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GOOD FOR YOU, GOOD FOR THE PLANET - PERFORMANCE INDICATORS



PERFORMANCE INDICATORS



Barilla
The Italian Food Company. Since 1877.

PERFORMANCE INDICATORS

METHODOLOGICAL NOTE

This report includes data for 2013 financial year and concerns the consolidated Group through Barilla G. e R. Fratelli S.p.A., except as otherwise indicated. In the course of 2013, the Barilla Group signed an agreement for the sale of Lieken AG, which had been owned since 2002, to the Czech Group Agrofert AS, and accordingly data concerning the company have not been taken into account in the reporting boundaries.



goodforyougoodfortheplanet@barilla.com

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Good for You, Good for the Planet Governance



Barilla's organizational model assigns responsibility for the management of sustainability issues to **Corporate Top Management**, i.e. to the **Shareholders** and the **Group Leadership Team**, which includes the CEO and the top managers. They are in charge of approving and reviewing objectives and strategic projects necessary to achieve such objectives, as well as of regularly assessing key indicators of progress. Proposing objectives and projects, as well as monitoring and controlling sustainability indicators are tasks assigned to the "Good for You, Good

for the Planet" **Steering Committee**, a standing group which includes all corporate functions. The Steering Committee is coordinated by the **Sustainability Unit**, which operates within the Communication and External Relations Department. Furthermore, the Steering Committee coordinates and leads the activities of the **Operating Groups**, set up to manage specific topics of the way of doing business "Good for You, Good for the Planet."

Introduction to the Group Reporting System

Tools

The Barilla Group "Good for You, Good for the Planet" accountability has been structured as a system of documents and web pages that report detailed and public information on the Barilla Group at a world-wide level. In particular, the following documents are particularly relevant in Barilla's reporting system:

> 2013 Annual Report

The Group consolidated financial position and result of operations available at the following web page: www.barillagroup.com/corporate/en/home/chisiamo/Barilla-Group/performance-overview.html

> 2014 "Good for You, Good for the Planet"

Report comprising the following documents:

- Good for You, Good for the Planet – Summary
- Good for You, Good for the Planet – Annual Results
- Good for You, Good for the Planet – Performance Indicators

> The "United Nations Global Compact" Annual Communication

Available at the following web page:

www.unglobalcompact.org/participant/15831-Barilla-Holding-S-p-A-

> Digital platform "Good for You, Good for the Planet"

www.goodforyougoodfortheplanet.org

> Group website:

www.barillagroup.com

Methodology

The 2014 "Good for You, Good for the Planet" Report contains Standard Disclosures from the GRI sustainability Reporting Guidelines G4. The Global Reporting Initiative (GRI) content index is available in the www.goodforyougoodfortheplanet.org website, and displays the ranking of information required by the guideline, thus acting as a compass for readers interested with the methodological aspects.

This document has been prepared with **pwc** technical and methodological assistance.

CONTENTS OF THE REPORT

STAKEHOLDERS ENGAGEMENT

The Barilla Group has identified the main stakeholders in a map shown in this document. **Besides the constant dialogue and cooperation with the individual stakeholder categories**, each year Barilla organizes an **event to assess the sustainability corporate strategy and report**, forming the basis to evaluate and redesign the new reporting cycle.
www.barillagroup.com/corporate/en/home/our-sustainable-model/stakeholder-engagement.html

SUSTAINABILITY CONTEXT

Barilla measures and represents its performance in the wider sustainability context. In this Report the effort focused on identifying the Barilla Group present and perspective contribution to sustainable development at a local and global level. **The Barilla Group has designed its overall sustainable business strategy** on the basis of this principle, identifying macro intervention areas: **Good for You, Good for the Planet, Good for Communities**.

MATERIALITY

The Barilla Group has conducted an in-depth analysis on the materiality principle, analyzing from external sources the possible sustainability issues characterizing entities comparable with the Barilla Group as to size and governance, subsequently investigating with its internal departments the materiality as to strategy and management. Sources utilized include:

- › **Results of stakeholder engagement** activities annually organized by the Barilla Group Sustainability Unit;
- › GRI segment specific information contained in the report **"sustainability Topics for Sector"**;
- › The **UN Global Compact** reporting requirements;
- › Issues examined by the most important sustainability rating agencies;
- › Issues examined by consumers' associations and industry associations (**Consumer Goods Forum, Caobisco, Unione Nazionale Consumatori, Adiconsum, Altroconsumo**);

› Specific Issues of the Italian context, drawn from **"National Action Plan On Corporate Social Responsibility 2012-2014, Ministry of Labour and Social Policies"**, **"Equitable and sustainable wellbeing in Italy"**, Italian National Institute of Statistics (ISTAT) **March 2013"**;

› Issues discussed by international institutions (OECD, WBCSD, EU with its **European Directive Proposal for communication of non financial information**).

COMPLETENESS

This report includes the main activities performed by the Barilla Group in the 2013 financial year (from 1 January 2013 through 31 December 2013).

Data and activities concern the consolidated Group through Barilla G. e R. Fratelli S.p.A., except as otherwise indicated. Data related to production take into account the following countries within the Group: Italy, Greece, the USA, Mexico, Turkey, Sweden, Germany, Russia and France. For sales and distribution, the countries concerned in addition to those mentioned above, are: Brazil, Japan, Austria, Singapore, China, Spain, Canada, Switzerland, Norway, Denmark, Poland, Australia, the Netherlands, Slovenia and Croatia.

In the course of 2013, the Barilla Group signed an agreement for the sale of Lieken AG, which had been owned since 2002, to the Czech Group Agrofert AS, and accordingly data concerning the company have not been taken into account in the reporting boundaries.

The Barilla group objectives and indicators are available on: www.goodforyougoodfortheplanet.org

REPORT QUALITY

BALANCE

The document describes the most important performances of the Barilla Group for 2013, indicating **areas for improvement** and **future challenges**.

COMPARABILITY

The document includes performance indicators for the last 2010-2013 three-years period, disclosing information on the **qualitative and quantitative goals** of the Barilla Group through 2020, in line with the business strategy defined in January 2013.

ACCURACY

Information regarding activities and projects is intelligible to all the stakeholders of the Barilla Group, with an adequately in-depth reporting of technical data and specific issues. Methods defined by Intergovernmental Panel on Climate Change (IPCC) were utilized to calculate energy consumption and emission data. For further details on these topics and indicators, please refer to the dedicated website:
www.goodforyougoodfortheplanet.org

TIMELINESS

The Barilla Group reporting cycle is annual. In 2014, the reporting period was adjusted to the annual report, in order to disclose to the stakeholders both financial and operating data and the outcome of "Good for you, Good for the Planet" in May 2014.

