNICATION

Involving, inspiring and promoting participation at local, regional and global level, thus disseminating all corporate values.

These activities are supplemented by periodic communications through internal channels, such as newsletters and monthly news bites.

As in previous years, during the year the company organises meetings with the goal of involving people in the Group’s performance trends, in strategically important subjects and corporate priorities.

Lastly, 2019 saw the **introduction of the new internal portal Barilla World and the digital workspace OneBarilla**, aiming to facilitate and promote collaboration among people, the sharing of information, and prompt communication of news.

Continuing the work begun in past years, 2019 saw three main **Global and Local Town Hall meetings**, organised at global and local level, open to the entire corporate community on the corporate intranet.

Also through Internal Communication, Barilla favours a feedback culture, promoting listening and involvement laboratories, seminars, enquiries, systems of feedback and face-to-face dialogue.

As usual, the company also held the **Leadership Team Meeting 2019** (YLTM 2019), an opportunity to meet and be stimulated at the end of the year, where the Group’s results are shared, sharing strong points and stimulating reflection on aspects that require more investment and attention.

The meeting also represents an opportunity to involve the contact persons of third-party companies and organisations to share virtuous business models, which are a source of inspiration for Barilla’s management.

in 2019
the new "BarillaWorld" portal
and the new digital platform
"OneBarilla" have been
introduced

6.5

TRADE UNION RELATIONS

Barilla has, over the years, established a constant dialogue with all the **trade union organisations** present in the Group and long-lasting relationships based on principles of integrity and mutual transparency.

Discussions with the unions take place at three levels:

- the **EUROPEAN WORKS COUNCIL (CAE)**, a **representative body that promotes social dialogue, information to and consultation with workers in companies with a presence around the EU**, i.e. companies with more than 1,000 employees and registered offices in more than one EU country. The Council is defined through an agreement between the companies' central Management and a Special Negotiation Delegation (SND), whose members are appointed by the national trade unions. The tasks of the council consist in preparing the procedures that govern transnational information and consultation rights of trade unions;

- the **CONFEDERAZIONE DEI SINDACATI NAZIONALI (CSN)** (National Trade Union Confederation), which is supported by national and local trade union offices;

- the **site representation body or RAPPRESENTANZA SINDACALE UNITARIA (RSU)** (Unitary Trade Union Representation) **that exists in 10 production plants, four mills, offices and Vendors**. The RSU coordinators meet twice a year to discuss the national economic and social situation, performance trends, and to analyse indicators and strategies related to the production plants.

Local RSUs are also responsible for dealing with matters arising at their individual sites, such as training courses, environmental and safety issues, occupational impacts and specific local issues.

Thanks to the responsible management of relations with union representatives, in 2019, only 0.01% of hours worked at Barilla concerned strikes or labour disputes.

6.6

SUPPORT TO COMMUNITIES

Over the years, **Barilla has continued to strengthen the relationship with the local areas where it operates, by actively supporting communities in difficult situations and implementing projects to favour social inclusion and access to food.**

To guarantee that these activities are managed with respect for the law and in total transparency, Barilla has defined a specific policy aiming to govern roles, responsibilities and operational means with regard to the management of donations.

Over **2,255,000** euros donated during the year

Over **1,595** hours of corporate volunteering

Support that is provided through sponsorships, donations of money and products, thanks to the cooperation with local authorities, local companies, charities, and non-profit associations.

Approximately **10,140** visits to Barilla plants

PRODUCT DONATIONS

1,100 tonnes of products were donated during 2019. To manage donations efficiently, Barilla collaborates with various local associations.

de Alimentos in Brazil; **Food Bank Australia**; **TIDER Food Bank** in Turkey; **Banque Alimentaire** and **Restos du Coeur** in France, and **Food Bank** in Germany.

In particular, the main associations the Group works with are **Banco Alimentare**, the **Civil Protection Department**, and the **Red Cross** in Italy; **Food Bank New York**, **Food Bank Texas** and **Feeding America** in the United States; **Bancos**

Over **1,100** tonnes of food products donated during the year



SAN DEMETRIO

Ten years ago, the **joint efforts of Barilla and the Municipality of San Demetrio led to the reconstruction**, in under 100 days, of the Cittadella Scolastica di San Demetrio Ne' Vestini (L'Aquila), which had been severely damaged during the 2009 earthquake. The new, seismically safe gym was also inaugurated in December 2010; today it is used by children during the school year and by over 500 people – adults and children – during the summer.

