

---

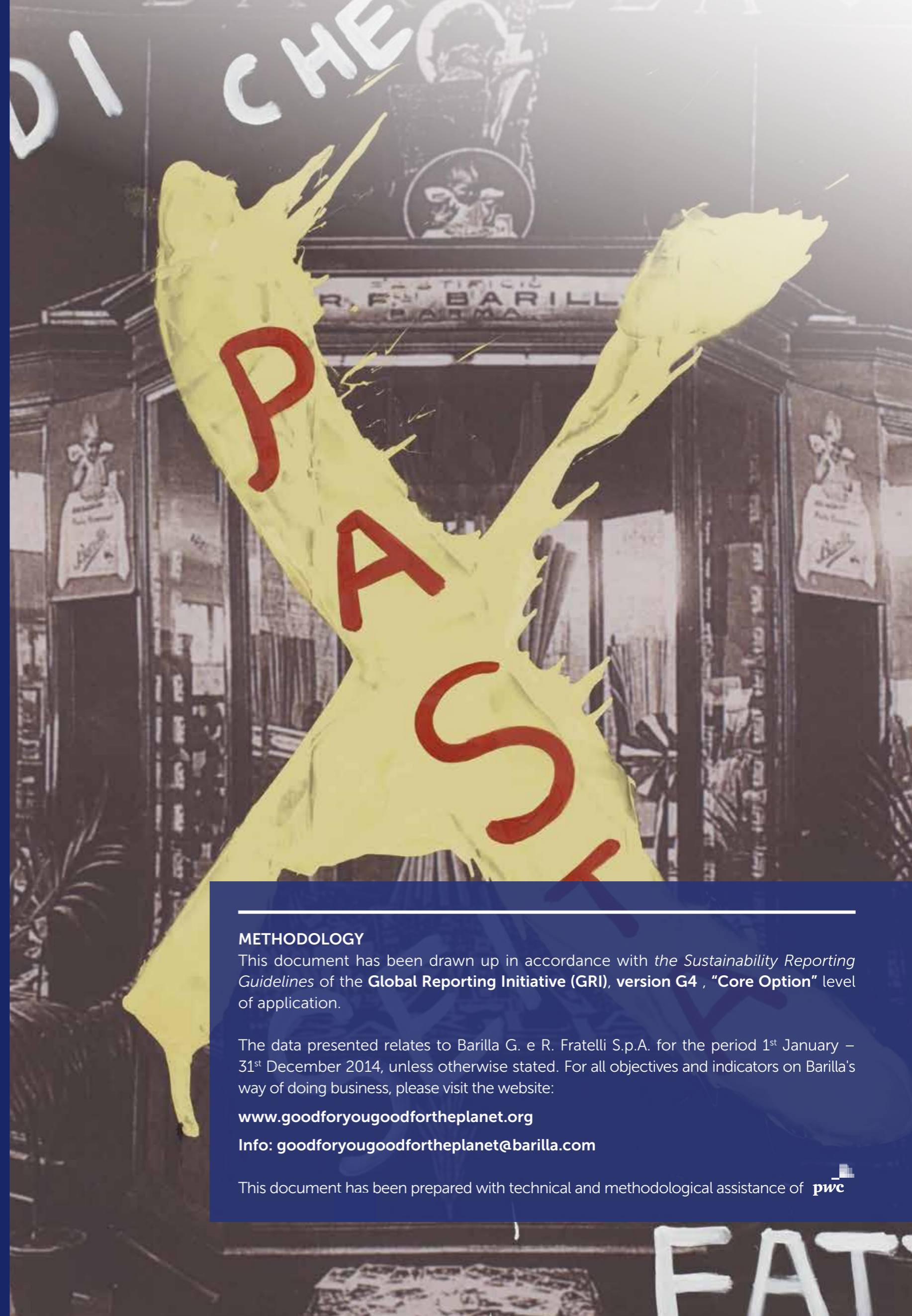
# GOOD FOR YOU GOOD FOR THE PLANET

---



2015 REPORT

**Barilla**  
The Italian Food Company. Since 1877.



---

#### METHODOLOGY

This document has been drawn up in accordance with the *Sustainability Reporting Guidelines* of the **Global Reporting Initiative (GRI), version G4**, "Core Option" level of application.

The data presented relates to Barilla G. e R. Fratelli S.p.A. for the period 1<sup>st</sup> January – 31<sup>st</sup> December 2014, unless otherwise stated. For all objectives and indicators on Barilla's way of doing business, please visit the website:

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

Info: [goodforyougoodfortheplanet@barilla.com](mailto:goodforyougoodfortheplanet@barilla.com)

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

FAT



# SUMMARY

01

## LETTERS

- 08 Innovating a Tradition
- 10 Good for You, Good for the Planet

02

## THE BARILLA GROUP

- 14 A Single Identity in Many Countries
- 16 Products and Brands
- 18 The Barilla Supply Chain
- 20 Barilla's Strategy: the Lighthouse
- 22 Only One Way of Doing Business
- 24 The Double Pyramid
- 26 2020 Objectives
- 28 Governance

03

## THE INVOLVEMENT OF STAKEHOLDERS

- 32 Stakeholder Map
- 34 A Continuous Dialogue
- 36 National and International Initiatives

04

## THE REPORTING PROCESS

- 40 Report Contents
- 42 Materiality Analysis

05

## GOOD FOR YOU, GOOD FOR THE PLANET

- 46 Awards in 2014

## GOOD FOR YOU

- 50 2020 OBJECTIVE  
Improving People's Lives
- 52 News 2014: #sharethetable
- 54 Quality
- 58 Nutrition
- 62 Information

## GOOD FOR THE PLANET

- 68 2020 OBJECTIVE  
Reducing the Impact on the Planet
- 76 News 2014: #guardatustesso
- 78 Environment
- 82 Supply Chain

## GOOD FOR THE COMMUNITIES

- 88 2020 OBJECTIVE  
Encouraging the Inclusion of All
- 92 News 2014: #togetherisbetter
- 94 Education and Social Inclusion

## BARILLA PEOPLE

- 100 2020 OBJECTIVE  
A Model Company  
for Diversity and Inclusion
- 102 News 2014: #plainedel'ain
- 104 Human Resources

06

## BARILLA CENTER FOR FOOD & NUTRITION

- 118 The BCFN Foundation
- 120 News 2014: #milanprotocol

07

## TECHNICAL ANNEXES

- 124 GRI Content Index
- 128 Global Compact



01

# Letters





# INNOVATING A TRADITION

Barilla's 138-year history is rich in events, always striving to improve by refining products, creating new ones, modernizing our production technologies, and enhancing the life of our collaborators and the community which surrounds us.

Today's awareness of the implications of our work is wide-ranging: people's wellbeing, food safety, nutrition, environmental sustainability and our social role in the surrounding community are all topics which offer us the extraordinary opportunity of **designing a forward-thinking industrial model**.

**Being open to external contributions and the ability to take on board different points of view are essential.** The annual stakeholders' meeting is a key moment for discussion and useful enrichment in the company's continuous adjustment to market changes.

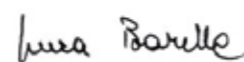
**We know there are limits in resolving topics of global importance such as those that will be discussed during this year's Expo, but this does not release us from our responsibilities.**

The Milan Charter, which will be introduced by the Italian Government to member countries and presented to the Secretary General of the United Nations, Ban Ki-moon, maps out a challenging path which we totally endorse. We have been committed to this path for years and today it has become a collective responsibility shared by all.

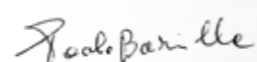
We would like to thank all our internal and external collaborators, representatives of institutions and organisations as well as each and every passionate citizen for their encouragement in this challenging and fascinating development path.



Guido Barilla, Chairman



Luca Barilla, Deputy Chairman



Paolo Barilla, Deputy Chairman





# GOOD FOR YOU, GOOD FOR THE PLANET

Today, the world of food must face urgent paradoxes that can compromise the development of future generations: 805 million people across the world are malnourished, while over 2.1 billion are obese or overweight. Despite this, 1.3 billion tons of edible food is wasted every year and a large percentage of harvests are used to produce animal feed and bio-fuel.