CLARITY

in order for information to be as clear and stakeholder-friendly as possible, the Barilla group 2014 reporting of "Good for you, Good for the Planet" consists of:

- › an overall document on the Group strategy and identity the **"Summary"**;
- › a specific document on 2013 activities and projects, the **"Annual Results"**;

› this document regarding the **"Performance Indicators"**;

› the dedicated **website**, more complete and analyzing in depth the activities of the individual Barilla Group brands: www.goodforyougoodfortheplanet.org

RELIABILITY

Data collection has required to involve several departments; a **reporting package** has been prepared by the individual responsible officers and sent to the various countries reference contacts in scope. Data were consolidated and validated by the working team representatives, each with regard to his/her relevant area of responsibility. The document has not been audited by external firms. The Company's managers are exclusively responsible for data and information contained in the report.

Stakeholders Map



EMPLOYEES

Executives, middle managers, workers, new employees (with the company for 3 years), disabled, pre-retirement employees (5 years before retirement), trade unions representatives, within the Company.

MEDIA

Social networks, national newspapers, local newspapers, television, Internet, media relations, trade press, economy magazines, international press, specialized press.

SUPPLIERS

Suppliers of raw materials, farmers, packaging materials suppliers, plants suppliers, electric power suppliers. Products suppliers, finished products suppliers, Copackers, sale agents, service providers, advertising agencies, packaging and communication, advisors, insurance brokers, press media buying, TV, the Internet, metal and equipment suppliers, real estate owners.

NATIONAL, EUROPEAN AND INTERNATIONAL INSTITUTIONS

Ministry for Agriculture, Food and Forestry, Ministry of Labour and social affairs, Ministry for health, The Competition authorities, The European Food and Safety Authority (EFSA), Ministry of Education and Culture, Minister of Infrastructure, Transport and Networks, Ministry for the Environment, National data protection authority, European Commission, The food and Agriculture Organization (FAO), The United Nations (UN), The United Nations International Children's Emergency Fund (UNICEF), The European Federation of Trade Unions in the Food, Agriculture and Tourism Sectors (EFFAT), Council of Ministers, Ministry of Economic Development.

INDUSTRY ASSOCIATIONS

Farm producers associations, other professional associations, industry segment associations, professional committees, trade unions.

NPOs

Associations for the protection of the environment, food collection and distribution associations, non-government organizations.

SCIENTIFIC COMMUNITY

Nutrition and food scientific associations, medical associations, universities (national and international), scientific foundations, research centres (public and private).

COMPETITORS

Industry direct competitors (pasta, bakery, sauces), food industry direct competitors, indirect competitors (food but not large distribution).

CUSTOMERS

Modern distribution, traditional distribution, new distributions channels, commercial and collective catering.

CONSUMERS

Children, adults, elderly people, health and wellness-oriented persons, persons with specific health problems, persons with allergies, persons who choose a certain type of food for religious or for other reasons.

LOCAL COMMUNITIES

Industry representatives, authorities and local administrations, schools, charity and donations recipient institutions.

Barilla's Commitment in International and National Initiatives

INITIATIVE	SINCE	BARILLA'S INTEREST	YEARLY ACTIVITIES
UN Global Compact	2011	Have an International perspective and monitor international sustainability trends especially on UNGC 10 Principles.	<ul style="list-style-type: none"> › Annual Barilla Group "Communication on Progress" issue (July); › UNGC Annual Survey participation (December).
UN Global Compact – Sustainable Agriculture Business Principles (SABPs)– Core Advisory Group	2012	Participate to the " White Paper " on Sustainable Agriculture Business Principles (SABPs).	Attending meetings.
Global Compact Network Italy	2012	Figure out the national perspective about sustainability and specific issues faced by national CSR professionals on UNGC Ten Principles.	<ul style="list-style-type: none"> › Continuous monitoring of working group dedicated to non financial reporting; › Attending meetings with the General Secretary.
FAO – SAFA (sustainability Assessment of Food and Agriculture systems)	2012	SAFA is a project of the Natural Resources Management and Environment Department ; assist the development and implementation of guidelines for sustainable agriculture.	Attending meetings and workshops.
SAI Platform	2012	Contribute and give support for the development of the " Farmer Self-Assessment ".	Attending meetings and workshops.
International Life Sciences Institute – ILSI	1999	Share international perspectives and monitoring trends regarding nutrition, health food safety and the environment .	<ul style="list-style-type: none"> › Attending annual meeting with a Task Force with appropriate Barilla experts; › Assistance in preparing official documents; › Annual communication on progress; › Coordinate working teams activities.
Italian Chemistry Society - SCI › Food Chemistry Inter-Division Group › Mass Spectrometry & Analytical Chemistry Divisions	2004	Be updated on the state-of-the-art of analytical food chemistry , create the opportunity to meet supply and demand of academic institutions, food and instrumentation companies.	<ul style="list-style-type: none"> › Attending meetings and workshops; › Involvement as member in Mass Spectrometry Division Board; › Contribution to official documents preparation; › Scientific Committee of the "MS Food Day" Conferences Series.
Italian section of the European Technology Platform "Food For Life"	2007	Share the European perspective, to improve consumers' knowledge about wellbeing and longevity .	<ul style="list-style-type: none"> › Attending meetings and workshops; › Involvement as member in the Italian Board of the "Platform"; › Contribution to official documents preparation (such as strategic agenda and implementation plans) and National/ European framework funding initiatives definition and promotion.
International Society for Mycotoxicology – ISM	2009	Promote and collaborate to research on mycotoxins and toxigenic fungi and contaminants of the cereals food chains , to enhance food safety, highly strategic for the Company.	<ul style="list-style-type: none"> › Attending meetings and workshops; › Scientific Committee of the World "Mycotoxins Forum Conferences Series".
European Committee for Standardization – CEN	2005	Contribute and have a positive influence impact (scientifically and technically based) in the predisposition of European/ International Standards, for the purposes of an improved transparency in European trade .	<ul style="list-style-type: none"> › Attending meetings and workshops; › Involvement as member in "Food & Food Contact Materials Analytical Methods (CEN TC172 e CENTC275)" Working Groups; › Contribution to official documents preparation.

INITIATIVE	SINCE	BARILLA'S INTEREST	YEARLY ACTIVITIES
Project "Industrial Symbiosis" – ASTER	2013	Find new opportunities for the use of waste (both our own and others) as secondary raw materials for packaging or other usages.	<ul style="list-style-type: none"> › Attending meetings and workshops; › Providing waste for testing; › Testing materials that will be eventually produced.
National Agrifood Cluster – CL.A.N.	2012	Contribute to define the strategies for the Research in the Italian industry , be represented in an advisory body for the direct dialogue with the Italian Ministry of Education, University and Research (MIUR), direct participation in one of the three projects, funded by MIUR, focused on Nutrition and Health, Food Safety and sustainability.	<ul style="list-style-type: none"> › Attending meetings and workshops; › Involvement as member in Coordination Board; › Contribution to official documents preparation (such as strategic agenda and implementation plans) and National/ European framework funding initiatives definition and promotion; › Direct Participation in the "Safe&Smart" project (Food Safety).
KIC "Food4Future" consortium FoodBest	2011	Participate in the European debate to ensure that " food, nutrition and sustainability " will be one of the themes called for in the next wave of new KIC's coming in 2016.	<ul style="list-style-type: none"> › Attending meetings and workshops; › Involvement as member in the Regional Board; › Contribution to official documents preparation (such as strategic agenda and implementation plans) and National/ European framework funding initiatives definition.
High Technology Network dell' Emilia Romagna	2009	Share knowledge with qualified research support in the Region on the matters of food nutrition, safety, packaging and sustainability in the light of knowledge exchange.	<ul style="list-style-type: none"> › Member of the Steering Committee; › Contribution to official documents preparation; › Attending meetings and workshops.
European Platform on Diet, Physical Activity and Health	2012	Actively contribute to fight obesity .	Barilla provides every year a well structured report of the actions and achievements of the reformulation plan on salt and fat .