Thanks to these reconstruction works, the Cittadella Scolastica di San Demetrio is today a point of reference not just for the small Village, but for an entire area that is still recovering.

In 2019, Barilla **renewed its commitment** to support the small community in

Abruzzo, making improvements to the gym thanks to a modern thermoregulation system and the enhancement of the sports structures. In addition, a **new professional kitchen with a multi-purpose hall was built, which can be used for the preparation of meals for the students and for the organisation of courses and training activities** on topics related to nutrition and diet.

The new collaboration between Barilla and the San Demetrio community was presented on 20 September 2019 at the Volpicelli school of the Istituto Comprensivo di San Demetrio ne' Vestini, with the participation of Paolo Barilla, of the Mayor of San Demetrio, Silvano Cappelli, and other important local institutions. During the event, the Municipality acknowledged the effort made by Paolo Barilla and offered him profuse thanks on behalf of the entire community.



A "PASTA PARTY" ORGANISED BY THE "BARILLA ANGELS" AND THE CIVIL PROTECTION DEPARTMENT

A pasta party took place during the event, prepared by the *Barilla Angels*, Group employees, Volunteers of the Civil Protection Department, who set up the lunch with their Mobile Unit. Specifically, this is a mobile **kitchen truck**, built by Barilla in 2014, **in collaboration with the Civil Protection Department of Parma, able to prepare up to 500 hot meals per hour.**

The emergency Mobile Unit was supported by a pool of 100 Civil Protection Department volunteers, employees of the company, who followed a training path and now are able to contribute wherever they are needed.

The Mobile Unit project was strongly supported by the Barilla Family, which, since the 1994 Piedmont floods, has been actively collaborating with the National Civil Protection Department.

MARRIOTT CHARITY FOUNDATION

In 2019, Barilla promoted **charitable and support activities to the Bangkok community, thanks to the collaboration with the Marriott Charity Foundation.** In May, during an **Open-Air Kitchen** event, donated pasta dishes fed a community of 50 children, while disseminating the importance of a balanced diet.

Moreover, another **event was organised in June, which involved over 180 children** sharing a meal together.

PUSO SA PUSO EDUCASYON

In collaboration with **Puso sa Puso Educasyon Inc.**, a non-profit organisation based in Manila, The Philippines, which provides free education to poor children who would not otherwise have been able to go to school, **Barilla took part and actively supported the organisation of the Christmas celebration in favour of the *Mama lou* community.**

During the event, the chef Giorgio Bucciarelli prepared approximately 900 portions of Spaghetti alla Bolognese for all children.

A GIFT FOR THE RED CROSS OF PARMA

Barilla donated an ambulance to the Parma Red Cross, which will provide immediate help to patients with severe heart or respiratory distress.

An innovative rescue vehicle, the second in all of Emilia Romagna, tested thanks to the supervision of the doctors of the Intensive Care department of the Maggiore Hospital of Parma.

A donation made in memory of Luca Virginio, who for several years led the Group's Communication and External Relations function with great passion, who passed away in 2019.

An example for the whole company of tireless determination as well as a key person in the development of the *Good for You, Good for the Planet* journey.

The inauguration of "Charlie", the name of the ambulance given as a donation, was held on 20 December 2019 at the Red Cross headquarters during an official ceremony in which Guido, Luca and Paolo Barilla participated together with the family of Luca Virginio, the civil and religious authorities and all the volunteers.



BARILLA HISTORICAL ARCHIVE - A LIVING ARCHIVE

Created in 1987 according to the will of Pietro Barilla (1913-1993) in order to collect and enhance to the history of the Company, the Barilla Historical Archive preserves over 50,000 materials that include photo library, press review, specialized library, catalogs, video library, tape library, promotional and advertising material, packaging, awards, projects, correspondence and company documentation.

On 30 November 1999, the Italian Ministry of Cultural Heritage and Activities declared the Barilla Historical Archive "of remarkable historical interest" as "a witness to the development of the food industry in Parma and the evolution of customs in Italy", underlining its importance and consistency. The activity of the Archive opens to the world of school and research, collaborates in exhibitions, publications and tv productions and makes its heritage available to the people through a very rich internet site: <https://www.archivistoricobarilla.com/en/>



la pasta del buon appetito



COVID-19
EMERGENCY

THE SAFETY OF BARILLA PEOPLE

Barilla Group reacted immediately to the Coronavirus emergency, by tackling various priorities: the **safety of its people, support to communities, production continuity, and designing a roadmap for the future.**

We did so in the awareness of the important role played by the agri-food sector at such a difficult juncture: thanks to the incredible commitment of our people, Barilla products continued to offer an island of normality to millions of consumers around the world.