Companies must make a positive contribution towards meeting these challenges by proposing business models that are fair and sustainable. In Barilla, we have a very precise vision: to double our revenue, while continuing to reduce the impact on the Planet and promoting joyful and healthy eating habits.

"Good for You, Good for the Planet" is our model for responsible growth. Launched in 2012, after almost three years, it continues to be a solid guide for action and development plans, in relation both to our products, as well as to the efficiency of our production and the supply chain, with evident advantages in cost reduction and better risk management.

2014 was a year of challenges: the significant economic crisis in the markets and the increase in the cost of raw materials were very critical elements. Despite this, the Group's growth in revenue remained constant and we achieved important improvements in the nutritional profiles of our products and the reduction in impact on the Planet.

Our priorities over the next few years are clear. Firstly, we want to **promote people's wellbeing through our offer**, through marketing activities which inform consumers clearly and facilitate responsible choices.

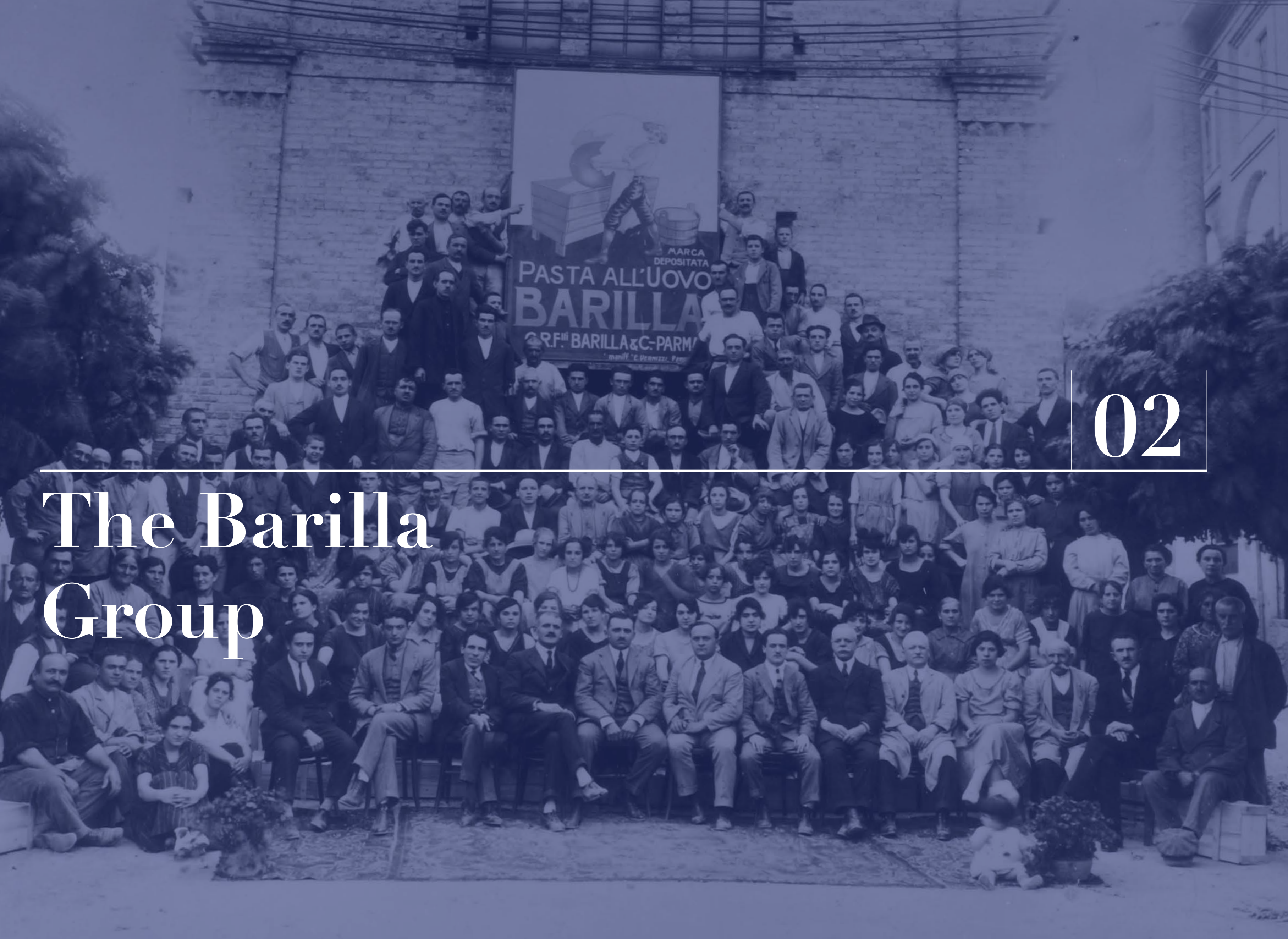
Also, we want to **promote the adoption of sustainable diets: good for people and for the environment in which we live**. Finally, we want to **favor cultivation methods of raw materials that reduce environmental impact and ensure the quality of the harvests and the development of local agriculture**.

We are aware that these are considerable objectives and that we cannot do everything by ourselves. Open, transparent and caring collaboration in the territories where we operate has shown us a long-term development path which - as well as the immediate benefits to our reputation - also represents the trust with which the company can consolidate its business in current markets and launch its products in new countries.

*Claudio Colzani*  
Claudio Colzani, CEO







02

# The Barilla Group



# A SINGLE IDENTITY IN MANY COUNTRIES

Barilla was founded in 1877 in Parma as a shop producing pasta and bread. Today the Group has become **a world leader in the market for pasta and ready-made pasta sauces in continental Europe**, for **bakery products in Italy** and for **crispbreads in Scandinavia**. It is headed by **Barilla Holding S.p.A.**, which has retained **its Italian headquarters in Parma**.

The organisational structure of the Group identifies **Barilla G. e R. Fratelli S.p.A.** as the operational sub-holding, dedicated to the production and marketing, both nationally and internationally, of pasta, sauces and bakery goods.

Barilla is one of the best-known and valued food companies in the world thanks to its distinctive features such as: coherence with established principles and values updated over time, management of human resources as a fundamental heritage, state-of-the-art production systems in terms of quality and sustainability.

The Group aims to double its turnover and, at the same time, reduce environmental impact and promote a healthy lifestyle through a balanced diet.

To better adapt to local situations, the Group has adopted an operating structure divided into four areas:

- › **Italy**;
- › **Europe**;
- › **America** (Usa, Canada and Brazil);
- › **AAA** (Asia, Africa and Australia, including Russia and Turkey).

With this perspective, Barilla believes it can accelerate its response to the needs of the reference markets and use all its synergies more widely, reinforcing the Group's consolidation process on the global market.



## TURNOVER

(mln Euro)

2013	2014
<b>3,230</b>	<b>3,254</b>

## QUANTITY OF PRODUCT

(thousand tons sold)

2013	2014
<b>1,766</b>	<b>1,821</b>

## INVESTMENTS

in equipment, research and development (mln Euro)

2013	2014
<b>146</b>	<b>155</b>

## EMPLOYEES

2013	2014
<b>8,238</b>	<b>8,136</b>

## BARILLA IN THE WORLD

**26 OFFICES**

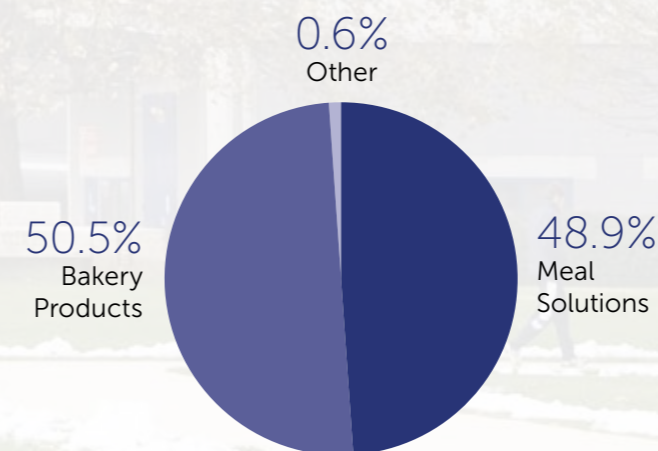
- 1** ITALY
- 14** EUROPE
- 11** REST OF THE WORLD