FURTHERMORE, THE BARILLA GROUP IS ACTIVELY INVOLVED WITH SOME ASSOCIATION DETAILED BELOW:

AIDEPI

www.aidepi.it

AIIPA

www.aiipa.it

ITALMOPA

www.italmopa.com

CENTROMARCA

www.centromarca.it

ASSONIME

www.assonime.it/AssonimeWeb2/

UPA

www.upa.it/eng

IBC INDUSTRIE BENI CONSUMO

www.ibconline.it

NUTRITION FOUNDATION OF ITALY

www.nutrition-foundation.it

CAOBISCO

www.caobisco.eu

UNAFPA

www.pasta-unafpa.org

SEMOULIERS

www.semouliers.org

ECR EUROPE

www.ecr-europe.org

THE CONSUMER GOODS FORUM

www.theconsumergoodsforum.com

Economic Indicators

TURNOVER (MLN OF EUROS)		TURNOVER WITH LIEKEN GROUP (MLN OF EUROS)	
2012	2013	2012	2013
3,155	3,198	3,996	3,535

NET INCOME (MLN OF EUROS)		INVESTMENTS IN EQUIPMENT (MLN OF EUROS)	
2012	2013	2012	2013
60	109	133	107

INVESTMENTS IN RESEARCH AND DEVELOPMENT (MLN OF EUROS)		EBITDA (MLN OF EUROS)	
2012	2013	2012	2013
42	40	433	425

Data illustrated above were drawn from the Group Financial Statements of Barilla Holding Società per Azioni. In the course of 2013, the consolidation area decreased as a result of the sale of the Lieken group.

At a group level, for the year just ended, the Company developed sales of **3,535 millions** of euros with an **11.5%** decrease over the previous year, resulting from the sale of the Lieken group at the end of May 2013.

Had the consolidation area remained unchanged, sales would have registered a **1.4%** increase. Net income for the Group amounted to **109 millions** of euros.

In the course of 2013, investments in fixed assets (such as equipment and machinery) of the Barilla Group amounted to euros **107 million** approximately, and accounted for 3% of sales.

In 2013, the Group invested euros **40 million** in research and development of processes and products. The **EBITDA** was equal to **425 millions** of euros, or **12%** of sales.

Goals for 2020

What the world calls “sustainability” for Barilla is a unique and distinctive way of doing business: **Good for You, Good for the Planet.**

This is the only way in which each person in the Group works and of which is an ambassador.

This is a strong identity that expresses the company’s contribution to the sustainable development of the community and the planet, and is an expression of its scrupulous attention to the quality of the products and processes that are an everyday part of the work of Barilla.

GOOD FOR YOU



By 2020 Barilla will have brought the joy of eating its products and wellbeing to more than 1 billion people around the world.



Be the **first choice of brand and product** for people in regards to taste and nutritional profile.

100% of Barilla volumes to be in line with the most **up-to-date standards of quality and food safety**, as confirmed by external certification bodies.



Double the volume of products at the base of the **Double Pyramid**.

Increase from **70%** (2010 value) to **90%** the overall volume of the products in line with **Barilla’s Nutritional Guidelines**.

GOOD FOR THE PLANET



By 2020 Barilla will only be offering products at the bottom of the environmental pyramid, acting responsibly throughout strategic supply chains.



100% of Barilla products to be at the **bottom of the environmental pyramid** according to life cycle assessment methodology.

30% reduction of water and CO₂ per ton of finished product in regards to the production process in the plants compared to 2010.



100% of the strategic raw materials to be purchased applying the **most advanced responsibility standards** (Strategic Supply Chains: Durum Wheat, Common Wheat, Tomato, Rye, Oil, Eggs, Packaging, Copackers).

Develop Barilla Projects for “**Sustainable Cultivation**” for all the strategic supply chains at a global level.

GOOD FOR COMMUNITIES



By 2020 Barilla will spread its way of doing business “Good for You, Good for the Planet” to millions of people around the world through information, education and community activities, thereby improving social conditions and responsible choices.



Extend the **si.mediterraneo** project to all Barilla employees around the world and to people, through catering and distribution channels.

Provide people with **scientific based information** on food and nutrition and offering young people **educational paths**.



Drive continuous improvement in the condition of people in need, through **food donations, social projects and education against food waste**.

Furthermore, into the strategy of Barilla Group one of the specific commitments is towards employees.

PROUDLY BE THE BARILLA PEOPLE

Barilla likes **people working for the Group being ambassadors of identity, values and culture of the Group**. Barilla aims to be a good company to work for, **promoting diversity and a balanced and sustainable lifestyle**. Furthermore Barilla desires to foster empowerment, commitment, results-oriented leadership and accountability.

Good for You

By 2020 Barilla will have brought the joy of eating its products and wellbeing to more than 1 billion people around the world.



Quality and Nutrition

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Nutrition	Number of products reformulated to improve their nutritional profile	33	Barilla G. e R. Fratelli excl. Harrys Russia	41	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Products that have benefited from a significant reduction in salt	16	Barilla G. e R. Fratelli excl. Harrys Russia	7 › Fette integrali and dorate; › Tomato Sauce and pecorino; › Bolognese sauce; › Tortellone speck and fontina; › Tortelloni US.	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Products that have benefited from elimination of additives	4	Barilla G. e R. Fratelli excl. Harrys Russia	5 › American Sandwich 7 céréalés; › 100% Mie 7 céréalés; › 100% Mie au lait; › Extra Moelleux.	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Percentage of products in its portfolio that contain no artificial colorings and no hydrogenated fats or oils	No Barilla product utilizes fat, hydrogenated oil or artificial colorings.	Barilla G. e R. Fratelli excl. Harrys Russia	No Barilla product utilizes fat, hydrogenated oil or artificial colorings.	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Number of new whole grain products launched	10	Barilla G. e R. Fratelli excl. Harrys Russia	12 › Cornetto Integrale; › Magie nocciola (Liberi per natura); › Grancereale Digestive; › US white fiber; › Wasa sandwich and softbread; › Beau&Bon pain de table; › Sandwich Grancereale.	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Products that have benefited from a significant reduction of total and/or saturated fat	12	Barilla G. e R. Fratelli excl. Harrys Russia	34 › Spicchi di sole; › Girotondi; › Tarallucci; › Campagnole; › Plumcake; › Pan di Stelle; › Doowap and soft bread; › Mulino Bianco and Harrys.	Barilla G. e R. Fratelli excl. Harrys Russia
Nutrition	Products for celiacs	Indicator not available.	—	13 4 USA; 4 Canada; 5 Italy.	Barilla G. e R. Fratelli
Nutrition	Number of developing education programs on healthy eating lifestyles for Barilla employees	Project: si.mediterraneo. <i>Italian coverage:</i> › headquarter; › 4 plants. <i>USA coverage:</i> › 1 office; › 2 plants.	Barilla G. e R. Fratelli	Progetto: si.mediterraneo approx. 6,000 involved employees.	Barilla G. e R. Fratelli
Nutrition	Percentage of products that show consumption instructions (ideal or maximum quantity to be consumed), on the pack and the Internet site	68%	Barilla G. e R. Fratelli	60% For the comparison between the two financial years, consider that the Group is in the process of complying with the new regulations on labelling, with different requirements than in the past.	Barilla G. e R. Fratelli