As soon as the extent of the Coronavirus emergency became clear, the Group's first priority was to take care of its people. Therefore, clear rules of conduct were provided to all employees: in the offices, in the Sales Force, in the plants. A global insurance cover in case of hospitalisation due to Covid-19 was also stipulated. **All work places were sanitised and underwent extraordinary disinfection.** Events and visits of outsiders to the Group's facilities were suspended, as was business travels, with the exception of travels within one country, required to guarantee production continuity.

All actions undertaken by the Group during the crisis were decided by following the recommendations of the World Health Organization, and by applying the decrees and recommendations of national and local Authorities, or even actually anticipating or supplementing them with stricter measures, agreed, if needed, with the doctors.

PLANTS AND LOGISTICS

Barilla's plants and logistics platforms continued operating throughout the crisis, as set forth by the Authorities, which ruled that the production of food products is an essential activity.

Workers at Barilla plants were, therefore, provided with personal protective equipment, such as masks and gloves.

The company introduced the measurement of temperature on entry, as well as the obligation to always keep a distance of at least one metre between people, and discontinued face-to-face meetings and all activities that would make such safety distance impossible, introducing shifts for the canteen and spreading out seats at the tables.

All Group employees who continued working during the weeks of lockdown received a bonus in March and April.

Lastly, to support plant and logistics personnel, Barilla bought "thank you" pages in the national and local newspapers of the main Countries where the company has a presence.

OFFICES AND SALES FORCE

Office workers were asked to work remotely, while the office premises were sanitised and equipped with preventive measures, such as the installation of disinfecting liquid dispensers, also self-produced, the introduction of shifts and distancing at the tables for the use of the canteen and common areas, the prohibition to hold face-to-face meetings.

A gradual plan has been drawn up for the return to the office, when authorised by the authorities, with the aim of keeping remote working in place and limiting the number of people in the office to the strict minimum needed. Aside from the measures adopted, stricter regulations have been introduced for social distancing, **by staggering work stations, separating the desks with plexiglas panels where necessary, and making the use of a mask obligatory when employees are not at their desks.**

Barilla people who have returned to the office have been equipped with a kit containing masks, gloves, and glasses; the company has also introduced the measurement of temperature with thermal cameras on entry.

The employees of the Sales Force were required to work remotely; when allowed back in the field, they have been provided with safety equipment, including masks, sanitiser and rules of conduct.

