

A close-up photograph of a woman with long dark hair and glasses, smiling and holding a heart-shaped cookie to her lips. The background is a soft, out-of-focus outdoor setting.

Sustainability progress report 2021-2022

About this report

In this report, we provide an update on our progress towards our 2023 sustainability targets, which were outlined in our first Sustainability Report for 2020 (published in 2021).

The sustainability report has been drawn up in accordance with **the Global Reporting Initiative (GRI) core standards: 'Core option'**. We released our annual report detailing performance metrics for the financial years 2021-2022.

Compared to the previous report, **it now includes data from Hugo Wafels**, a production site acquired by Poppies Bakeries in June 2021. Poppies Bakeries Born underwent a significant **transformation** in 2021, transitioning from a site for the production of cream puffs to one for the production of donuts. After construction works, the site restarted production in mid-2022.

For enquiries regarding this report, please email sustainability@poppies.com.

SCOPE OF THIS REPORT*

BELGIUM

Poppies Bakeries
Poppies Bakeries Zonnebeke
Poppies Bakeries Wervik
Poppies Bakeries Comines
Poppies Bakeries d'Haubry
Poppies Bakeries Ertvelde
Hugo Wafels
Polcaf
Ficaf

FRANCE

Poppies Bakeries France
Poppies Bakeries Laudun

THE NETHERLANDS

Poppies Bakeries Nederland
Poppies Bakeries Melissant
Poppies Bakeries Bunschoten
Poppies Bakeries Born

SWEDEN

Poppies Bakeries Ekeby

GERMANY

Poppies Bakeries Deutschland

SPAIN

Poppies Bakeries Iberia

UK

Icefresh – only sales and people results

**Unless stated otherwise,
the data excludes the sites of Poppies
Bakeries Rocky Mount (US), Eco-Biscuits (BE),
and Biscuiterie De Reze (BE).*

Contribution to the Sustainable Development Goals

We use the **United Nations Sustainable Development Goals (SDGs)** as a guideline to shape our sustainability strategy.

Defined in 2015, the SDGs consist of **17 global goals with a 2030 deadline**. All 193 countries in the UN General Assembly adopted this resolution. We realise these goals cannot be met without support from the global business community. Our approach to supporting the SDGs is to focus on the goals where we can have the most impact, while screening and implementing actions that contribute to the other goals as well.

With the following SDGs, we can make the most impactful difference.



SUSTAINABLE DEVELOPMENT GOALS

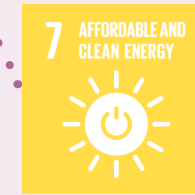


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Word of our CEO

In 2020 we started our sustainability journey with the first version of our Green Deal. The result of our discussions was a sustainability report in 2021 with an ambition to do better on a number of sustainability-related topics (people, planet, product) by 2023. And now, **two years later** we have made up our first update. The overall result is that **a lot has been already realised so far** in unprecedented, difficult business circumstances (COVID-19, disturbed supply chains). However, we are not there yet. We will continue our efforts to make our business more sustainable in all focus areas determined in our Green Deal.

The **challenging market circumstances** in the last two years have caused a setback in the progress of a number of sustainability programmes, especially in those with a cost impact. The substantial increase of the cost prices of most of our raw materials and packaging materials together with the prices for energy and wages have put pressure on our operational margins. This makes decision-making in favour of **sustainability initiatives with a cost impact very hard** and even sometimes impossible. At the same time, the market circumstances have been **an opportunity** as the starting point for focusing more on **cost savings with a positive sustainability impact** such as reducing water and energy consumption and reducing food and materials waste. In this respect, it is nice to mention the project in order to reuse water for cooling purposes in our Ekeby plant (Sweden). In

several sites, we invested in LED lighting, which resulted in energy savings.

Next to the initiatives for the planet, we invested in our **people** over the past years. The extra focus on the well-being of our employees has resulted in more training on safety (Safety Days for our employees in the production areas) and performance management for our office workers.

We also worked on strengthening **governance** on sustainability. We took the initiative for starting several **workstreams** in order to ensure progress in the selected sustainability areas, with coordination by a newly recruited **sustainability coordinator**. For each workstream, an internal **workstream leader** has been appointed. I want to honour and thank our leaders of the sustainability workstreams together with their teams for all the work and results so far. It is not that easy to combine their regular job with these extra initiatives. In order to monitor the progress of the workstream initiatives an **executive sustainability steerco** has been established, chaired by the CEO and facilitated by the sustainability coordinator. The sustainability steerco consists of all members of the management team.

Some initiatives such as waste reduction have **not yet given the expected success**: both food waste and non-recycled materials waste show a rather unfavourable trend in 2021 and 2022. The remedy for changing this trend has already

been put in place. Food waste reduction has become an important focus area in the operations targets (ambient as well as frozen) in 2023.

We had our first **Ecovadis** assessment in 2022. The results revealed a lot of improvement potential. In the next years, we will use the Ecovadis assessment as a management tool to improve our overall sustainability performance.

There is **still a challenge** to work on stronger ownership throughout our entire organisation (we all own sustainability), to facilitate the exchange of best practices between our plants, to close the gap referring to business ethics, and to prepare the implementation of the European Corporate Sustainability Reporting Directive.