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Nutrition	Examples of communication campaigns	› Continued on line campaigns on: www.mulinobianco.it › with support webinars to mothers for their children nutrition; › New digital campaign "Plus" in the USA to encourage balanced food consumption and supply nutritional advice.	Barilla G. e R. Fratelli	Continued on line campaigns on: www.mulinobianco.it	Barilla G. e R. Fratelli
Nutrition	Percentage of products in line with nutrition indications required in 2020 targets	82%	Barilla G. e R. Fratelli	85%	Barilla G. e R. Fratelli
Quality and food safety	Percentage of break-down of contact reasons for individuals (request for information on promotion initiatives, nutritional requests, product information, reasons for dissatisfaction)	› 7% for nutritional requests of food safety; › 24% product information; › 17% general requests on the firm; › 20% dissatisfaction requests, product information, reasons for dissatisfaction. The dissatisfaction percentage is in line with 2011 (20% vs 19.6%).	Barilla G. e R. Fratelli	› 5% for nutrition requests or food safety; › 26% product information; › 22% general requests on the firm; › 25% dissatisfaction; › 22% information on promotion initiatives. The dissatisfaction percentage has increased, due to the launch of products in new markets, the significant increase in volumes in some countries (e.g. Brazil) and new, more structured channels opened in the new geographical areas (25% vs 20%).	Barilla G. e R. Fratelli
Quality and food safety	Percentage dissatisfied customers after contact	20%	Barilla G. e R. Fratelli	25%	Barilla G. e R. Fratelli
Quality and food safety	Activities and resources for product quality control and prevention	Approx. euros 29,4 million.	Barilla G. e R. Fratelli	Approx. euro 30 million.	Barilla G. e R. Fratelli
Quality and food safety	Number of raw material batches analyzed and percentage of fully compliant batches	› 55,000 batches; › 96.5% fully compliant.	Barilla G. e R. Fratelli	› 57,000 batches; › 97.8% fully compliant.	Barilla G. e R. Fratelli
Quality and food safety	Number of finished products batches analyzed and percentage of fully compliant batches	› Approx. 120,000 batches; › 95.7% fully compliant batches.	Barilla G. e R. Fratelli	› Approx. 130,000 batches; › 95.8% fully compliant batches.	Barilla G. e R. Fratelli

Focus: Barilla's Commitment Towards Nutrition

"Access to Nutrition Index", is a global initiative to assess food and beverage companies with regard to their commitment towards promoting a good nutrition.

In **2013**, Barilla gained the **12th ranking out of 22 companies classified by ATNI**, at the same time formalizing its **commitment on the subject of nutrition**.

GOVERNANCE

STRATEGY — Nutritional issues are at the centre of the Group's development strategy whose aim is to double business by 2020, by promoting healthy and joyful eating habits. Moreover, the Code of Ethics declares: "**Barilla has a duty to ensure the required conditions for its products to contribute to a nutritionally balanced diet**".

MANAGEMENT — Nutritional aspects are followed by a **dedicated unit** within the Group, through periodic meetings with the corporate **top management** and supported by a **Nutrition Advisory Board**, expert stakeholders with whom there is constant dialog.

PRODUCTS

FORMULATION — **The Group is engaged in a reformulation of existing recipes and the launch of new items** that are consistent with Barilla's Nutritional Guidelines.

NUTRITIONAL PROFILES — Attention to the nutritional profiles of the products is demonstrated by the continuous commitment to the reformulation of existing recipes and the launch of new products. **85% of Barilla's products are in line with the Group's Nutritional Guidelines**.

LIFESTYLE

EMPLOYEES — The Group promotes a global project for the wellbeing of its in-company people. This is a healthy eating project that has been circulated to the company's canteens: **si.mediterraneo**. There are also widespread People Care initiatives that encourage physical activity: for example in Sweden and Germany there is an intranet to promote the wellbeing of employees.

CONSUMERS — Barilla promotes events to foster wellbeing, both taking **public initiatives** in the streets and marketing, and through **educational projects** developed with local communities, for example the **Giocampus Project** in Parma.

REPORTING

Every year, the Group reports its nutritional commitment both in the section dedicated to the Group's site, and through the "**Good for You, Good for the Planet**" reports.

MARKETING

CONSUMERS — **Barilla takes a lot of care over packaging and activities to advertise its products**.

To emphasize a commitment not to use images in packs that might be inconsistent with the commitment "Good for You, Good for the Planet". More information on Barilla's marketing can be found in the Group's Code of Ethics.

CHILDREN — Barilla has an internal objective: "to include, especially in communications on products for children, **information on healthy lifestyles**".

AFFORDABILITY

PRICES — Barilla produces and sells its products with a wary eye on the quality-price ratio. In particular, in 2013, a significant commitment was made to **Gluten Free** pasta which has a competitive market price compared to the current offering available at large retailers and significantly lower than lines marketed in the pharmacy channel.

DISTRIBUTION — Barilla is working to distribute its products and promote a healthy lifestyle throughout the retail world (**Today Pasta with?** project), catering and the **Food Service** channel.

INVOLVEMENT

LOBBYING ACTIVITIES — Barilla has constant relations with the directorates general of the European Commission and with major industrial organizations and associations across Europe. Barilla also takes part in the working group on "Safety and Health" and "Sustainability" of the **Consumer Goods Forum** and is a member of **ILSI Europe**.

STAKEHOLDERS — **Annual stakeholders panel to share the "Good for You, Good for the Planet" path**.

In 2013, among other working groups, there was a specific one for the scientific community. Activities of **dialogue and collaboration with scientific associations** and research centres.

LABELLING

In 2013 93% of Barilla's products have reported a nutritional label on pack.

The nutritional values of products are shown on the brand's sites, and the section of the Group's site dedicated to nutrition.

Good for the Planet

By 2020 Barilla will only be offering products at the bottom of the environmental pyramid, acting responsibly throughout strategic supply chains.