SUPPORT TO COMMUNITIES

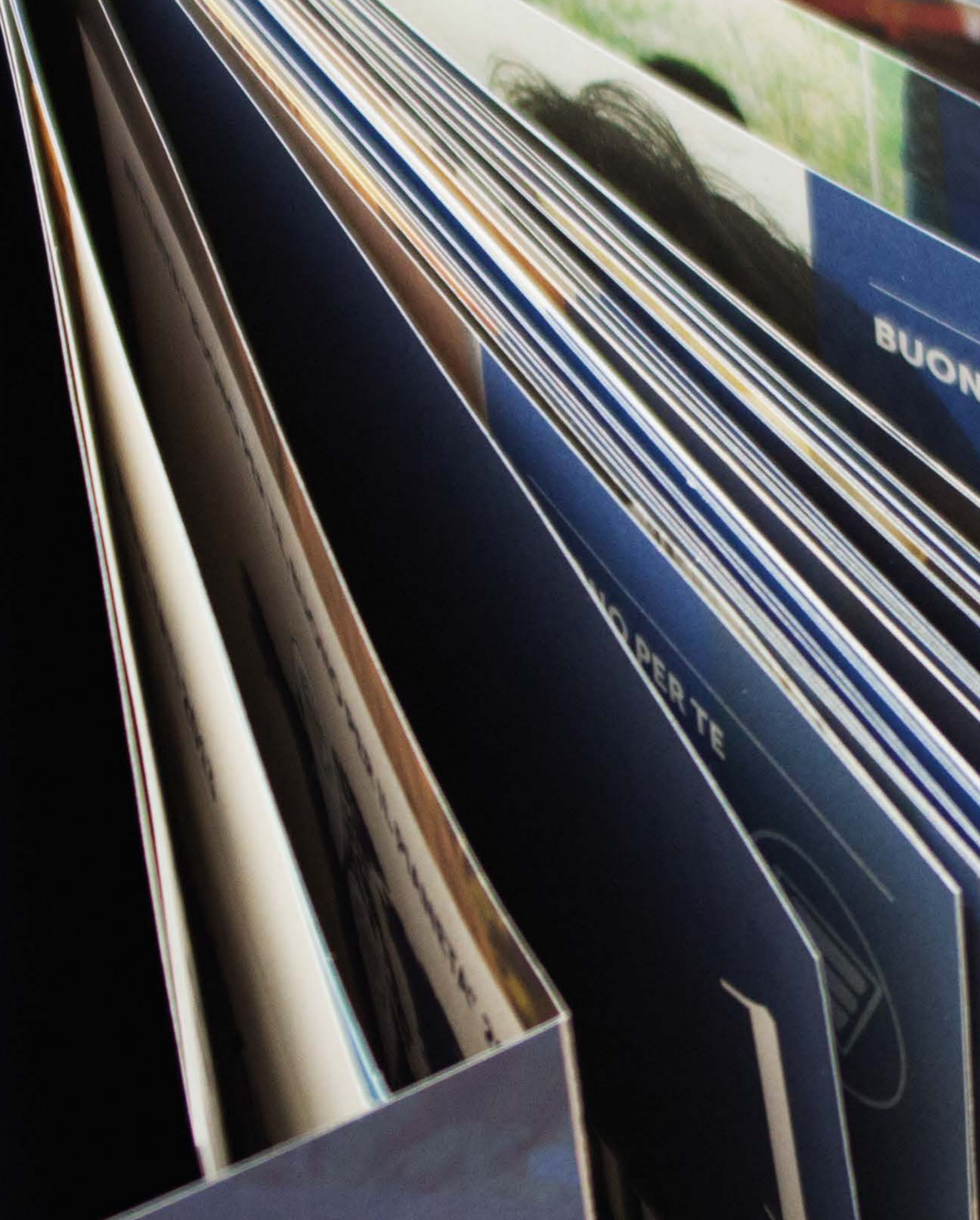
Barilla has always endeavoured to support the communities in which it operates. During the Coronavirus emergency, this support has taken the form of a series of concrete actions in many countries where the Group has a presence, for a total of over 3.5 million euros donated (data updated at the end of May 2020). Specifically:

- **PRODUCT DONATIONS:** for people in difficulty as well as for first-line health-care staff, for the Red Cross and charities such as food banks, and in support of solidarity initiatives organised by associations or individual chefs (over 800 tonnes of products).

- **DONATIONS OF MEDICAL SUPPLIES:** ventilators, masks, sanitisers and other medical supplies were donated to hospitals, to the Red Cross and to bodies such as the Italian Civil Protection Department.

- **CHARITABLE PAYMENTS:** over 2 million euros to directly support and strengthen some medical facilities, such as Parma's Ospedale Maggiore Hospital, or for the purchase of useful materials and digital equipment for home-schooled children.