**30 PRODUCTIVE SITES**

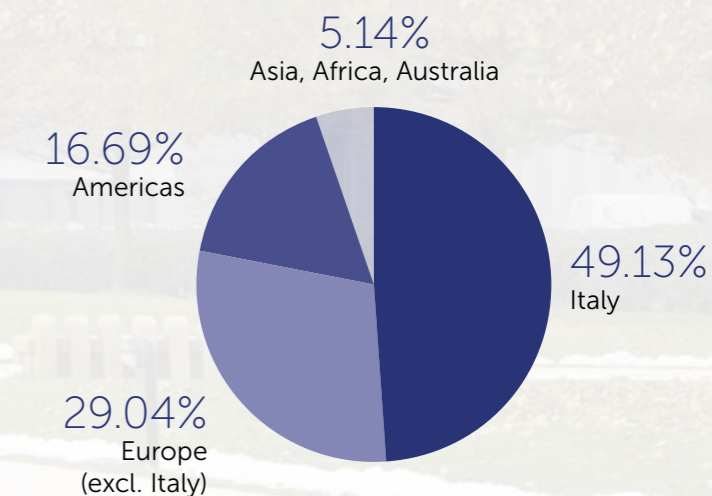
- 14** ITALY
- 10** EUROPE
- 6** REST OF THE WORLD

## 2014 TURNOVER BY

BUSINESS AREAS



GEOGRAPHICAL AREAS



N.B. Regarding the data on this page, according to the IFRS change on the Joint Venture, in 2014 Barilla Mexico has consolidated 100%. The figure for 2013 has been updated accordingly.



# PRODUCTS AND BRANDS

Barilla is the Italian and world **leader in the market for pasta**. It oversees the segment of sauces, with **over 40 different recipes** and offers nearly **180 bakery products** covering moments of consumption from breakfast to snacks.

## MEAL SOLUTION



**Barilla** is the historic brand of the Barilla Company, founded in 1877. Now the number one pasta in Italy and the rest of the world.

www.barilla.com  
facebook.com/Barilla  
@Barilla



**Voiello** was founded in 1879 as a small artisan shop in Torre Annunziata, and became part of Barilla in 1973.

www.voiello.it  
facebook.com/Voiello  
@voiello



**Filiz** is one of the key pasta brand in Turkey. Filiz has been part of Barilla since 1994.

www.filizmakarna.com.tr  
facebook.com/FilizMakarna  
@filizmakarna



**Misko** is the leading brand of pasta in Greece, Misko has been part of Barilla since 1991.

www.misko.gr  
facebook.com/misko.greece



**Vesta and Yemina** are two brands in the Mexican market, part of Barilla since 2002, following a joint venture with the Herdez Group.

www.yemina.com.mx

## BAKERY PRODUCTS



**Mulino Bianco**, born in 1975, is today part of Italian food culture as a witness to daily family life.

www.mulinobianco.it  
facebook.com/MulinoBianco  
@mulinobianco



**Pavesi** offers a wide range of sweet and savory baked goods, unique for their taste and their production technology. Pavesi has been part of Barilla since 1992.

www.pavesi.it



**Grancereale** was founded in 1989 as a Mulino Bianco whole grain biscuit and has grown to become a Barilla brand of whole grain and natural products.

www.grancereale.it  
facebook.com/Grancereale



**Harrys**, launched in 1970 in France, is now the foremost brand in the bread field and plays a leading role in the morning goods sector.

www.harrys.fr



**Pan di Stelle** was created in 1983 as one of Mulino Bianco's breakfast biscuits. In 2007 it began its career as a stand-alone brand.

www.pandistelle.it  
facebook.com/pandistelle  
@official\_pds



**Wasa** was founded in Sweden in 1919 and became part of Barilla in 1999, is one of the best-selling food brands in the countries of northern Europe.

www.wasa.com  
facebook.com/wasasverige

## OTHER BRANDS



**Academia Barilla** was born in 2004, dedicated to the development and promotion of regional Italian food culture as a unique world heritage.

www.academiabarilla.com  
facebook.com/AcademiaBarilla  
twitter.com/AcademiaBarilla



On December 1, 2013, Academia Barilla opened its **first restaurant in New York, on 6th Ave. 52nd St.**, with the goal of bringing the recipe for Italian conviviality to the world.

www.barillarestaurant.com  
facebook.com/barillarestaurants  
twitter.com/ab\_restaurant



**First** is a brand that specializes in retail services.



# THE BARILLA SUPPLY CHAIN

Barilla products are made from **simple raw materials** grown and processed with care to be turned into **pasta, sauces** and **bakery products**.

The **food chain** involves many operators from farms and fields to supermarket shelves and Barilla plays an important role along this path. The Group applies continuous **controls throughout the supply chain**: from the purchase of **raw materials** to its production processes, from the monitoring of products on sale to the development of an effective **system of traceability and quality management**. Barilla buys around **800 types of raw materials** and **50 types of packaging materials** from almost **1,200 suppliers** across the world.

Barilla's most important supply chains are those supplying raw materials such as durum wheat, common wheat, rye, tomatoes, eggs and vegetable oils. These materials are classed as "**strategic**", as they are the main ingredients for the Group's products.

## To govern the supply chain and ensure the quality of the raw materials used, Barilla has set specific regulations, in particular:

**DURUM WHEAT:** governed, in cooperation with all operators in the supply chain, through contracts which require compliance with specific cultivation and preservation regulations.

**COMMON WHEAT:** governed in Italy by storage and transport regulations, promoting varieties with characteristics suitable for manufacturing products of excellence.

**RYE:** governed through cooperation with local businesses.

**EGGS:** governed through dedicated and traceable farms where advanced animal welfare criteria is applied for egg-laying hens and where animal feed free of artificial colours and of non-animal origin are used.

**TOMATOES:** governed by traceable, local production using cultivation regulations applied by agricultural producers' associations.

**PALM OIL:** by 2015, 100% RSPO certified and traceable back to the mill in the country of origin and only from suppliers that do not use deforestation practices.

## GLOBAL FOOD SAFETY INITIATIVE

Barilla also participates voluntarily in the **Global Food Safety Initiative (GFSI)**, set up through cooperation between the main food producers with the aim of safely managing all the supply chain processes. As part of this involvement, Barilla checks all its suppliers according to a standard approved by the GFSI.





# BARILLA'S STRATEGY: THE LIGHTHOUSE

The translation of the Group's cultural heritage and values into its business strategy led to the Lighthouse, that is, a synthesis of the direction of Barilla's development in the coming years.

## VISION

We help people live better by bringing wellbeing and the joy of eating into their everyday lives.

## ASPIRATION

Double the business, while continuously reducing the footprint on the Planet and promoting wholesome and joyful food habits.

**“Everything is done for the future”**

## WHERE TO PLAY

To be the leading and most reputable company in the global Italian meal experience and in our bakery strongholds:

1. Sharply grow volumes and shares in pasta, sauces and ready meals:
  - A. Lead in our current markets through category and market share growth.
  - B. Aggressively expand in the emerging markets.
2. Fuel the leadership in our core bakery markets.
3. Customize our geographic and channel expansion to better serve shoppers wherever they buy.

## THE OPERATIONAL DIRECTIONS

### 01

BE THE #1 CHOICE OF BRAND AND PRODUCT FOR PEOPLE

- › Nurture people's taste, mind and heart.
- › Build iconic brands that create meaning and sense of belonging.
- › Commit to product quality, sustainability and safety from field to consumption.
- › Innovate towards further accessibility, convenience, affordability, local adaptation and better nutrition.

### 02

WIN IN THE MARKETPLACE

- › Persistently foster expansion in the emerging markets through a winning and adaptive model.
- › Achieve a ruthless in-market execution, putting customers, shoppers and consumers first.
- › Build win-win partnerships with our current and future customers to better serve our shoppers.
- › Simplify the business for the customer and the choice for the shopper.