Environment and Supply Chain

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Environment	National Packaging Consortium (CONAI) environment contributions paid (mln €)	Indicator not available.	—	1.6	Italy
Environment	Percentage of coverage of energy supply sources with Certificates of Origin	Indicator not available.	—	51%	Barilla G. e R. Fratelli
Supply chain	Percentage of cocoa purchased from SA8000 audited suppliers	80%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Supply chain	Percentage of gadgets and promotional material purchased from SA8000 audited suppliers	100%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Supply chain	Production quantity outsourced to Copackers and Contractors	Indicator not available.	—	106,000 t.	Barilla G. e R. Fratelli
Supply chain	Percentage of locally grown durum wheat, that is in pasta manufacturing countries	88% Data per individual country: › Italy: 81%; › Greece: 96%; › Turkey: 90%; › Mexico: 100%; › North America: 100% (79% USA; 21% Canada).	Barilla G. e R. Fratelli	87% Data per individual country: › Italy: 80%; › Greece: 100%; › Turkey: 85%; › Mexico: 100%; › North America: 100% (79% USA; 21% Canada).	Barilla G. e R. Fratelli
Supply chain	Percentage of locally purchased rye, that is in the manufacturing countries	90%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Supply chain	Percentage of locally purchased tomatoes, that is in the manufacturing countries	100% Data per individual country: › Italy: 100%; › North America: 100% (100% USA).	Barilla G. e R. Fratelli	100% Data per individual country: › Italy: 100%; › North America: 100% (100% USA).	Barilla G. e R. Fratelli
Supply chain	Percentage of locally purchased sugar, that is in the manufacturing country	78% › Italy: 70%; › France: 90%; › Germany: 100%; › Sweden: 0%.	Barilla G. e R. Fratelli	85% › Italy: 80%; › France: 90%; › Germany: 100%; › Sweden: 0%.	Barilla G. e R. Fratelli
Supply chain	Main raw materials utilized by Barilla	› Durum wheat: 1 mln t ; › Wheat: 350,000 t ; › Rye: 50,000 t ; › Sugar: 48,000 t ; › Vegetable fat: 44,000 t ; › Tomatoes: approx. 39,000 t ; › Eggs: approx. 23,000 t ; › Cocoa: approx. 9,000 t ; › Dairy products: 8,000 t ; › Animal fat: approx. 7,000 t .	Barilla G. e R. Fratelli	› Durum wheat: 1 mln t ; › Wheat: 430,000 t ; › Rye: 57,000 t ; › Sugar: 51,000 t ; › Vegetable fat: 51,000 t ; › Tomatoes: approx. 44,000 t ; › Eggs: approx. 24,000 t ; › Cocoa: approx. 10,300 t ; › Dairy products: 8,500 t ; › Animal fat: approx. 6,500 t .	Barilla G. e R. Fratelli

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Supply chain	Number of supply chains for the most important agricultural raw materials that have been controlled	› The tomato supply chain: is fully controlled through Barilla growing regulations that are applied by all growers' organizations; › Soft wheat and rye supply chains: are controlled with regulations for storage and transport covering all contracts in Italy, as well as durum wheat.	Barilla G. e R. Fratelli	› The tomato supply chain: is fully controlled through Barilla growing regulations that are applied by all growers' organizations; › The soft wheat and rye supply chains: are controlled through regulations on the storage and transport of the cereals in all purchase contracts in Italy. › The durum wheat supply chain: is controlled via growing and storage contracts for all agreements in Italy.	Barilla G. e R. Fratelli
Supply chain	Percentage of suppliers subscribers of the International Cocoa	100% suppliers members of WCF	Barilla G. e R. Fratelli	100% suppliers members of WCF	Barilla G. e R. Fratelli
Supply chain	Percentage of palm oil requirements met with suppliers who subscribe RSPO	› 100% of Barilla's palm oil suppliers are RSPO members; › 11% of purchased palm oil is RSPO certified.	Barilla G. e R. Fratelli	› 100% of Barilla's palm oil suppliers are RSPO members; › 5% of purchased palm oil is RSPO certified.	Barilla G. e R. Fratelli
Supply chain	Percentage of durum wheat requirement met with supply contracts	› 44% (approx. 370,000 t) of Italian requirement of durum wheat; › 8% (approx. 11,000 t) of durum wheat in Turkey; › 20% (approx. 13,000 t) of durum wheat in Greece.	Barilla G. e R. Fratelli	› 44% (approx. 360,000 t) of Italian requirement of durum wheat; › 9% (approx. 12,000 t) of durum wheat in Turkey; › 20% (approx. 13,000 t) of durum wheat in Greece.	Barilla G. e R. Fratelli
Supply chain	Percentage of main suppliers and contractors audited with regard to human rights and the relevant measures adopted	100% of Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics" . Specifically, labor procurement shall entail a series of certifications attesting to the legitimacy of the contracts used .	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina e Vesta, Wasa, Barilla Hellas, Barilla Gida	100% of Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics" . Specifically, labor procurement shall entail a series of certifications attesting to the legitimacy of the contracts used .	Barilla G. e R. Fratelli excl. Yemina e Vesta, Wasa, Barilla Hellas, Barilla Gida
Supply chain	Activities identified as entailing significant risk of child labor and measures adopted to contribute to its elimination	Cocoa and palm oil supply chain: › <i>Measures designed to prevent exploitation of child labor:</i> all Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics"; › Use of certified suppliers.	Barilla Holding, Barilla G. e R. Fratelli and Lieken	Cocoa and palm oil supply chain: › <i>Measures designed to prevent exploitation of child labor:</i> all Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics"; › Use of certified suppliers.	Barilla G. e R. Fratelli