We know that implementing our Green Deal is not a walk in the park. Even with some drawbacks in the last years, we are more convinced that taking initiatives for a better world, a better workplace, and more sustainable products (planet, people, product) is the right thing to do.

Let us work together with joint forces to make our Green Deal a success!



*Patrick Reekmans
CEO Poppies Bakeries*

About Poppies Bakeries

Our ambition is to make our bakery range accessible to more and more consumers all over the globe. We have 14 bakeries and more than 1,000 employees across Europe and the USA. Our headquarters are located in Zonnebeke (Belgium). In all our actions and activities, we work and operate by a set of 4 guiding principles.



14
bakeries in
Europe &
the USA



80%
private
label



5
product
ranges



335*
mio euro
turnover

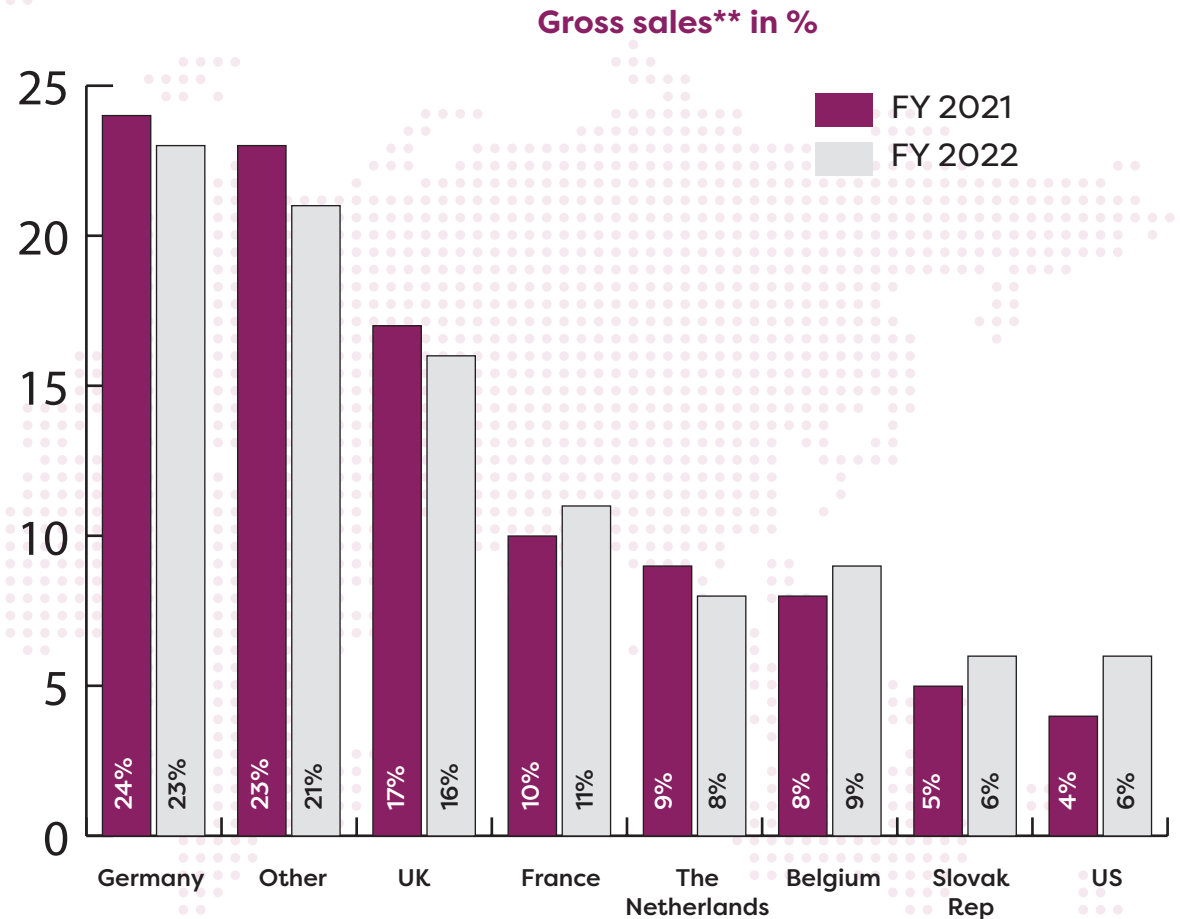
*Turnover 2021: 284 mio euro



64
countries



>1000
employees



**Excluding Hugo Wafels

Note: These data relate to the figures from 2022.



Commitment to external sustainability initiatives



Poppies Bakeries is a **proud member of Sedex**, an organisation offering one of the world's foremost online platforms for companies to manage and enhance working conditions within global supply chains. Specifically, members exchange information across four key areas: Labour Standards, Health and Safety, Environment, and Business Ethics.

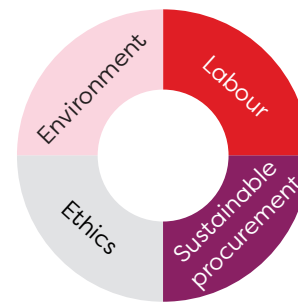
In 2022, six production sites relevant to this sustainability report registered with Sedex and underwent the Sedex self-assessment: Zonnebeke, Wervik, d’Haubry, Laudun, Melissant, and Bunschoten. In certain instances, Sedex self-assessments lead to **SMETA (Sedex Members Ethical Trade Audit) two-pillar audits**.