### 03

DRIVE CONTINUOUS IMPROVEMENT

- › Relentlessly enhance our competitiveness, with increasing levels of efficiency, simplification and agility.
- › Be recognized as preferred supplier by our customers.

### 04

**ONLY ONE WAY OF DOING BUSINESS:  
GOOD FOR YOU, GOOD FOR THE PLANET**

- › Care for the present and future wellbeing of people, the Planet and the company in everything Barilla does, from field to consumption.
- › Encourage open, transparent and caring partnerships with the communities in which Barilla operates.

### 05

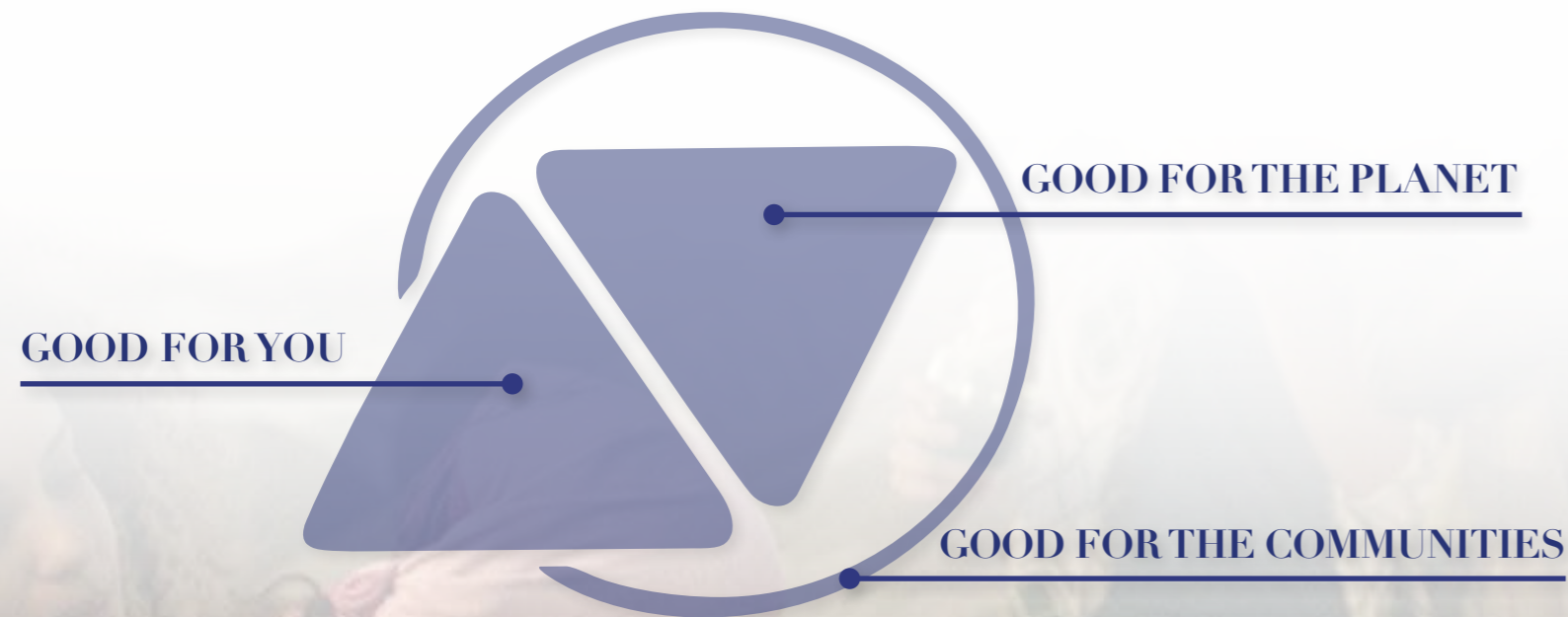
PROUDLY BE THE BARILLA PEOPLE

- › Be the ambassadors of Barilla's identity, values and food culture.
- › Be a great company to work for, promoting diversity and a balanced sustainable lifestyle.
- › Foster empowerment, commitment, results-oriented leadership and accountability.



# ONLY ONE WAY OF DOING BUSINESS

To ensure product quality, community development, the wellbeing of people and the preservation of the Planet's resources, the Barilla Group has chosen **only one way of doing business every day**: **"Good for You, Good for the Planet"**. Using this philosophy, Barilla aims to **double turnover in the coming years**.



"GOOD FOR YOU, GOOD FOR THE PLANET" is based on a serious commitment for the future, realized through three dimensions, all linked to each other:

**GOOD FOR YOU**

Barilla's commitment to providing a good, safe, quality and nutritionally-balanced products offer in line with the Mediterranean Model.

**GOOD FOR THE PLANET**

Sustainable production and supply chains that respect the rights of the Earth and everyone involved from field to fork.

**GOOD FOR THE COMMUNITIES**

The continuous collaboration with the local territories to encourage the inclusion of diversity, access to food and the promotion of responsible choices through educational paths.

**WHAT IS DISTINCTIVE?**

This business model stems from the cultural heritage and values handed down by four generations of the Family at the helm of the Barilla Group since 1877.

Today, as yesterday, the Barilla Brothers, through the passion of their employees, are committed to promoting the wellbeing and joy of eating well, helping people to live better every day.

To know more about Barilla's history and its values, visit: [www.barillagroup.com](http://www.barillagroup.com)

**2014 RESULTS**

**+3%**

**Volumes**  
compared to 2013

**85.5%**

**Product volumes**  
in line with the Barilla Nutritional Guidelines

**-20%**

**CO<sub>2</sub> emitted**  
per ton of product compared to 2010

**-20%**

**Water**  
consumption per ton of product compared to 2010





# THE DOUBLE PYRAMID

The Double Pyramid Model was developed by the **Barilla Center for Food & Nutrition Foundation** in 2009. It is composed of the Mediterranean Diet **food pyramid** and the **environmental pyramid**. It was created to demonstrate that the food that should be eaten most frequently for people's wellbeing is also the food which has a lower environmental impact, that is, food whose production uses less of the Planet's resources in terms of greenhouse gases, water and land surface to regenerate the resources used.

## How has the Barilla Group translated the Double Pyramid into an operating model?

Eating according to the Mediterranean Diet pyramid and producing goods in a sustainable manner.

**GOOD FOR YOU:** the **food pyramid** suggests a **nutritionally-balanced model** to people, that is, the **Mediterranean Model**.