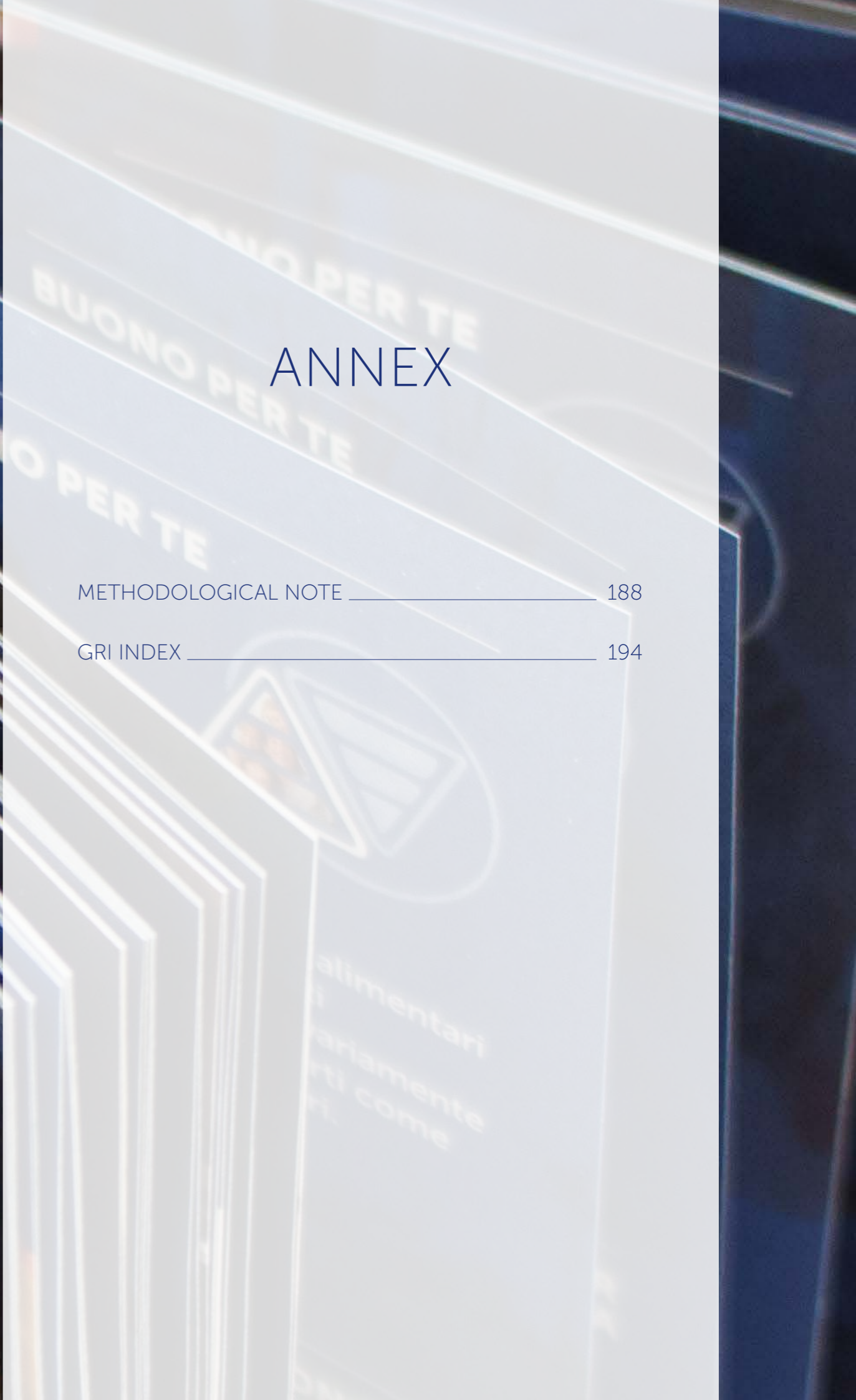
- **FINANCIAL SUPPORT TO RESEARCH:** a donation of 500,000 dollars to *The Cure Alliance*, intended to fund a cure for Covid-19 based on mesenchymal stem cells, developed by an international team of scientists led by the Italian Camillo Ricordi.



ANNEX

METHODOLOGICAL NOTE _____ 188

GRI INDEX _____ 194



METHODOLOGICAL NOTE

The “Good for You, Good for the Planet” Report is the tool used to share with society at large the path undertaken by Barilla Group, consistently with the United Nations’ Sustainable Development Goals, part of the 2030 Agenda. The report shows the key results that have been achieved and the road map for coming years to create value in the long term.

Since 2008 it has been published on an annual basis.

The Report is drawn up in compliance with the *GRI - Sustainability Reporting Standards*, published in 2016 by the *Global Reporting Initiative*, according to the *Core* option. To date, the *GRI Standards* are the most widespread and prominent international standards on non financial reporting.

The reported data and information refer to fiscal year January 1 - December 31, 2019, unless stated otherwise. The reporting period matches that of the Consolidated Financial Statements of the financial year ended on December 31, 2019; any period limitations are specified in the document. The data relating to production aspects refer to the Group’s companies operating in Italy, France, Sweden,

Germany, Greece, Turkey, Russia, USA and Mexico. The data pertaining to the distribution and sale of products include, in addition to the above, also Austria, Belgium, Croatia, Denmark, Norway, Holland, Poland, Slovenia, Spain, Switzerland, Arab Emirates, Brazil, Canada, Australia, China, Japan and Singapore.

No significant events or changes should be reported in the measuring methods that would affect the comparability of the information contained in this Report in relation to that supplied in the previous edition, except when duly reported in specific notes.

This Report was written with the technical-methodological assistance of KPMG Advisory S.p.A..