Through SMETA audits, we obtain independent confirmation of our ethical standards. These evaluations employ the ETI Base Code, rooted in the conventions of the International Labour Organisation, alongside pertinent local regulations. The two indispensable areas for any SMETA audit are Labour Standards and Health & Safety. **In 2022, three of our production sites underwent a SMETA audit: Laudun, Melissant, and Bunschoten.**



EcoVadis operates as a business rating platform specialising in the evaluation of corporate social responsibility and sustainable procurement practices.

The EcoVadis self-assessment instrument aids companies in understanding their maturity level in these areas. The assessment encompasses **four key themes:**



We took part for the first time in 2022. Our score was 46 out of 100. In the coming years, we intend to utilise the EcoVadis assessment as a managerial tool to refine our overall sustainability performance.

Member of



Fevia



Our progress: 2022 at a glance*

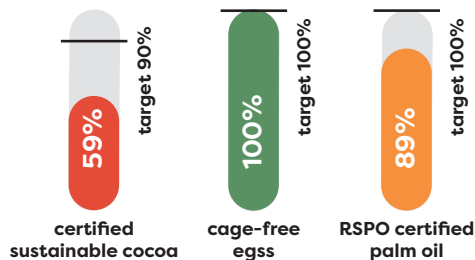
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Product

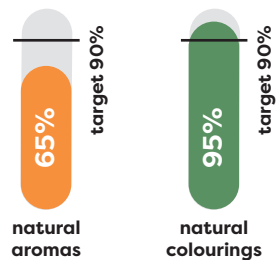
Securing top quality products



Sourcing sustainable ingredients



Embracing consumer wellbeing



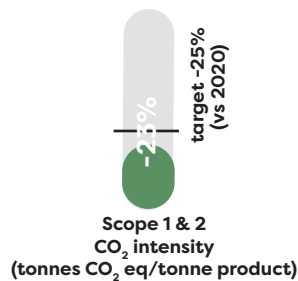
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Planet

Packaging our products sustainably



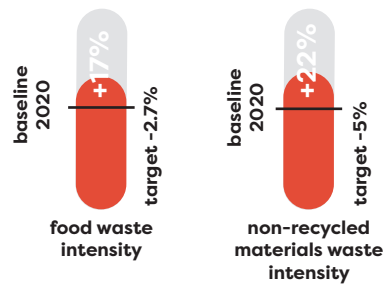
Reducing carbon emissions



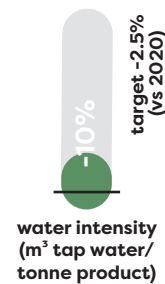
Maximising green electricity



Avoiding waste



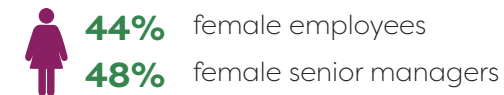
Making efficient use of water



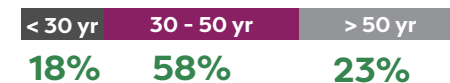
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People

Building a diverse & inclusive workplace



Age



Ensuring a safe & healthy working environment

Safety Days are organised in several production sites.

Developing skills and capabilities



Securing the top quality of our products

We leave nothing to chance in order to guarantee our customers tasty, reliable, and safe products.

Product

Striving to achieve the highest possible level of certification

One way we do this is by achieving the **highest possible level of certification** in terms of food quality. Most of our sites are audited annually and some of these audits are unannounced in line with the **IFS Food and BRCGS Global Food Safety standard**. Both standards are recognised by the Global Food Safety Initiative (GFSI) and represent the international reference for quality and food safety. All the sites in scope of this sustainability report are IFS Food certified, except for Hugo Wafels which is IFS Global Market certified. Most sites in scope of this report are BRC certified (sites Ertvelde, Born and Hugo Wafels were not BRC certified in 2022). Every year we strive for the highest possible level of accreditation.

Targeted inspections to ensure food safety and quality

In addition to certification, we also ensure the quality and food safety of our food products through targeted inspections at all stages of our value chain: from raw material to finished product. For example, we carry out risk analyses of our production process based on **HACCP** (Hazard Analysis and Critical Control Points), which is a systematic preventive approach to food safety against microbiological, chemical, physical and allergenic risks in production processes.