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Supply chain	Activities with high risk of forced or compulsory labor and measures adopted to contribute to their abolition	Cocoa and palm oil supply chain: › Measures designed to prevent exploitation of child labor: all Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics"; › Use of certified suppliers.	Barilla Holding, Barilla G. e R. Fratelli and Lieken	Cocoa and palm oil supply chain: › Measures designed to prevent exploitation of child labor: all Barilla suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the "Company's Code of Ethics"; › Use of certified suppliers.	Barilla G. e R. Fratelli
Supply chain	Audits on critical supply chains	3	Barilla G. e R. Fratelli	7	Barilla G. e R. Fratelli
Environment	Ecological Footprint (global m ² /kg of product)	Including Ecological Footprints of Grancereale, Harrys, Mulino Bianco, Pavese.	Barilla G. e R. Fratelli	36 EPD 7 products added. (http://environdec.com/en/EDP-Search/?query=barilla).	Barilla G. e R. Fratelli
Environment	Greenhouse Gas footprint (g CO ₂ equivalent/kg of product)	Including Greenhouse Gas Footprints of Grancereale, Harrys, Mulino Bianco, Pavese.	Barilla G. e R. Fratelli	36 EPD 7 products added. (http://environdec.com/en/EDP-Search/?query=barilla).	Barilla G. e R. Fratelli
Environment	Water Footprint (litres/kg of product)	Including Water Footprints of Grancereale, Harrys, Mulino Bianco, Pavese.	Barilla G. e R. Fratelli	36 EPD 7 products added. (http://environdec.com/en/EDP-Search/?query=barilla).	Barilla G. e R. Fratelli
Environment	Percentage of production covered by LCA studies	60%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	79%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Percentage of volumes covered by EPD	55%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	64%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	GWP (Global Warming Potential) reduction in emission of CO ₂ equivalent (%)	CO ₂ equivalent emissions decreased by approximately 25% in absolute value compared with 2008, despite a production increase of approx. 2% . On the other hand, the ratio of CO ₂ equivalent (GWP) emissions to finished products decreased by 27% compared with 2008.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	CO ₂ equivalent emissions decreased by approximately 15% in absolute value compared with 2010, despite a production increase of approx. 4% . On the other hand, the ratio of CO ₂ equivalent (GWP) emissions to finished products decreased by 19% compared with 2008.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Energy consumption per unit of finished product	3.13 GJ/t	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	3.04 GJ/t	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Total Energy Consumption (Electricity + Thermal Power) (millions of GJ)	4.7 million GJ › 42% electricity contribution (1.9 million GJ); › 58% thermal power contribution (2.7 million GJ).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	4.7 million GJ › 42% electricity contribution (1.9 million GJ); › 58% thermal power contribution (2.7 million GJ).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Environment	Total water consumption in millions m ³	2.40	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	2.30	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Percentage reduction in total consumption of water compared with 2008	23%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	25%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Water consumption per ton of finished product (m ³ /t)	1.60	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	1.49	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Percentage reduction in water consumption per finished product compared to 2008	25%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	41%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Water withdrawal distribution	Approx. 59% of the water used by the manufacturing plants was withdrawn from owned wells or other underground sources, the remaining part from public water systems.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	› 61% from wells; › 39% from public water systems.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Total water discharge broken down by quality and destination	About 700,000 m³ of public sewage systems (just over 82%), the remaining part as surface runoff.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	› 65,933 m³ underground water(7%); › 201,605 m³ surface water (22%); › 645,606 m³ public sewage (71%).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Total weight of waste per ton of product (kg/t)	14 (kg/t) 87% recovery/recycling (average).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	16.3 (kg/t) 92% a recovery/recycling (average).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Supply chain	Packs broken down by raw material used	About 2 billion packs made of paper and cardboard; more than 30,000 t of flexible film.	Barilla G. e R. Fratelli	About 2 billion packs made of paper and cardboard; more than 30,000 t of flexible film.	Barilla G. e R. Fratelli
Supply chain	Percentage of recyclable packaging issued onto the market	96%	Barilla G. e R. Fratelli	98%	Barilla G. e R. Fratelli
Supply chain	Percentage of packaging made from recycled material	41%	Barilla G. e R. Fratelli	42%	Barilla G. e R. Fratelli
Environment	Percentage of plants fitted with wastewater purification plants	55%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	55%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Environment	Number of sanctions for non-compliance with environmental laws and regulations	0 sanctions.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	2 sanctions (Parma and Castiglione).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Environmental, Safety and Fire Prevention investments (millions €)	<ul style="list-style-type: none"> > Environment: 0.7; > Fire prevention: 3; > Safety: 7.6. 	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	<ul style="list-style-type: none"> > Environment: 0.9; > Fire prevention: 2.8; > Safety: 11.4. 	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Environmental expenses by type (millions €)	<ul style="list-style-type: none"> > Treatment expenses: 3 millions of euros; > Prevention expenses: 0.22 millions of euros. 	Barilla G. e R. Fratelli excl. Harrys Russia	<ul style="list-style-type: none"> > Treatment expenses: 3,3 millions of euros; > Prevention expenses: 1 million of euros. 	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Percentage of plants ISO14.001 certified	<ul style="list-style-type: none"> > 73% production units; > 74% production. 	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	<ul style="list-style-type: none"> > 86% production units; > 83% production. 	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Environment	Number of important supply chains for which the relevant environmental impact was measured	The environmental impact database for the various raw materials now contains 220 items.	Barilla G. e R. Fratelli	The raw material database now contains 315 items which include an annual update on the main supply chains considered.	Barilla G. e R. Fratelli

Good for Communities

By 2020 Barilla will spread its way of doing business “Good for You, Good for the Planet” to millions of people around the world through information, education and community activities, thereby improving social conditions and responsible choices.



Information, Education and Social Inclusion

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Social inclusion	Analysis and description of the main indirect impacts taking into account externalities generated (indirect employment and local suppliers relating to significant locations of operations)	Indirect employment in manufacturing totals 753 People. The Italian sales force includes 207 employees and 16 agents, who employ 298 sales sub-agents deployed across the country. Barilla also works with agencies providing hostesses and merchandisers employing in their turn a total of 3,134 people at points of sale. In October 2012 Number 1 was sold, and therefore logistics no longer form part of the scope of this Report.	Barilla G. e R. Fratelli	Indirect employment in manufacturing totals over 700 People. The Italian sales force includes 203 employees and 16 agents, who employ 300 sales sub-agents deployed across the country. Barilla also works with agencies providing hostesses and merchandisers employing a total of 3,000 people at points of sale.	Barilla G. e R. Fratelli
Social inclusion	Formal notices against decisions taken by the Company	There were no formal notices.	Barilla G. e R. Fratelli	1 at the Talmont plant.	Barilla G. e R. Fratelli
Social inclusion	Community visits to Barilla plants	> Total visits: 293 ; > People: 10,436 .	Barilla G. e R. Fratelli	> Total visits: 362 ; > People: 11,424 .	Barilla G. e R. Fratelli
Social inclusion	Development and impact of investments in infrastructure and services provided mainly for "public utility" through commercial commitments, donations of products/ services, pro bono activities	554 thousand of euros , of which 280 thousand went to finance the construction of new rest rooms in Parma with 213 thousand to finance a private car park for public use in Cremona.	Barilla G. e R. Fratelli	1,498,000 euros for cycling paths, parkings tunnels, public parks and flower beds.	Barilla G. e R. Fratelli
Community	Impacts on communities of projects for dialogue, cooperation and partnership (type, number, dedicated resources, effects), including donations	Cash donations: 390,000 euros .	Barilla G. e R. Fratelli	Cash donations: 211,479 euros .	Barilla G. e R. Fratelli

AREA	INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Community	Donated product volumes	Product donations: 1,231 tons .	—	Product donations: 1,797 tons .	Barilla G. e R. Fratelli
Community	Jobs, number of plants and their location	Barilla's production network consists of 30 different production sites. In particular, Barilla has: > 21 production plants; > 4 production plants with mill; > 5 mills spread over 9 different countries. The number of staff directly employed in production plants, mills and distribution is 5,984 people.	Barilla G. e R. Fratelli excl. Lieken	Barilla production network consists of 30 different production sites. In particular: > 14 in Italy; > 10 in Europe; > 6 in the rest of the world. The number of staff directly employed in production plants, mills and distribution is 5,886 people.	Barilla G. e R. Fratelli
Community	People Care initiatives at individual plants	Indicator not available.	—	Rubbiano: > smoke de-addiction programme; > screening programme for prostate. Ascoli: > nevi mapping programme.	Barilla G. e R. Fratelli
Information and education	Spreading information to targeted consumers	Indicator not available.	—	In 2013 development of the new gluten-free line for consumers with celiac problems.	Barilla G. e R. Fratelli
Information and education	Percentage of products displaying indications for a healthy lifestyle/ balanced diet on the packaging and in the internet site	41%	Barilla G. e R. Fratelli	35%	Barilla G. e R. Fratelli
Information and education	Web information	> 72% of websites show nutritional tables; > 83% of websites presenting products, show indications for a better consumption; > 53% of websites presenting products supply indications for a healthy life style.	Barilla G. e R. Fratelli	> 80% of websites show nutritional tables; > 85% of websites presenting products, show indications for a better consumption; > 53% of websites presenting products supply indications for a healthy life style.	Barilla G. e R. Fratelli