For clarifications you can send a request to: goodforyougoodfortheplanet@barilla.com

PRINCIPLES FOR DEFINING THE CONTENT OF THE REPORT	
STAKEHOLDER INCLUSIVITY	Barilla is committed to identifying and establishing an open and transparent dialogue with the people who, in any capacity, contribute to the activities of the company or are influenced by them.
SUSTAINABILITY CONTEXT	The Report describes the performance of the Group considering the international setting of reference. In line with this objective, the Group’s current and prospective contributions to Agenda 2030 have been identified and stated.
MATERIALITY	The social and environmental aspects set out in the report are those of greatest interest in terms of relevance for Barilla and for the community it operates in, as derived from the materiality matrix.
COMPREHENSIVENESS	The detailed aspects, the quality-quantity indicators and the reporting period reflect the set of economic, environmental and social impacts of the entire Group, in all the main geographical areas and settings where the activities may have a significant influence for stakeholders.
BALANCE BETWEEN POSITIVE AND NEGATIVE ASPECTS	With a view to total transparency, the document describes the main performance items, reporting positive aspects as well as the areas for improvement and future challenges.

PRINCIPLES FOR DEFINING THE CONTENT OF THE REPORT	
COMPARABILITY	Wherever available, comparisons are included with the previous two financial years (years ended on: December 31, 2017 and December 31, 2018). Information on the objectives that Barilla has set for itself by 2020 and by 2030 is also provided.
ACCURACY	In order to ensure the reliability of the information provided, directly measurable values were favoured, avoiding estimates as much as possible. However, where estimates were necessary, they are based on the best available calculations methods or on random sampling and are appropriately identified. The methods set out by the IPCC – Intergovernmental Panel on Climate Change – were used for the calculation of data on consumption and emissions.
TIMELINESS	The Barilla Group’s reporting cycle is annual.
CLARITY	The description of the activities and projects contains information that is as clear and accessible as possible to any Group stakeholder, with some insights provided on technical data and specific industrial issues.
RELIABILITY	Data collection and control requires the involvement of a high number of company departments and contact people in the various countries included in the reporting scope, also with the support of data collection IT systems. This is followed by a consolidation and validation process by the representatives of the various work groups, each in their area of responsibility. The document is not subject to verification by external companies. Therefore Barilla’s executives are fully responsible for the data and information contained in the report.

MATERIAL TOPICS IDENTIFIED	REFERENCE STANDARDS	SCOPE OF IMPACTS		
		<i>Internal impact</i>	<i>External impact</i>	<i>Limitations</i>
Selected raw materials	Materials	●	●	
Traceability and transparency	Procurement practices Marketing and labeling of products and services	●	●	
Innovation and quality for food safety	Consumers’ health and safety		●	
Excellent recipes for superior taste	*		●	
Wellbeing of people and animals	Assessment of suppliers for their impact on society Animal welfare	●	●	
Perfect nutritional profile	Consumers’ health and safety		●	
Diversity and Inclusion	Diversity and equal opportunities Non-discrimination	●	●	
Promotion of healthy lifestyles and nutritional education	Health and food accessibility	●	●	
“Modern” food trends	*	●	●	
Sustainable agriculture	Procurement practices Assessment of suppliers for their impact on society		●	

MATERIAL TOPICS IDENTIFIED	REFERENCE STANDARDS	SCOPE OF IMPACTS		
		<i>Internal impact</i>	<i>External impact</i>	<i>Limitations</i>
Human Rights	Non-discrimination Assessment of suppliers for their impact on society	●	●	
Recyclability and food waste	Effluents and waste	●	●	
Care for the local communities and region	Indirect economic impacts		●	
Responsible marketing and labelling	Marketing and labelling activities of products and services		●	
People Care	Employment	●		
Sustainable production sites and health and safety	Energy Water Emissions Effluents and waste Occupational health and safety	●	●	

GRI INDEX

GENERAL DISCLOSURES

ORGANISATIONAL PROFILE			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-1	Name of the organisation	About us > Group profile	
102-2	Activities, brands, products and services	About us > Group profile	
102-3	Location of headquarters	About us > Group profile	
102-4	Location of operations	About us > Group profile	
102-5	Ownership and legal form	About us > Group profile	
102-6	Markets served	About us > Group profile	
102-7	Scale of the organisation	About us > Group profile	
102-8	Information on employees and other workers	People and community > Barilla people	
102-9	Supply chain	Good for the Planet > Responsible supply chains Good for the Planet > Animal welfare	
102-10	Significant changes during the reporting period concerning the Group and its supply chain	Annex > Methodological note	
102-11	Precautionary principle or approach	Governance > Risk management	
102-12	External initiatives	How we respond to global challenges > Consumer goods sector How we respond to global challenges > Our contribution to the 2030 Agenda	
102-13	Membership of associations	How we respond to global challenges > Consumer goods sector	
STRATEGY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-14	Statement from a senior decision-maker	A future that we will build together A mission drives us	
102-15	Key impacts, risks, and opportunities	Governance > Risk management How we respond to global challenges > International scenario How we respond to global challenges > BCFN Foundation	