External quality audits
121

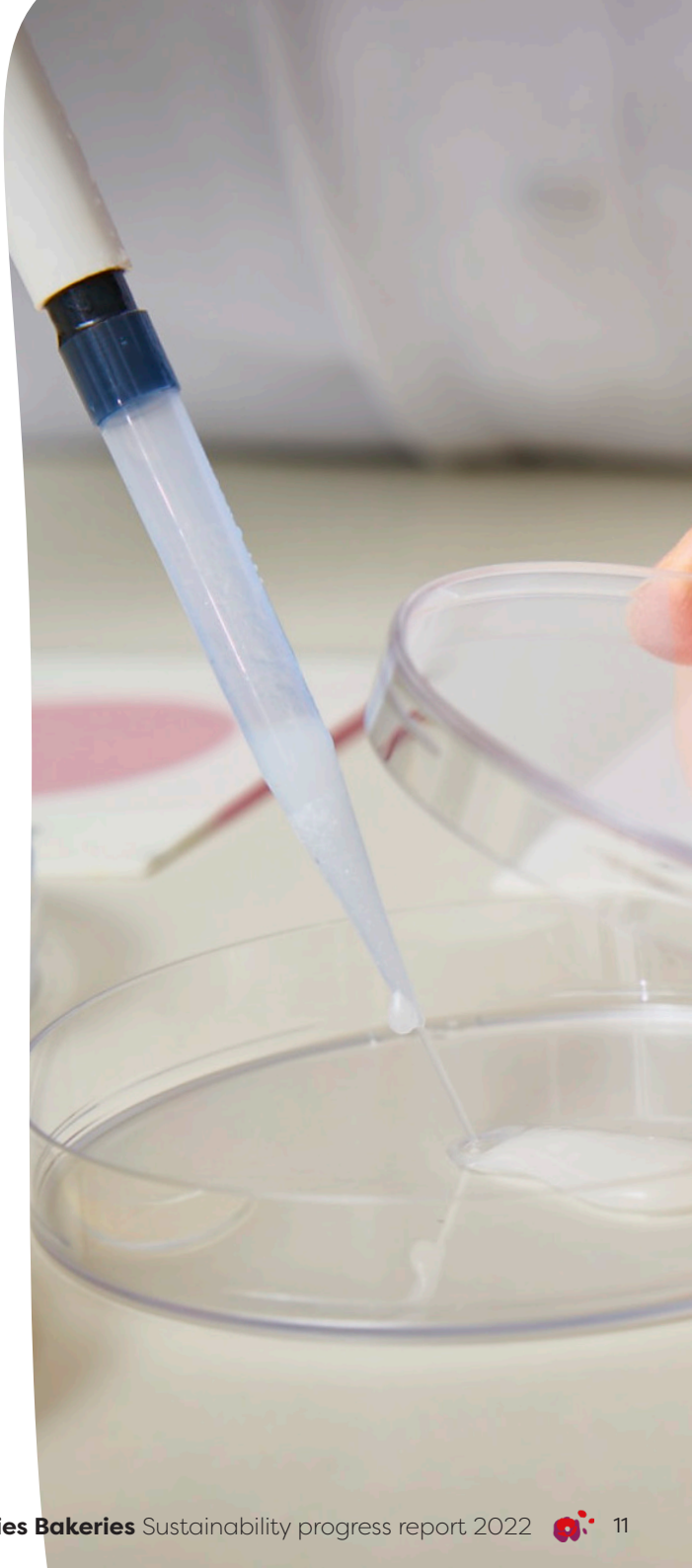
In 2022 we received **121 external quality audits**. The number of external audits is on the rise again after two years of fewer external audits due to the Corona pandemic. **About 30%** of external audits are **unannounced**.

	FY 2020	FY 2021	FY 2022
Number of external quality audits	111	102	121

Internal quality audits
544

In 2022 we have conducted **544 internal quality audits**. Since 2021, a number of internal audits have been combined, which explains the decrease compared to 2020. The number of internal audits on our own quality system has remained rather stable over the years, while the number of internal audits specifically requested by customers shows more variation.

	FY 2020	FY 2021	FY 2022
Number of internal quality audits	712	577	544



Sourcing sustainable ingredients




Our current food system is pushing our planet to its limits, leaving a significant ecological footprint on our society. We acknowledge our responsibility and we are committed to minimising the impact of our entire supply chain.

To start, we want our suppliers to clearly understand our expectations, outlined in **our Supplier Code of Conduct**. This code is segmented into three primary chapters: labour practices, environmental protection, and responsible business conduct. We require our suppliers of packaging and raw materials to endorse this Code of Conduct.

Additionally, we are fervently **dedicated to sourcing sustainable ingredients**. Specifically, we ensure our ingredients uphold the principles of biodiversity, soil health, forest preservation, and animal welfare.

Our primary focus lies on 3 ingredients: cocoa, eggs, and palm oil.

Supplier

	FY 2020	FY 2021	FY 2022	Target 2023	Status
% purchased volume certified sustainable cocoa	54%*	28%	59%	90%	
% purchased volume cage-free eggs	98%	100%	100%	100%	
% purchased volume RSPO** certified palm oil and derivatives	88.4% (86.8% SG + 1.6% MB)	89.7% (86.6% SG + 3.1% MB)	89.1% (89% SG + 0.1% MB)	100%	

*This figure has been adjusted from previously reported numbers due to rescoping.

**RSPO = Roundtable for Sustainable Palm Oil

SG = Segregated

MB = Mass Balance

Eggs



In 2022, **we achieved our 2023 goal of utilising 100% cage-free eggs.** This signifies that the eggs are produced by hens that are allowed to move freely within the hen house, both horizontally and vertically, each having at least 0.1 m² of floor space. This environment facilitates the exhibition of natural behaviours by the hens, such as nesting, roosting, and foraging.