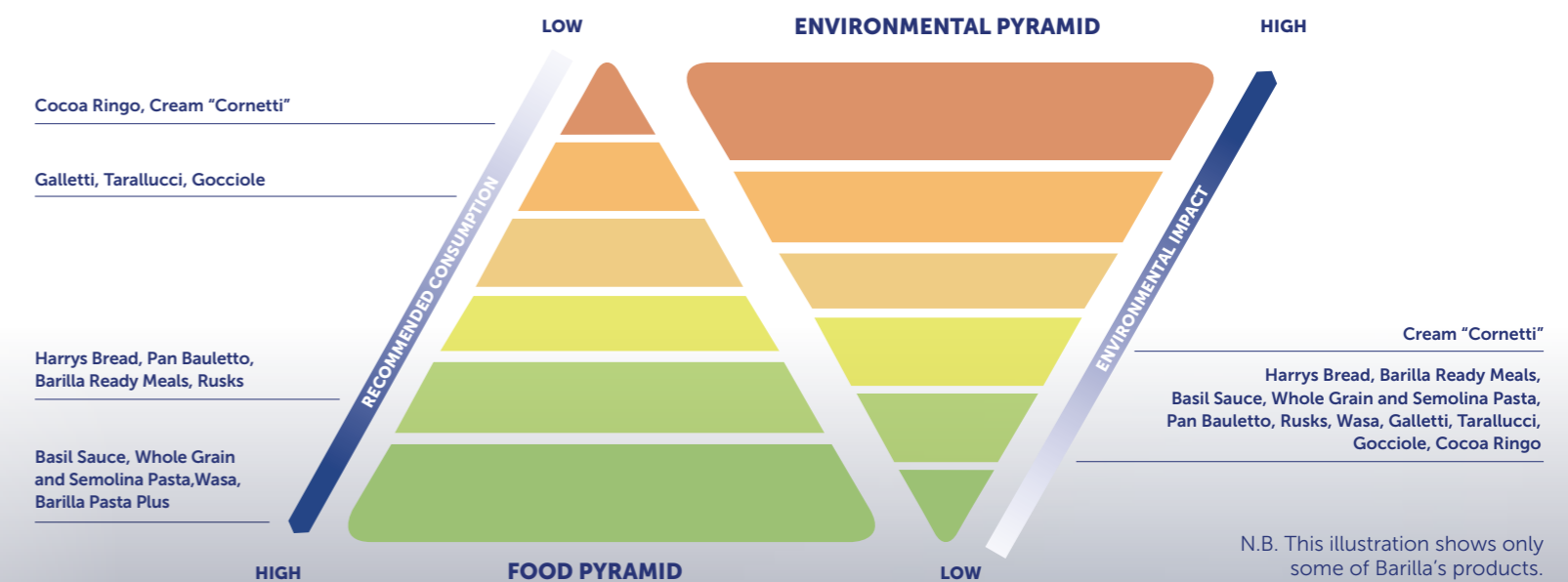
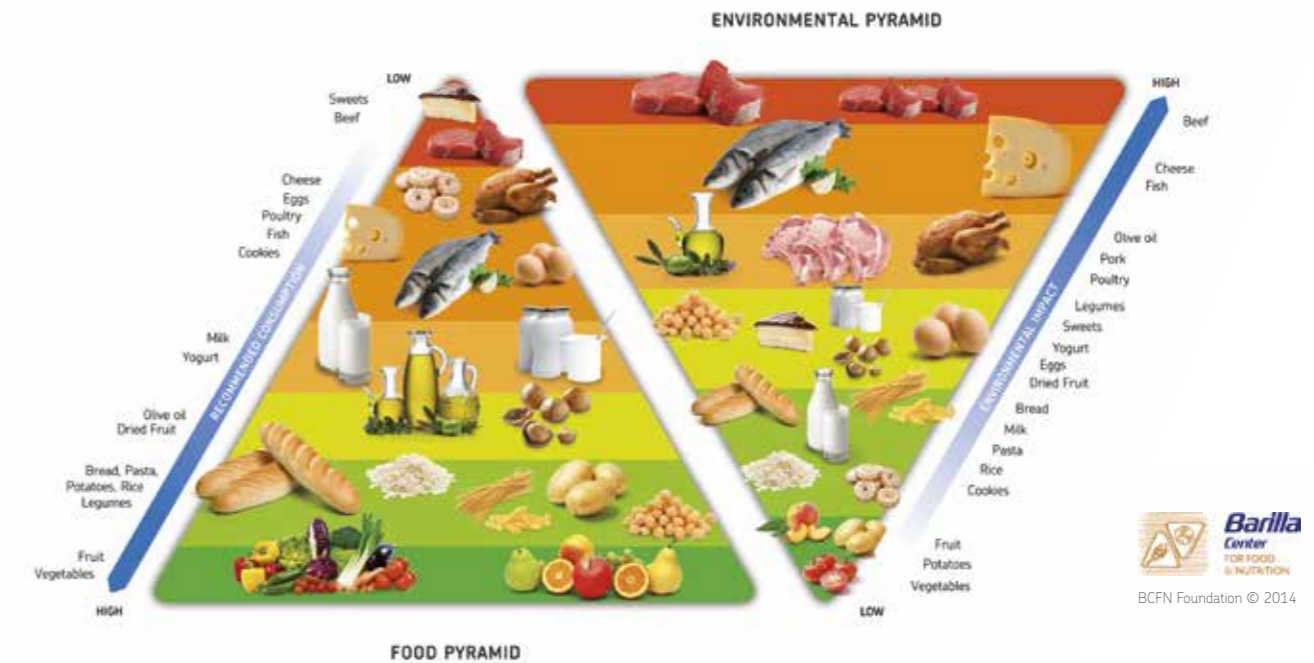
For Barilla, this translates into a commitment to:

- › Launch a **quality, nutritionally-balanced offer** with products arranged on all sections of the food pyramid.
- › Promote **information for people** on healthy lifestyles and food and physical **education for young people**.

**GOOD FOR THE PLANET:** the **environmental pyramid** is an indication of the continuous improvement of the supply chain.

For Barilla, this means:

- › Continue to reduce **the environmental impact from field to fork**, in particular with regard to greenhouse gas emissions and consumption of water resources in production plants.
- › Promote **sustainable agricultural models**, that is, those that use less fertilizer, respect natural crop rotation more and improve competitiveness of local agriculture.



For all the scientific data on the Model, visit the BCFN website



# 2020 OBJECTIVES

## GOOD FOR YOU

### IMPROVING PEOPLE'S LIVES

By 2020 Barilla will improve people's lives by promoting consumer choices in line with the food pyramid.

#### QUALITY AND NUTRITION

► Be the first brand and product choice for people in relation to taste and nutritional profile.

Barilla Brand, first choice for:  
Taste > index 132 vs market average 100.  
Nutritional Profile > index 117 vs market average 100.

© Brand Health Check, Millward Brown



#### INFORMATION

► Offer people scientifically relevant information on food and nutrition through brand activities.

80% of websites contain nutritional facts.  
53% of websites presenting Barilla products provide suggestions for a healthy lifestyle.



► 100% of Barilla's product volume aligned to the most up-to-date standards for quality and food safety proven by external certification bodies.

98.5% of Barilla's product volume.



► Spread information on the si.mediterraneo project to all Barilla employees across the world and also to the public through distribution and e-commerce channels.

7,300 Barilla People have been involved.



► Raise the global volume of products in line with Barilla's Nutritional Guidelines from 70% to 90%.

85.5% product volume sold.



NB: All the data in the table relates to 2014.

KEY



reformulated or added in 2014



in progress

## GOOD FOR THE PLANET

### REDUCING THE IMPACT ON THE PLANET

By 2020 Barilla will offer people only products at the bottom of the environmental pyramid.

#### ENVIRONMENT

► 100% of Barilla products in the lower section of the environmental pyramid.

93% of Barilla products.



#### SUPPLY CHAIN

► 100% of strategic raw materials purchased responsibly.

6% of strategic raw materials.



► Reduce CO<sub>2</sub> emissions and water consumption in the production process by 30% per ton of finished product compared to 2010 values.

Since 2010, Barilla has reduced CO<sub>2</sub> emissions and water consumption by 20% per ton of finished product.



► Develop Sustainable Cultivation projects for all strategic supply chains.

Projects for all strategic supply chains have been defined.



## GOOD FOR THE COMMUNITIES

### ENCOURAGING THE INCLUSION OF ALL

By 2020 Barilla will promote the inclusion of people through programs for access to food, educational projects and the promotion of diversity.

#### SOCIAL INCLUSION

► Increase the number of farms involved in projects that improve the competitiveness of local agriculture.

1,000 farms.



#### EDUCATION

► Promote educational projects for young people on issues related to food and nutrition.

2 Projects: Giocampus in Italy and Share the Table in the USA.



#### BARILLA PEOPLE

► Achieve equality between women and men in leadership positions.

28% of women in leadership positions.



► Promote the social inclusion of people in need through food donations, social projects and support in the event of emergencies.

More than 2,000 tons of products have been donated in the world.

The Mobile Unit Project has been developed in collaboration with the Italian Civil Protection.



► 100% Barilla employees having the possibility of forms of flexible work.

74% of employees.





# GOVERNANCE

Barilla has a **“traditional” management and control system** with a **Board of Directors** and a **Board of Auditors**, both appointed by the **Shareholders**.

The Board of Directors is composed of the Chairman and the Deputy-Chairmen of the Group who also have executive powers, alongside the CEO (who covers the role of General Manager) and two independent Directors.

In relation to current legislation on the responsibilities of these bodies, the Company has an organisational model which contains the rules and procedures for the prevention of crime within its organisation.