Proudly be the Barilla People

INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Number of plants which have tied production bonuses to sustainability indices	Indicator not available	—	› Ascoli; › Caserta; › Novara; › Pedrignano; › Rubbiano.	Italy
Percentage of population concerned with activities of Barilla Lab, HSEE, quality and plant	50%	Barilla G. e R. Fratelli	75%	Italy
People care initiatives	Good practices:	Barilla G. e R. Fratelli	Good practices:	Barilla G. e R. Fratelli

› **Greece:**
Christmas party for children organized at plants; scholarships, ticket restaurant, borrowing facilities for employees and their families, bus transport, supply of services.

› **Italy:**
si.mediterraneo project.

› **Switzerland:**
Visits.

› **USA:**
si.mediterraneo project, sports education, charitable initiatives (United Way, American Cancer Society).

› **Germany:**
Family day, participation to the Wasalauf marathon (sponsored by Wasa), canteen;
Cologne:
Incentives to sports (agreements with gyms, in-house activities), water and ready-to-eat lunch, free fresh fruit one week a month.

› **Sweden:**
ticket restaurant for the sales area – Open day plant;
Filipstad:
Stockholm gym.

› **si.mediterraneo Project:**
Italy, USA, Brazil, Canada, Norway, Sweden, Germany, France, Belgium, Spain, Greece, Turkey, Russia, China, Japan, Singapore and Australia.

› **Smart Working Project:**
343 people
(USA (23), Singapore (12), Italy (239), Switzerland (13), France (40), Germany (16).

› **Greece:**
Health plan; company's borrowings to employees for urgencies; Christmas party for employees' children, scholarships; pension plan, Ticket Restaurant, monthly offers of company's products, transport services.

› **Germany:**
"Family day", participation to the Wasalauf marathon (sponsored by Wasa), canteen;
Cologne: sports incentives (agreements with gyms, in-house activities), water and ready-to-eat lunch, free fresh fruit one week a year, involvement in corporate management.

› **Switzerland:**
Visits.

› **USA:**
Sports education, charitable initiatives (United Way, American Cancer Society).

› **Sweden:**
Stockholm:
Subsidized bank borrowings, Birth vouchers for the sales area, fresh fruit and coffee/tea/sparkling water every day, product samples, lunch with pasta, training campaign, free access to the gym, scholarships available to all employees and to the sales force, Christmas and Summer parties, pension plan, massages, health check-up, laundry service in the office;
Filipstad:
Ski activities, in-house gym and special fares for swimming pool and tennis clubs, si.mediterraneo, free coffee and tea, training campaign, annual "Family day", Christmas dinner, pension plan, massages (for employees who need them, to avoid sick leave), 15% discount in shops.

› **Norway:**
Training campaign, free tea and coffee, free snacks, lunch with pasta.

INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Cost of people care activities as a percentage of labour cost	> 3.8% in Italy; > 1.35% in Sweden; > 0.26% in USA; > 1% in Germany; > 4.4% in France; > 5.65% Greece.	Barilla G. e R. Fratelli	> 3.9% in Italy; > 0.16% in USA; > 1.35% in Sweden; > 1% in Germany; > 4.3% in Western Europe; > 5.65% in Greece.	Barilla G. e R. Fratelli
Percentage of people covered by additional health insurance policy	99.5% of the total population.	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko.	99.8% of the total population.	Barilla G. e R. Fratelli
Percentage of people covered by additional social security policy	63.5% of the total population.	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko	67% of the total population.	Barilla G. e R. Fratelli
Type and spreading of innovative contracts: job sharing, telework, part-time, etc	4.9%	Barilla G. e R. Fratelli	4.2%	Barilla G. e R. Fratelli Holding (excl. Messico, Polonia, Russia).
Percentage of stage transformed in fixed-term/full-time contracts	> 6.7% in Italy; > 8% in France; > 25% Sweden and Norway.	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko	18.2% in Italy.	Italy
Percentage of women per category	> Executives: 12.4% ; > Managers: 32.6% ; > Employees: 37.8% ; > Sales force: 12% ; > Workers: 22% ; Total in Italy: 25.3% .	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko	> Executives: 13.9% ; > Managers: 35.7% ; > Employees: 39.9% ; > Sales force: 20.5% ; > Workers: 23.5% ; Total in Italy: 28.2% .	Barilla G. e R. Fratelli Holding (excl. Messico, Polonia, Russia).
Turnover rate per age and gender	2.7% men and 2.4% women. Age: > 21 to 30: 5.2% ; > 31 to 40: 2.3% ; > 41 to 50: 0.9% ; > 51 to 60: 3.6% ; > over 60: 45.3% .	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko	1.5% men and 2.6% women. Age: > 21 to 30: 3.3% ; > 31 to 40: 2% ; > 41 to 50: 0.5% ; > 51 to 60: 2% ; > over 60: 24.3% .	Barilla G. e R. Fratelli
Number of employees per type, contract and territory	8,163 people:	Barilla G. e R. Fratelli excl. Lieken	8,106 people:	Barilla G. e R. Fratelli

4,183 Italy, **1,445** France, **407** Russia, **498** Sweden, **428** USA, **323** Germany, **330** Turkey, **125** Mexico, **205** Greece, **74** Norway, **44** Poland, **17** Benelux, **17** Switzerland, **14** Brazil, **9** Australia, **8** Austria, **6** Japan, **4** Slovenia, **1** Hungary, **7** Canada, **1** Croatia, **8** Spain, **2** Romania, **7** Singapore.