ETHICS AND INTEGRITY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-16	Values, principles, standards, and norms of behaviour	About us > Values How we respond to global challenges > Our contribution to the 2030 Agenda Governance > Code of Ethics	
102-17	Mechanisms for advice and concerns about ethics	Governance > Code of Ethics	
GOVERNANCE			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-18	Governance structure	Governance > Business model	
102-19	Delegating authority	Governance > Business model	
102-20	Executive-level responsibility for economic, environmental, and social topics governance body	Governance > Business model	
102-22	Composition of the highest governance body and its committees	Governance > Business model	
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance > Business model	
102-29	Identifying and managing economic, environmental, and social topics	Governance > Business model Governance > Risk management	
STAKEHOLDER ENGAGEMENT			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-40	List of stakeholder groups	How we respond to global challenges > Stakeholders' engagement	
102-41	Collective bargaining agreements	<i>100% of Barilla employees are covered by collective bargaining agreements</i>	
102-42	Identifying and selecting stakeholders with whom to engage	How we respond to global challenges > Stakeholders' engagement	
102-43	Approach to stakeholder engagement	How we respond to global challenges > Stakeholders' engagement	
102-44	Key topics and concerns raised	How we respond to global challenges > Stakeholders' engagement	

REPORTING PRACTICE			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
102-45	Entities included in the consolidated financial statements	Annex > Methodological note	
102-46	Defining report content and topic boundaries	How we respond to global challenges > Materiality analysis Annex > Methodological note	
102-47	List of material topics	How we respond to global challenges > Materiality analysis	
102-48	Restatements of information	Annex > Methodological note	
102-49	Changes in reporting	Annex > Methodological note	
102-50	Reporting period	Annex > Methodological note	
102-51	Date of the most recent report	Annex > Methodological note	
102-52	Reporting cycle	Annex > Methodological note	
102-53	Contact point for questions regarding the report	Annex > Methodological note	
102-54	Claims of reporting in accordance with the GRI Standards	Annex > Methodological note	
102-55	GRI content index	Annex > GRI index	
102-56	External assurance	<i>The report is not subject to external assurance</i>	

SPECIFIC DISCLOSURES

GRI 200: ECONOMIC PERFORMANCE			
GRI 203: INDIRECT ECONOMIC IMPACTS			
<i>Indicator</i>	<i>Indicator description</i>	<i>Section of the report</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Support to communities	
203-1	Infrastructure investments and services supported	People and community > Support to communities	
GRI 204: PROCUREMENT PRACTICES			
<i>Indicator</i>	<i>Indicator description</i>	<i>Section of the report</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Responsible supply chains	
204-1	Proportion of spending on local suppliers	Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project Good for the Planet > Animal welfare	
G4 FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project Good for the Planet > Animal welfare	
G4 FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	Good for the Planet > Product packaging	
GRI 205: ANTI-CORRUPTION			
<i>Indicator</i>	<i>Indicator description</i>	<i>Section of the report</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Governance > Fighting corruption	
205-1	Operations assessed for risks related to corruption	Governance > Fighting corruption	
205-2	Communication and training about anti-corruption policies and procedures	Governance > Fighting corruption	
205-3	Confirmed incidents of corruption and actions taken	<i>The Barilla Group did not record any incidents of corruption during the year</i>	

GRI 206: ANTI-COMPETITIVE BEHAVIOUR			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	The Barilla Group did not record any legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	
GRI 300: ENVIRONMENTAL PERFORMANCE			
GRI 301: MATERIALS			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Responsible supply chains Good for the Planet > Animal welfare Good for the Planet > Product packaging	
301-1	Materials used by weight or volume	Good for the Planet > Responsible supply chains Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project Good for the Planet > Animal welfare Good for the Planet > Product packaging	
301-2	Recycled input materials used	Good for the Planet > Product packaging	
301-3	Reclaimed products and their packaging materials	Good for the Planet > Product packaging	
GRI 302: ENERGY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Production Good for the planet > Production > Energy consumption and emissions	
302-1	Energy consumption within the organisation	Good for the Planet > Production > Energy consumption and emissions	
302-2	Energy consumption outside of the organization	Good for the Planet > Production > Energy consumption and emissions	
302-3	Energy Intensity	Good for the Planet > Production > Energy consumption and emissions	
GRI 303: WATER			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Production > Water use	
303-1	Interactions with water as a shared resource	Good for the Planet > Production > Water use	