The organisational model provides for the appointment of a Supervisory Body and a Code of Ethics which dictates the standards of conduct with which the entire Group's operators must comply. Barilla has seized the opportunity offered by this legislation and has implemented everything possible to ensure its effectiveness.

The management of **Sustainability** aspects is entrusted to the **Company's Senior Management**, that is, to the **Shareholders** and the **Management Committee**, to which the CEO belongs and which bears hierarchical responsibility (Directors and Regional Presidents). It is their responsibility to approve and revise strategic objectives and plans, and periodically verify business indicators.

The main management roles are also assigned specific objectives linked to the management and measurement of **performance** in matters relating to sustainability. In managing the process of delegation, these objectives are adapted according to all the main corporate functions. The system for assessing the **Chief Executive Officer's performance** also contains indicators linked to the level of achievement of sustainability objectives. To bring the “Good for You, Good for the Planet” path into operation, a **Steering Committee** has been set up - a permanent group involving all the main corporate areas.

Its role is to define the objectives and projects and to monitor and control the performance of sustainable development through a defined set of indicators. The Steering Committee is also responsible for assessing sustainability risks and reports the main results of stakeholder involvement activities to the Management Committee. Moreover, it coordinates and guides the activities of the **Operating Groups** set up to respond to the specific requirements of individual aspects in the “Good for You, Good for the Planet” way of doing business.

**The Steering Committee is coordinated by the Sustainability Unit operating within Barilla's Communication and External Relations Department.**







les Véritables  
pâtes italiennes

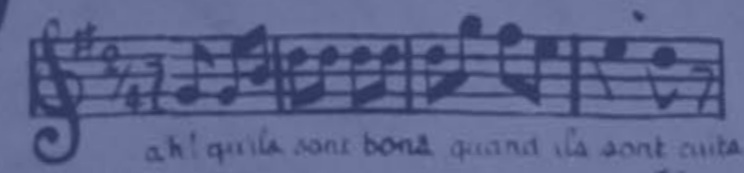
**BARILLA**

Cette pâte  
étant fabriquée  
avec les semoules  
retirées des meilleurs  
BLÉS de RUSSIE  
constitue  
un aliment sain  
et des plus nourrissants  
étant néanmoins  
économique



sont exquis  
et nourrissantes

*goutez-les!*



ah! qu'ils sont bons quand ils sont cuits

(Air connu)

Elle a un goût  
très exquis et  
pendant la cuisson  
son volume  
augmente  
d'une telle pro-  
portion, qu'il suffit  
d'en employer un  
tiers de moins de la  
pâte ordinaire

03

# The Involvement of Stakeholders



# STAKEHOLDER MAP

The **Barilla Group** believes that the continuous involvement of stakeholders is fundamental in defining the objectives, projects and indicators relating to “Good for You, Good for the Planet”.

**By listening to society's needs**, the Company feels it can better respond to the expectations of those that choose the Company for its products, or as a scientific or commercial partner.

The main categories of stakeholders can be identified through a map of the relations which the Group has built up over time.



**EMPLOYEES:** executives, middle and junior managers, office staff, workers, new employees (3 years with the company), differently-abled staff, LGBT, employees nearing the end of their careers (5 years to pension), trade union representatives, members of internal associations.

**SUPPLIERS:** suppliers of raw materials, agricultural operators, suppliers of packaging, plant, energy, products and finished products, co-packers, sales agents, legal consultants, suppliers of services, advertising agencies, packaging and communications agencies, consultants, insurance brokers, media buying, press, TV, Internet, suppliers of metals and equipment, property owners.

**SECTOR ASSOCIATIONS:** associations representing agricultural producers, employees and sectors, inter-professional bodies, professional committees and trade unions.

**THE SCIENTIFIC COMMUNITY:** scientific companies operating in the field of food and nutrition, medical associations, universities, scientific foundations, research centres.

**CLIENTS:** modern and traditional retail channels, new retail channels, commercial and community catering.

**CONSUMERS:** children, adults, seniors, persons careful of their wellbeing and health, persons with specific health problems, persons suffering from allergies, persons who choose a certain type of food for religious or other reasons.

**LOCAL COMMUNITY:** sector representatives, local authorities and administrations, schools, charitable bodies.

**MEDIA:** social network, Italian daily newspapers, local newspapers, television, Internet, media relations (press, Italian daily newspapers, TV, Internet), specialist trade press, economic periodicals, international press, food specialised press.

**ITALIAN AND INTERNATIONAL INSTITUTIONS:** Italian Ministry for Agriculture, Food and Forestry, Italian Ministry for Labour and Social Policies, Italian Ministry for Health, Italian Authority on Fair Competition, EFSA, Italian Ministry for Education, Universities and Research, Educational Institutions, Italian Data Protection Authority, European Commission, FAO, UNO, UNICEF, EFFAT, Presidency of the Italian Council of Ministers, Italian Ministry for Economic Development, European Environment Agency, European Agency for Health and Safety in the Workplace.

**NON-PROFIT ORGANISATIONS:** environmental associations, associations relating to the collection and distribution of food, NGOs.

**COMPETITORS:** direct category competitors (pasta, bakery products, sauces), direct food industry competitors, indirect competitors.



# A CONTINUOUS DIALOGUE

Since 2008 Barilla has involved its stakeholders in an annual appointment known as the: **"Stakeholders' Panel"**. This is one of the distinctive ways in which the Group conducts its business, and where the "Good for You, Good for the Planet" path is analysed from different points of views: economic, social and environmental. Progress and areas for improvement are assessed and discussed to better respond to the requirements of all the parties involved. The meeting with stakeholders is fundamental also for the process of reporting: in fact, starting with the analyses collected, the reporting system for the next year can be planned.

In particular, in 2014, over two working days in autumn in **Parma** and, for the first time at an international level in **Brussels**, **nearly 200 people** were involved. Among those participating were: Marco Cattaneo (Director, National Geographic Italy), Giulio Albanese (Missionary and Journalist), Japanese Chef Masayuki Okuda, Chef Vittorio Fusari, Tony Long (WWF European Policy Officer), Philip Limbery (CEO of Compassion in World Farming) and Nicola Perullo (Professor at the University of Gastronomic Sciences), as well as, naturally, various stakeholders from academia, civil society and commercial partners.

Participants discussed the opportunities and challenges for sustainable development in which they would like to be involved and several ways of cooperating with the local communities were examined. Three topics were covered over the two days:

## GOOD FOR YOU

How can Barilla promote informed food choices across the world.

## GOOD FOR THE PLANET

How can Barilla become the promoter of responsible supply chains, reducing waste and losses.

## GOOD FOR THE COMMUNITIES

How can Barilla favour social inclusion through sharing food.

### STAKEHOLDERS' PROPOSAL

### BARILLA'S RESPONSE

#### GOOD FOR YOU

**Global Food Model:** develop global solutions to integrate pasta with local ingredients and propose nutritionally-balanced food models.

Barilla is working towards promoting pasta and nutritionally-balanced food models in all geographical areas in which it is present, adapting its offers locally. In 2014 "Pasta Pronto" was launched, the first range created for the Chinese market.

**Responsible Choice:** diffuse information on the advantages of a "sustainable diet" and the financial savings gained from reducing food waste.

The Barilla Center for Food & Nutrition Foundation is specifically studying the topic of Sustainable Diet and its environmental and economic impact.

**Nutritional Guidelines:** are not clear and well defined.

Barilla's Nutritional Guidelines have been developed on the basis of agreed international indicators which foresee the reduction of sodium and fats and increasing the range of whole grain products. The Group is working towards making information more complete and accessible.

**More coherence between the Barilla Group's commitments and brand communication:** promote transparent and complete information for consumers on nutritional and environmental topics also through brand communications.

In 2014, Mulino Bianco promoted, through its website and several advertising spots, the values linked to the topic of "Good for You, Good for the Planet". Moreover, in Italy Barilla launched the "Guardatustesso" ("Lookafteryourself") initiative to inform people about the supply chain in relation to sauces. However, the company is working on this topic to ensure more coherence between the Group's communications and brand activities.