Palm oil (and derivatives)



Poppies Bakeries was **one of the first Belgian companies to become a member of the Roundtable on Sustainable Palm Oil (RSPO).** We joined in 2011, and this industry-led initiative aims to make sustainable palm oil the norm. **We only source physically sustainable certified palm oil** and do not purchase RSPO credits. In 2022, nearly all the certified palm oil we buy adheres to the Segregated (SG) supply chain model and comes solely from certified sources. Alongside segregated palm oil, we also accept the Mass Balance (MB) supply chain model, which means sustainable palm oil from certified sources is mixed with conventional palm oil throughout the supply chain. However, this was only a minor quantity in 2022. **In 2022, we achieved 89% certified palm oil and thus still have some way to go to reach 100% by 2023.**

Cocoa





One of the **main ingredients** that is used in Poppies Bakeries' products is cocoa. We support both **Fairtrade and Rainforest Alliance certification** of cocoa. **In 2022, we reached 59% certified cocoa, and thus still have quite a long way to go towards 90% by 2023.**



Embracing consumer wellbeing

For many consumers today, health is a crucial factor when choosing their food. As a result, we're committed to enhancing the nutritional content of our products. This involves extensive research, as ingredients like fat and sugar play pivotal roles in a product's taste and texture, and we're reluctant to compromise on both. We aim to maintain the naturalness and authenticity of our products, prioritising natural flavours and colourings.

Product portfolio

	FY 2020*	FY 2021*	FY 2022*	Target 2023*	Status
% purchased volume natural aromas	78%**	72%	65%	90%	
% purchased volume natural colourings	89%**	93%	95%	90%	

*Scope: all sites mentioned on page 2 except Hugo Wafels (because of lack of data).

**In 2020, we still reported % purchased number of natural colourings and aromas. We switched it to % purchased volume in 2021 to align with other metrics in the report.

Natural colourings

In 2022, **we reached the target of 90% natural colourings**, thanks to the replacement of several artificial colourings in our recipes.

Natural aromas

For natural aromas, **we have not yet reached the 90% target**. The product groups where we can improve have been identified, but due to complexity in reformulation, recipes have not been switched yet.



Reduction of the sugar content in the marimba recipe

Equals a sugar reduction of **46 tonnes** in a full year, based on 2021 volume.



Reduction of the salt content in the apricot jam slices recipe

Equals a salt reduction of **0.6 tonnes** in a full year, based on 2021 volume.



IN 2021 AND 2022,
WE ALSO CONTINUED
TO WORK ON
**SUGAR AND SALT
REDUCTION**
IN OUR RECIPES

- 46 TONNES

- 0.6 TONNES

- 31 TONNES

- 60 TONNES

Reduction of the sugar content in the apricot jam slices recipe

Equals a sugar reduction of **31 tonnes** in a full year, based on 2021 volume.



Reduction of the sugar content in the brownie and hazelnut brownie recipe

Equals a sugar reduction of **60 tonnes** in a full year, based on 2021 volume.



Packaging our products sustainably

We are fully committed to offering our customers the most sustainable packaging solutions.

	FY 2020*	FY 2021*	FY 2022*
Packaging intensity (volume of packaging as % of total volume sold)	22%**	21.7%	22.7%
Ratio paper & cardboard packaging on total packaging (volume %)	80%	81%	82%

**Scope: all sites mentioned on page 2 except Hugo Wafels (because of lack of data).
 **This figure has been adjusted from previously reported numbers due to rescoping.*

Planet

Packaging intensity

Packaging intensity **did not significantly change** in over the past years. This metric highly depends on the product mix. Packaging intensity of a light product such as macarons, is much higher than for heavier products such as donuts. Depending on the product mix, overall packaging intensity will vary.


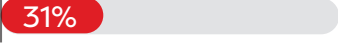

Paper & cardboard

Currently, **more than 80% of our packaging is made out of paper and cardboard**, and we are gradually increasing this share. The remaining part (less than 20%) constitutes plastics.

We work on **3 areas** with regards to sustainable packaging

Eliminate non-recyclable materials in blisters

1
REDUCE

	FY 2020*	FY 2021*	FY 2022*	Target 2023*	Status
% purchased volume polystyrene in blisters	1.2%	0.2%	0.2%	0%	
% purchased volume carbon black in blisters	37%	34%	31%	0%	
% purchased volume laminated materials in blisters	2.2%	1.6%	0.1%	< 0.5%	

*Scope: all sites mentioned on page 2 except Hugo Wafels (because of lack of data).

We are steadily progressing in phasing out non-recyclable materials from blisters. **The use of polystyrene is nearly eliminated, as is the case with laminated materials.** However, we still have a significant amount of carbon black in our blisters, despite our target of having none by 2023. The primary challenge lies with the blisters used for our semi-finished products. We are currently **exploring solutions involving reusable blisters.**



Increase recycled and recyclable content of plastic and paper & cardboard packaging

2 RECYCLE

	FY 2020*	FY 2021*	FY 2022*	Target 2023*	Status
% purchased volume recyclable packaging (plastics)	95%	98%	99%	>99%	99%
% purchased volume recyclable packaging (paper & cardboard)	99%	100%	100%	>99%	100%

	FY 2020*	FY 2021*	FY 2022*	Target 2023*	Status
% purchased volume recycled packaging (plastics)	30%**	27%	25%	>30%**	25%
% purchased volume recycled packaging (paper & cardboard)	54%	60%	61%	>54%	61%

*Scope: all sites mentioned on page 2 except Hugo Wafels (because of lack of data).