GRI 305: EMISSIONS			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Production > Energy consumption and emissions	
305-1	Direct (Scope 1) GHG emissions	Good for the Planet > Production > Energy consumption and emissions	
305-2	Energy indirect (Scope 2) GHG emissions	Good for the Planet > Production > Energy consumption and emissions	
305-4	GHG emissions intensity	Good for the Planet > Production > Energy consumption and emissions	
305-5	Reduction of GHG emissions	Good for the Planet > Production > Energy consumption and emissions	
GRI 306: EFFLUENTS AND WASTE			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Production > Water use Good for the Planet > Production > Waste	
306-1	Water discharge by quality and destination	Good for the Planet > Production > Water use	
306-2	Waste by type and disposal methods	Good for the Planet > Production > Waste	
GRI 400: SOCIAL PERFORMANCE			
GRI 401: EMPLOYMENT			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Barilla People People and community > Training and talent development	
401-1	New employee hires and employee turnover	People and community > Training and talent development	
401-3	Parental leave	People and community > Barilla People	
GRI 402: LABOUR/MANAGEMENT RELATIONS			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Trade union relations	
G4 FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs	People and community > Trade union relations	

GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Health and safety	
403-2	Hazard identification, risk assessment, and incident investigation	People and community > Health and safety	Breakdown by gender is not available
403-4	Health and safety topics covered in formal agreements with trade unions	<i>Topics concerning Occupational Health and Safety are discussed within the Barilla European Company Committee (CAE), set up in 2000 between unions and company representatives. Furthermore, the local union representatives are involved, at every production site, in specific committees for the management of occupational health and safety.</i>	
GRI 404: TRAINING AND EDUCATION			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Internal communication People and community > Training and talent development	
404-1	Average hours of training per year per employee	People and community > Internal communication People and community > Training and talent development	
404-2	Programs for upgrading employee skills and transition assistance programs	People and community > Internal communication People and community > Training and talent development	
404-3	Percentage of employees receiving a regular performance and career development review	People and community > Training and talent development	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Barilla people People and community > Barilla people	
405-1	Diversity of governance bodies and employees	People and community > Barilla people Governance > Business model	
GRI 406: NON-DISCRIMINATION			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	People and community > Barilla people	
406-1	Incidents of discrimination and corrective actions taken	<i>The Barilla Group did not record any incidents of discrimination during the year</i>	

GRI 414: SUPPLIER SOCIAL ASSESSMENT			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project > Supply chains with potential social issues	
414-2	Negative social impacts in the supply chain and actions taken	Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project > Supply chains with potential social issues	
GRI 416: CUSTOMER HEALTH AND SAFETY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for You > Quality and food safety	
416-1	Assessment of the health and safety impacts of product and services	Good for You > Quality and food safety	
416-2	Incidents of non-compliance concerning the health and safety of products and services	Good for You > Quality and food safety	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Good for You > Quality and food safety	
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Good for You > Nutrition > Reformulation plans	
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fibre, vitamins, minerals, phytochemicals or functional food additives	Good for You > Nutrition > New products	
GRI 417: MARKETING AND LABELLING			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for You > Responsible marketing	
417-1	Requirement for product and service information and labelling	Good for You > Responsible marketing	
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Good for You > Responsible marketing	
SECTOR SPECIFIC: HEALTH AND FOOD ACCESSIBILITY			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for You > Food education	
FP4	Programmes and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	Good for You > Food education	

SECTOR SPECIFIC: ANIMAL WELFARE			
<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 103-1, 103-2, 103-3	Management approach	Good for the Planet > Animal welfare	
FP9	Percentage and total of animals raised and/or processed, by species and breed type	Good for the Planet > Responsible supply chains > The Sustainable Agriculture Project	
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Good for the Planet > Animal welfare	
FP11	Percentage and total of animals raised and/ or processed, by species and breed type, per housing type	Good for the Planet > Animal welfare > Animal origin supply chains: Eggs, pork and beef	
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	Good for the Planet > Animal welfare	



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