#### GOOD FOR THE PLANET

**Packaging:** better analyse the life cycle of products and research into more sustainable solutions.

Activities which Barilla is developing at each new product launch.

**Palm Oil:** more and better communication.

During 2014, Barilla reviewed its policy on palm oil; a new version of the policy is now available on the Group's website.

**Double Pyramid Model:** better, and more effectively, communicate the Double Pyramid Model to all consumers.

An analysis is underway on how to better, and more effectively, communicate the Double Pyramid to consumers even through the collaboration with the customers.

**Sustainable Supply Chain:** continuously cooperate with stakeholders in the supply chain and with reference organisations so as to improve sector processes and policies.

During 2014, Barilla defined a more systematic approach to the process of responsible procurement.

#### GOOD FOR THE COMMUNITIES

**Food Waste:** promote agreements throughout the supply chain and improve the portioning of packaging.

Barilla constantly improves its own efficiency reducing production, and general, waste. There has been active cooperation for years with food banks in many of the Group's countries of operation to ensure that excess production is donated to those in need. Excess food from the Parma and Novara factories' canteens is donated to food banks in Italy through the Siticibo project.

**Social strategy:** define measurable parameters to check the development of activities in an international framework. In Barilla, there is no strategy for signalling the passage from a "philanthropic" to a "socially aware" business approach.

Barilla has defined a social strategy which is described in the "Good for the Communities" section of this report.

**Multi-Culturalism at the Table:** promote the value of various cultures at the table through pasta and ideas for first courses.

During 2014, Barilla fostered internal activities for employees of the Group in order to promote the versatility of pasta in different cultures. "Diversity at the Table" is an important topic for Barilla.

**Healthy Eating Education:** using digital tools and in cooperation with schools and universities, promote healthy eating education to improve knowledge about the world of food and its impact at both a social and environmental level.

Barilla promotes the Giocampus project in Italy. During 2014, the project "Share the Table" was relaunched in the USA, which provides healthy eating education courses for young people. The topic of healthy eating education was also included as an important element of Barilla's social strategy.

**Investing in Young People:** promote entrepreneurial projects among young people and also the food sector as an area for the development of new professional skills.

In 2014 Barilla launched the "Good 4 Start Up the Future" contest, to promote youth entrepreneurship and the emergence of start-ups in the food world, in collaboration with SDA Bocconi School of Management and the business incubator Speed MI Up.



# NATIONAL AND INTERNATIONAL INITIATIVES

The Barilla Group considers the active participation in **numerous national and international initiatives** to be crucial, many of which are established for a number of years now. In 2014, the Group participated for the first time in the activities of the **Sodalitas Foundation** in Italy.

ASSOCIATIONS	IN WHICH	BARILLA SHARES AN INTEREST	ANNUAL ACTIVITIES
<b>United Nations Global Compact</b>	2011	Monitor international commitments in the sphere of "sustainability", especially with regard to the ten UN Global Compact Principles.	Preparation of the Barilla Group's annual "Communication on Progress".
<b>UN Global Compact - Sustainable Agriculture Business Principles (SABPs) - Core Advisory Group</b>	2012	Participate actively in the preparation of the document on the principles of sustainable agriculture.	Regular participation in meetings.
<b>Global Compact Network Italy</b>	2012	Share the national perspective on sustainability and specific issues faced by the Italian professionals.	Regular updates with the Secretariat of the Network.
<b>Sodalitas</b>	2014	Share the sustainability path with other companies, deepen its knowledge of the Italian context relating to sustainability issues.	Participate in the Foundation's events and activities and involve the Sodalitas team in Barilla's stakeholder involvement activities.
<b>FAO - SAFA (Sustainability Assessment of Food and Agriculture systems)</b>	2012	Share the international perspective of the Natural Resources and Environmental Management Department project for the implementation of specific guidelines.	Regular participation at meetings and workshops.
<b>SAI Platform</b>	2012	Contribute and offer support in the development of the "Farmer Self-Assessment" tool.	Regular participation at meetings.
<b>International Life Sciences Institute - ILSI</b>	1999	Share the international perspective and monitor international trends in relation to nutrition, health, food safety and the environment.	Setting up a Barilla working group every year, dedicated to the project and to participate in annual meetings.
<b>Italian Chemistry Society - SCI</b> › Inter-Division of Food Chemistry Group; › Mass Spectrometry and Analytical Chemistry divisions.	2004	Keep updated on matters relating to health, food safety and food quality and taking the opportunity to meet with University research centres and other food and specialist instrumentation companies.	› Regular participation at meetings and workshops. › Involvement as a member on the Board of the Mass Spectrometry division. › Contribute to the preparation of official documents.
<b>Italian section of the European Technology Platform "Food for Life"</b>	2007	Share the European perspective, to improve the transfer of knowledge and consumers' wellbeing, improving their health and longevity.	› Participate in regular meetings. › Contribute in the drafting of official documents (such as the strategic research agenda and implementation plans).

The company, furthermore, is involved in:

AIDEPI	www.aidepi.it
AIIPA	www.aiipa.it
AIM	www.aim.be
ASSONIME	www.assonime.it
CAOBISCO	www.caobisco.eu
CENTROMARCA	www.centromarca.it
ECR EUROPE	www.ecr-europe.org
IBC INDUSTRIE BENI CONSUMO	www.ibconline.it
IFIC	www.foodinsight.org
IPO	www.internationalpasta.org
ITALMOPA	www.italmopa.com
NUTRITION FOUNDATION OF ITALY	www.nutrition-foundation.it
OLDWAYS	www.oldwayspt.org
SEMOULIERS	www.semouliers.org
THE CONSUMER GOODS FORUM	www.theconsumergoodsforum.com
UNAFPA	www.pasta-unafpa.org
UPA	www.upa.it/eng/index.html

ASSOCIATIONS	IN WHICH	BARILLA SHARES AN INTEREST	ANNUAL ACTIVITIES
<b>International Society for Mycotoxicology - ISM</b>	2009	Collaborate and promote research on toxicogenic fungi and mycotoxin contamination in cereals to improve food safety.	Regular participation in meetings and workshops, as well as the Scientific Committee.
<b>European Committee for Standardization - CEN</b>	2005	Contribute to and influence the preparation of Standards and European/International Regulations, in order to bring more transparency to European trade.	› Regular participation in meetings. › Involvement in working groups "Food" and "Food Contact Materials Analytical Methods" (CEN TC172 e CENTC275). › Contribute to the drafting of official documents.
<b>The "Industrial Symbiosis" project - ASTER</b>	2013	Find new opportunities for using waste products as secondary raw materials for packaging and other uses.	› Regular participation in meetings. › Supply waste for testing. › Test the materials produced.
<b>CL.A.N. Cluster Agrifood Nazionale</b>	2012	Help define research strategies for the national agrifood sector, dialoguing with the Ministry for Education, Universities and Research (MIUR) and by participating in projects on nutrition and health, food safety and sustainability.	› Involvement as a member of the Coordination Board. › Contribute in the drafting of official documents (such as the strategic agenda and implementation plans). › Define and promote the national/European framework of funding initiatives. › Direct participation in the "Safe & Smart" (food safety) project.
<b>KIC "Food4Future" FoodBest Consortium</b>	2011	Participate in the European debate to ensure that "food, nutrition and sustainability" is one of the topics for the KIC in 2016.	› Regular participation in meetings. › Involvement in the Regional Council. › Contribute to the drafting of official documents. › Define and promote the national/European framework of funding initiatives.
<b>High-tech Network of Emilia Romagna</b>	2009	Take advantage of qualified research support at a regional level on the topics of food and nutrition, food safety, packaging and sustainability.	› Member of the Steering Committee. › Contribute to the drafting of official documents. › Regular participation in meetings.
<b>European platform for action on diet, physical activity and health</b>	2012	Participate and contribute effectively in the fight against obesity.	Every year, Barilla prepares a structured report on the actions taken and results of the reformulation plan relating to salt and fats.