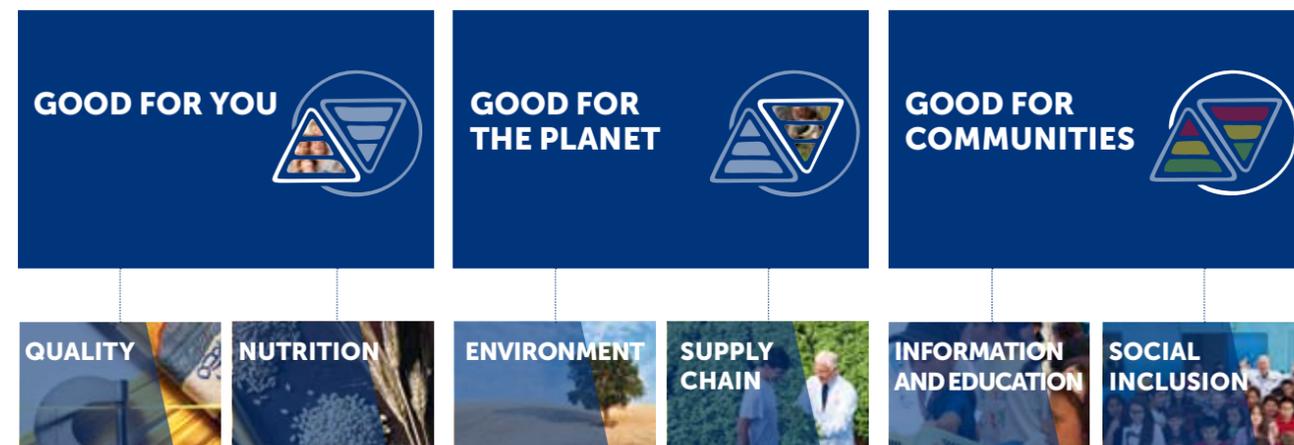
4,134 Italy, **1,431** France, **392** Russia, **524** Sweden, **495** USA, **329** Germany, **268** Turkey, **132** Mexico, **209** Greece, **51** Norway, **18** Poland, **14** Benelux, **15** Switzerland, **39** Brazil, **10** Australia, **3** Austria, **6** Japan, **4** Slovenia, **6** Canada, **1** Croatia, **8** Spain, **7** China, **10** Singapore.

INDICATOR	2012	BOUNDARY	2013	BOUNDARY
Percentage of employees involved in training activities, including plants out of total employees	79%	Barilla G. e R. Fratelli excl. Harrys, Barilla (USA), Yemina and Vesta, Wasa, Filiz, Misko	95%	Barilla G. e R. Fratelli
Employees covered by annual performance management system	1,600 (100% of managers). Italy: 820 persons, of whom 55% employees.	Barilla G. e R. Fratelli	1,643	Barilla G. e R. Fratelli
Mapped Job Descriptions	1,700	Barilla G. e R. Fratelli excl. Yemina and Vesta	1,900	Barilla G. e R. Fratelli excl. Yemina and Vesta
Percentage of internal jobs internally covered and not through external selection (employees)	73%	Barilla G. e R. Fratelli	63%	Barilla G. e R. Fratelli
Accident Frequency Index	17.73	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	15.16	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills
Accident Severity Index	0,76	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	0,58	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills
Accidents: absolute number and percentage over the prior year	180 accidents.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	154 accidents (-14% compared to 2012).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills
Percentage of plants OHSAS 18001 certified	82%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	83%	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta
Deathly accidents	0	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	0	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills
Safety and fire prevention audit	119 audits on the subject of safety and fire prevention.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	112 audits on the subject of safety and fire prevention and power (including sauce manufacturing plants and ISO 50001 power audits).	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills
Health and safety training hours	6 hours training per employee.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta, Number 1, mills	6.5 hours training per employee.	Barilla G. e R. Fratelli excl. Harrys Russia, Yemina, Vesta

2014-2020 Good for You, Good for the Planet Path

Linkage between 2014 Goals and 2020 Goals

In 2008 Barilla defined the sustainability goals to be achieved in 2014. The report below is an assessment of the degree of achievement of the main goals of the Group and of how these have been sorted in the new 2020 sustainable development plan.



Level of Achievement of 2014 Objectives

- ✓ ACHIEVED OBJECTIVE
- ... MANAGEMENT OBJECTIVE ACHIEVED AND UPDATED AS A RULE

GOOD FOR YOU

- ... QUALITY — Developing initiatives aimed at **continuous improvement to increase people satisfaction and broaden Barilla's listening platforms.**
- ... NUTRITION — Implementing **plans for continuous improvement** to ensure that the current and future range falls in line with the Barilla's nutritional guidelines.

GOOD FOR THE PLANET

- ... SUPPLY CHAIN — Developing and strengthening **alliances with key suppliers** of strategic raw materials and packaging to **ensure the quality and safety** of supplies, the quality and safety of food production and the respect for environmental, animal and human rights throughout the supply chain.
- ... SUPPLY CHAIN — Increasing **circulation of and training in Barilla's sustainable management model** throughout the supply chain to increase the involvement of farmers, public administration and business associations.
- ... SUPPLY CHAIN — Evaluating the **potential inclusion of biodiversity issues** in the management of strategic supply chains (growing specifications).
- ✓ SUPPLY CHAIN — Including clauses on the **protection of environmental and human rights in supply contracts**, in accordance with the provisions of the UN Global Compact.
- ✓ ENVIRONMENT — **Measuring the overall Environmental Footprint of Barilla products** in terms of Ecological footprint, Carbon Footprint and Water Footprint.
- ✓ ENVIRONMENT — **Reducing the Ecological footprint** throughout Barilla's value chain.

GOOD FOR COMMUNITIES

- ... INFORMATION AND EDUCATION — Ensuring **constant updating and developing the skills of Barilla People** (e.g. professional training, leadership development and shared culture).
- ✓ INFORMATION AND EDUCATION — **Developing education programs on healthy eating and lifestyle** for all Barilla employees in the main Countries where the Group operates.
- ✓ INFORMATION AND EDUCATION — Creating a **programme for the dissemination of the vision, principles and practices of "Good for You, Good for the Planet"** for all the People in the company.
- ... INFORMATION AND EDUCATION — Supporting **employment potential in the agricultural sector** with an eye on managing the territory, local development, protection and cultural promotion.
- ... SOCIAL INCLUSION — **Facilitating informed choices by people**, by providing the following **information through packaging labels and/or the brands websites**: detailed nutrition tables; suggestions for a healthy lifestyle; consumption suggestions; waste disposal methods and other relevant environmental aspects.
- ... SOCIAL INCLUSION — **Enhancing Barilla's sustainability principles** in the communication of the brands in its portfolio.
- ... SOCIAL INCLUSION — Increasing **partnerships between Barilla and the retail world**, to develop common activities based on the promotion of joint sustainability projects (in particular aspects of the agricultural supply chain, environmental protection, education).
- ... SOCIAL INCLUSION — Developing a **relationship with territory and community** in tune with the company vision.
- ... SOCIAL INCLUSION — Developing **educational and training activities** on excess food and support in access to food, also by making the most of the experience gained.
- ✓ SOCIAL INCLUSION — **Zero accident goal**: reducing days of absence due to accidents by **50%**; reducing the total number of accidents by **40%**; monitoring the safety indexes of external companies that work at Barilla's premises.

**BARILLA G.E.R. FRATELLI-
SOCIETA' PER AZIONI WITH
SINGLE SHAREHOLDER SUBJECT
TO THE MANAGEMENT AND
COORDINATION
OF BARILLA INZIATIVE S.R.L.**

Registered Office:

Via Mantova, 166 - 43122 Parma, Italy
Share Capital euro 180,639,990.00= fully paid up
Tax payer's code and registration with
the Business Registry of Parma 01654010345
R.E.A. (Administrative and Economic
Register) of Parma no. 169.146
VAT NO. 01654010345

Tel: +39 0521 2621

Fax: +39 0521 262083

e-mail: goodforyougoodfortheplanet@barilla.com

www.barillagroup.com

By
Barilla Group Communication
and External Relations



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Stefano Zardini

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