**This figure has been adjusted from previously reported numbers due to rescopeing.

Recyclable packaging

The recyclability of our packaging has improved significantly over recent years. We have now **achieved over 99% recyclability for both plastic and paper & cardboard packaging**, thereby meeting our 2023 target.

Recycled packaging

Regarding recycled content, we **increased the recycled content in paper & cardboard to 61% in 2022, also meeting our 2023 objective.** However, over the past two years, we've not succeeded in increasing the recycled content of our plastic packaging. The current market prices for recycled plastics are notably higher than for virgin plastics, making the transition challenging in these economically difficult times.



3

Source sustainably

	FY 2020*	FY 2021*	FY 2022*	Target 2023*	Status
% purchased volume certified** sustainable paper & cardboard packaging	91%	91%	97%	> 95%	97%

*Scope: all sites mentioned on page 2 except Hugo Wafels (because of lack of data).

**FSC or PEFC certified.

FSC = Forestry Stewardship Council

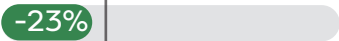

PEFC = Programme for the Endorsement of Forest Certification



In 2022, **97% of our acquired paper & cardboard packaging volumes were sustainably certified**, allowing us to achieve our 2023 target a year early. Sustainably certified paper and cardboard refer to materials sourced from FSC or PEFC-certified suppliers (Forest Stewardship Council and Programme for the Endorsement of Forest Certification). Both of these international organisations are dedicated to responsible forest management, considering social, ecological, and economic aspects.

Reducing carbon emissions

Climate change stands as a monumental challenge for both our generation and those to come. We are dedicated to diminishing our carbon footprint by focusing on limiting our Scope 1 emissions, which encompass our direct emissions from burning fossil fuels in ovens, heating systems, company vehicles, and leaks from refrigerants with a Global Warming Potential. Additionally, we are addressing our Scope 2 emissions, which represent the indirect emissions stemming from the electricity or energy we purchase.

	FY 2020	FY 2021	FY 2022	Target 2023	Status
Scope 1 + 2 CO ₂ intensity (tonnes CO ₂ eq/ tonne product)	0.20*	0.16	0.16 (-23% vs 2020)	0.13* (-25% vs 2020)	
% green electricity in Belgian sites	6%	97%	97%	100%	
Energy intensity (kWh/ tonne product)	925	932	906	No target yet	

**This figure has been adjusted from previously reported numbers due to rescoping.*

Scope 1 & 2 CO₂ intensity

Our goal for 2023 is a 25% reduction in Scope 1 and 2 CO₂ intensity compared to the 2020 baseline. By 2022, **we achieved a 23% reduction**, largely due to our transition to green electricity across all Belgian production sites, with the exception of Hugo Wafels.

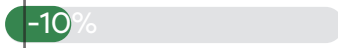
Green electricity

We secure Guarantees of Origin and also produce **renewable electricity on-site via solar panels** on the roofs of several of our production facilities, including Poppies Bakeries Comines, d’Haubry, Zonnebeke, and Wervik. Our aim is to optimise our on-site energy generation using solar power systems. But next to green electricity, we also work on continuously reducing energy consumption. Examples of recent investments are the conversion to LED lights and better insulation of pipes and equipment. Energy intensity in 2022 **decreased with 2% compared to 2020**. We still have opportunities for improvement in this area.



Making efficient use of water

In general, the food industry consumes significant amounts of water. This is not solely for production but primarily to guarantee thorough cleaning and the highest levels of hygiene. At Poppies Bakeries, we aim to use our natural resources, including water, as efficiently as possible.

	FY 2020	FY 2021	FY 2022	Target 2023	Status
Water intensity (m ³ tap water/tonne product)	1.81*	1.60	1.62 (-10% vs 2020)	1.76* (-2.5% vs 2020)	 -10%

*This figure has been adjusted from previously reported numbers due to rescoping.

Water reduction

In 2021, we achieved a notable reduction in water intensity due to the introduction of a cooling water recycling system at Poppies Bakeries Ekeby. In 2022, our water intensity saw **a 10% reduction** compared to 2020, **surpassing our 2023 target** of a 2.5% reduction from the 2020 levels.



PRODUCT

PLANET

PEOPLE

Avoiding waste

Operational efficiency is one of the five pillars of our business approach. We place great value on resource efficiency, striving to minimise waste wherever feasible.




planet






1. Minimising food waste

	FY 2020	FY 2021	FY 2022	Target 2023	Status
Food waste (volume of waste as % of total volume sold)	6.1%*	6.5%	7.1% (+17% vs 2020)	5.9%* (-2.7% vs 2020)	Baseline 2020 

*This figure has been adjusted from previously reported numbers due to rescoping.

While we are committed to reducing food waste, **it increased by 17% compared to 2020. Our goal for 2023 is a reduction of 2.7%.** The primary driver of this rise was extensive testing, especially in our new production lines at Poppies Bakeries Born. Furthermore, our Wervik site initiated production of a new product in 2022, requiring additional testing. In Bunschoten we had significant waste due to an older production line, which has been replaced in the meantime. To intensify our efforts against food waste, each site has been assigned a specific target for 2023. **The majority of our food waste is repurposed as animal feed.**

2. Maximising materials recycling

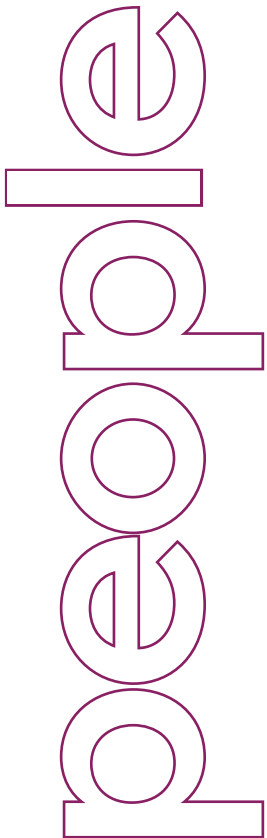
	FY 2020	FY 2021	FY 2022	Target 2023	Status
Non-recycled materials waste (volume of waste as % of total volume sold)	1.56%*	1.98%	1.91% (+22% vs 2020)	1.48%* (-5% vs 2020)	Baseline 2020 

*This figure has been adjusted from previously reported numbers due to rescoping.

We observed **a 22% increase in non-recycled materials waste** compared to 2020, primarily due to substantial testing in 2022 leading to material waste, especially packaging. To address this, we're enhancing our recycling processes, focusing predominantly on plastics, which we anticipate will yield better outcomes in 2023.

Developing skills and capabilities

At Poppies Bakeries, we believe that we can only grow as a company if our employees grow. Investing in our continued success means investing in our people. It means that they adapt to new evolutions and achieve results by gaining new experiences, maximising their strengths and applying new or improved skills.



	FY 2022
Average formal* training hours per employee	14.9
Vacancies filled internally (as % of total vacancies posted)	36.8%
% of employees in performance management and development reviews	40.1%

*Excluding informal on-the-job trainings.



Note related to all people data: In 2022, we modified our approach to collecting people data to align with the European Sustainability Reporting Standards, specifically the S1 Own Workforce standard. As a result, not all KPIs have three years track records.



1

Delivering training programmes

Our primary initiative to bolster personal development is offering training sessions. Across all roles and departments, we achieved **an average of 14.9 hours of formal training per employee in 2022**. Alongside these sessions, we also emphasise on-the-job learning. The **Safety Days** organised across multiple production sites in 2022 serve as a prime example of such training. During these sessions, our staff underwent extensive training on diverse topics like HACCP, ergonomics, communication, products, ecology, and safety, among others. We also integrated **team-building exercises** to nurture collaboration.

WE WORK
ON
3 AREAS

2

Encouraging internal mobility

Another method to inspire personal development is through promoting internal mobility. Whenever a job becomes available at Poppies Bakeries, it's initially advertised internally. **In 2022, 37% of our vacancies were filled from within.**

3

Performance management and development reviews

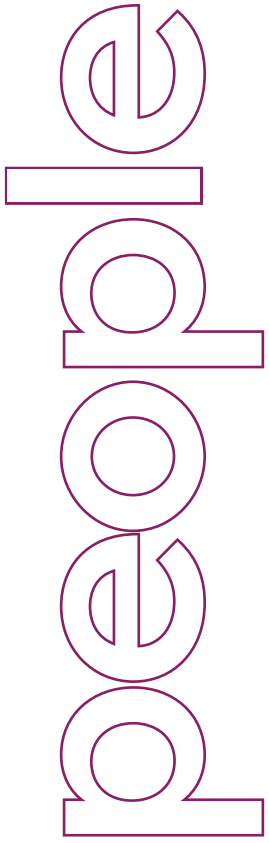
Our third strategy to enhance our employees' growth is through performance management and development reviews. Annually, typically at the start of the year, our staff discuss the previous year's performance, upcoming objectives, career ambitions, and learning requirements with their managers. These learning needs then inform the People & Organisation team's training agenda for the forthcoming year.

In 2022, **40% of employees participated in a performance and development review**. We've predominantly targeted white-collar workers with this initiative. In sites with no performance reviews for blue collar workers yet, the focus was to compose a strong annual training program to develop skills and capabilities.



Building a diverse and inclusive workplace

We're committed to cultivating a workplace that embraces diversity and inclusivity, where every individual feels valued and trusted. We do not allow discrimination on the grounds of gender, racial or ethnic origin, nationality, religion, disability, age, sexual orientation, or any other forms of discrimination.



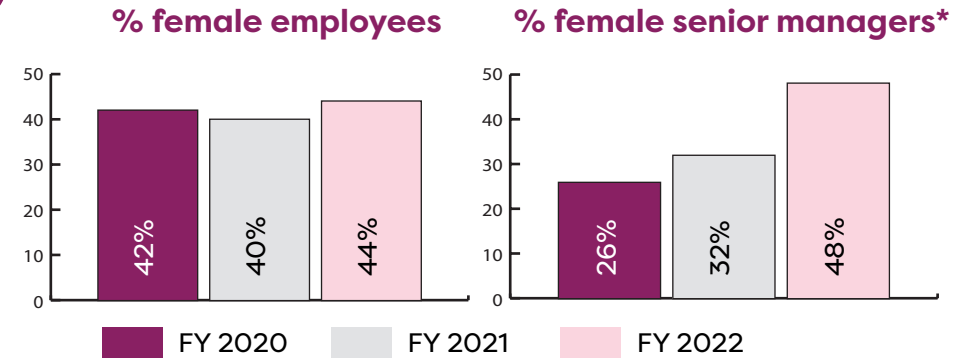
Gender diversity

Our vision for gender diversity entails ensuring balanced representation of women both within our broader workforce and at senior management levels. **In 2022, women constituted 44% of our staff, and a notable 48% of senior management* roles.** Men and women are also offered equal opportunities when it comes to training and development.

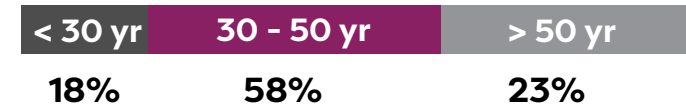
	FY 2022 (female employees)	FY 2022 (male employees)
Average formal training hours per employee	12.6	16.6
% of employees in performance & development reviews	39.7%	40.1%

Age

When it comes to age, we firmly oppose any form of discrimination and warmly welcome employees from all age groups. Our 2022 data showcases **a balanced distribution of employees across various age groups.**



% age diversity of employees



*Senior managers are defined as up to the level N-2, with N = CEO level



Ensuring a safe and healthy working environment

Reporting each accident

We continuously work on further improvement of our operational safety. Every accident is one too many. To diminish safety risks in the workplace, we place paramount importance on **reporting each incident**.

In 2023, we began using a standardised template across all our sites to record accidents, aligning with the definitions provided by the **European Sustainability Reporting Standard (ESRS) S1 Own Workforce**. Unfortunately, we cannot present consolidated metrics on workforce safety for 2022 and prior years, due to different definitions across different sites. However, from 2023 onwards, we'll be able to do so.

Safety Days & machinery safety

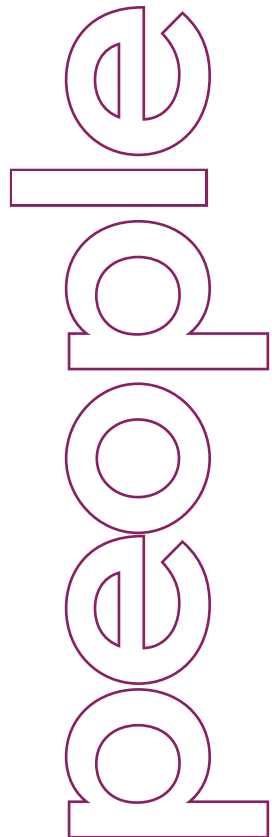
In 2022, we undertook numerous initiatives to bolster worker health and safety. We organised Safety Days at multiple sites where employees underwent **extensive training** on various subjects, including ergonomics and safety. We also give significant weight to **machinery safety**. As a result, whenever we acquire new production equipment, we always commission an external prevention advisor to conduct an impartial **risk assessment and independent evaluation**.



Upholding good labour practices

Naturally, we must first ensure the fundamentals are in place. Adhering to widely accepted labour standards in the workplace, which includes compliance with labour laws and universally recognised norms and standards, is paramount. The metrics below offer a snapshot of our performance in terms of secure employment and our commitment to social dialogue, freedom of association, and collective bargaining.

Social dialogue and collective bargaining (FY 2022)



80 %
employees in sites with workers' representatives

98 %
employees covered by collective bargaining agreements

81 %
employees in EEA* sites with workers' representatives

100 %
employees covered by collective bargaining agreements in EEA*

*EEA = European Economic Area

In our operations, 80% of employees work at sites with workers' representatives. Some smaller entities currently lack workers' representatives. 98% of our employees are under collective bargaining agreements.





Secure employment

	FY 2020	FY 2021	FY 2022
Permanent employees (heads at year-end)	981	1030	1139
Temporary employees (heads, year-average)	No data available	No data available	74
Non-guaranteed hours employees (heads, year-average)	No data available	No data available	16
Non-employee workers (self-employed workers and workers provided by other companies) (heads, year-average)	No data available	No data available	413
% total employee turnover rate	No data available	12.2%	12.2%



In 2022, the majority of our workforce comprised permanent employees, totalling **1,139**, reflecting **a 10% increase** from the previous year. Starting from 2022, we also began documenting other categories of employees and non-employee workers, in line with definitions from the European Sustainability Reporting Standard S1 Own Workforce. We have a significant number of non-employee workers, predominantly interim staff. This is especially evident in rapidly growing sites or those experiencing sales surges due to seasonality. The total turnover rate in 2022 **remained stable** with the 2021 figure.

GRI content index

GRI 102 GENERAL DISCLOSURES		
GRI Standard		Reference
GRI 102: General disclosures 2016		
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GRI 201: Economic performance 2016		
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GRI 308: Supplier environmental assessment 2016		
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MATERIAL TOPICS		
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GRI 403: Occupational health and safety 2018		
103	Management approach	p 27
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103	Management approach	p 24-25
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