*Russia*

04

---

# The Reporting Process





# REPORT CONTENTS

## THE CONTEXT OF SUSTAINABILITY

Barilla has measured and represented its sustainability performance, considering the international context and the global discussion on food and nutrition. It has, in fact, attempted to identify the current and prospective contribution of the Group to sustainable development, locally and globally. Following this principle, the company has set its **overall strategy for sustainable business**, identifying the macro-areas where intervention is required: **Good for You, Good for the Planet, Good for the Communities**.

## COMPLETENESS

This report includes the main activities carried out by the Barilla Group during the financial year 2014 (from 1<sup>st</sup> January to 31<sup>st</sup> December 2014). The data and activities relate to the consolidate Group through Barilla G. e R. Fratelli S.p.A., unless otherwise stated. In relation to data on production, the countries considered within the Group are Italy, Greece, USA, Turkey, Sweden, Germany, Russia and France. On the other hand, in relation to the distribution and marketing of products, the countries considered, in addition to those stated above, are: Brazil, Japan, Austria, Singapore, China, Spain, Canada, Switzerland, Norway, Denmark, Poland, Australia, Holland, Slovenia and Croatia.

All the Barilla Group's objectives and indicators can be viewed at:  
[www.goodforyougoodfortheplanet.org](http://www.goodforyougoodfortheplanet.org)

## A BALANCE BETWEEN POSITIVE AND NEGATIVE ASPECTS

The document describes the Barilla Group's main performance indicators for 2014, and outlines the **areas for improvement and future challenges**.

## COMPARABILITY

The document contains performance indicators for the last two-year period 2013-2014 and details information on the Barilla Group's **quantitative and qualitative objectives** to 2020 in line with the established business strategy. To allow a more accurate analysis, in some cases, is also proposed a comparison with data from previous years.

## ACCURACY

The description of the activities and projects contains information which can be understood by any of the Barilla Group's stakeholders with average in-depth reporting on technical and industry specific data. Data on consumption and emissions has been calculated using **methods defined by the IPCC**, *Intergovernmental Panel on Climate Change*.

## TIMELINESS

The Barilla Group's Reporting cycle is annual. As for the previous year's report, the document will be presented alongside the economic and financial report on 22<sup>nd</sup> May 2015.

## CLARITY

So as to make the information as clear and useful as possible to all stakeholders, the 2014 Barilla Group's report on "Good for You, Good for the Planet" is composed of:

- › A general document on the **Group's sustainability strategy and identity**.
- › This technical document on the **"Good for You, Good for the Planet" path in 2014**.
- › The website giving more complete and in-depth information of the activities of individual brands in the Barilla Group: [www.goodforyougoodfortheplanet.org](http://www.goodforyougoodfortheplanet.org).
- › The Annual Communication under the **United Nations Global Compact** initiative.

## RELIABILITY

Collecting the data involves multiple corporate functions through a structured reporting process called the **reporting package** sent by the individuals responsible to the reporting members in the various countries falling within the data collection perimeter. Moreover, the company is currently implementing a specific IT system to further guarantee the reliability of the data which will enter into use in 2015.

The data has been consolidated and validated by representatives of the working group, each for the area under his/her own responsibility. The document is not certified by an external company. Therefore, responsibility for the data and information contained in the report rests entirely on Barilla's managers.



# MATERIALITY ANALYSIS

Barilla periodically checks the relevance of the issues on which it has chosen to set its business model.

During the year were assessed different sustainability topics which characterise the sector and, on the other hand, Groups which are similar in governance and size to Barilla. The managers, then, compared them with the strategic priorities that the Group has set for the coming years.

The sources used for this analysis are:

- › **Results of stakeholder involvement activities** organised annually by Barilla.
- › GRI and sector specific indicators outlined in the document **"Sustainability Topics for Sector"**.
- › **Reporting** requirements required by the **United Nations Global Compact**.
- › Topics considered by the main sustainability rating agencies.
- › Arguments considered by consumer associations and category associations (**Consumer Goods Forum, Caobisco, Italian Consumers Union, Adiconsum, Altroconsumo**).
- › Topics typical of the Italian context extracted from the **"National plan of action on corporate social responsibility 2012-2014, Italian Ministry for Labour and Social Policies"**, **"Balanced and sustainable wellbeing in Italy"**, **ISTAT (June 2014)**.
- › Media analysis.
- › Arguments considered by international institutions (**OECD, WBCSD, the European Directive** on disclosure of non-financial information).

From the analyses undertaken, a materiality map has emerged attributing a level of priority to each topic and taking into account its importance both for the Group and for the stakeholders. The most important issues for Barilla are:





A man wearing a white hard hat, a light-colored long-sleeved shirt, and dark pants stands in a field of tall grass. He is holding a plant stem in his right hand and pointing towards the right with his left hand. The background shows a cloudy sky and distant hills. The entire image has a blue tint.

05

---

Good for You,  
Good for  
the Planet



# AWARDS IN 2014

## GOOD FOR YOU PRIZES FOR INNOVATION AND QUALITY



### Prize for Innovation of the Year

Awarded in Italy to Barilla for the catering sector with the "New Pestos by Barilla Food Service", ready-made condiments, convenient and quick, to prepare excellent pasta dishes in only a few minutes, packaged in re-sealable pouches.



### Prize for Quality and Authenticity

The restaurant Academia Barilla in New York was awarded the Seal of Quality and Authenticity by the Italian-American Chamber of Commerce.



### Food Magazine Prize for 2015, "The product chosen by experts"

An award created by the Italian magazine "Food" to enhance the innovation of new food products launched in the Italian large distribution sector. Barilla won the award with "Focaccelle" for bakery products and "Barilla Gluten Free Pasta" in the First Course category.



### Interactive Key Award

The brand "Pan di Stelle" was awarded the **Interactive Key Award** thanks to its web activity in 2013 "Find the Magic Star", voted the best social media food marketing project.



### NC Awards

The brands Grancereale, Academia Barilla Restaurant and Voiello were awarded the ADC prize during the **NC Awards 2014**. World experts from the most important advertising agencies and associations award a prize for the most innovative communication campaigns.

## GOOD FOR THE PLANET PRIZES FOR THE SUPPLY CHAIN AND THE ENVIRONMENT



### Environmental National Award 2015

The project "Barilla Sustainable Farming" won the third edition of the "Environmental National Awards 2015" in Greece aimed at recognising the best business environmental protection and sustainability methods. The contest was organised by "Plant Management-Boussias Communications", with the support of the Ministry for Development and Ministry for the Environment, Energy and Climate Change.



### Settegreen Awards 2014

Favini - a leader in innovative specialised graphics based on natural raw materials - together with Barilla, were awarded the Settegreen Awards 2014 for the Packaging category, presenting "Selezione Italiana", the Academia Barilla pack made in "Cartacrusca" (bran paper), the first paper made from non-food grade bran.

## GOOD FOR THE COMMUNITIES PRIZES FOR PROMOTION OF THE LOCAL TERRITORIES AND YOUNG PEOPLE



### Italian Prize for Kindness

For the Barilla Group's role in civil society, a concrete example of respect for the work values and its important promotion of local communities, cultural events in the fields of nutrition and the environment.



### Prize of Prizes for Innovation

The "Prize of Prizes" is the most important Italian award granted by the Presidency of the Italian Council of Ministers on behalf of the President of the Republic of Italy for Excellence in Innovation - Made in Italy. Barilla received the honour for "Barilla per i Giovani" (Barilla for Young People), an initiative launched in 2014 to support the training of talented youngsters who develop highly-innovative projects, in disciplines which contribute towards improving the quality of life of people and the Planet.



### Sodalitas Social Award 2014

Barilla won the prize at the 12° edition in the category "Employment of young people and promotion of youth entrepreneurship and work placement" thanks to the "Barilla for Young People" prize, renewed in 2014 with the international competition "Good4", aimed at promoting start-ups in the food sector, in cooperation with the School of Management of the SDA Bocconi and the business incubator Speed MI Up.

## BARILLA PEOPLE PRIZES FOR THE INCLUSION OF DIVERSITY AND PROMOTION OF HUMAN RESOURCES



### Best Workplaces

Barilla Hellas was nominated the best working environment 2014 in Greece by the organisation "Great Place to Work Institute Hellas".



### Corporate Equality Index

The Human Rights Campaign (HRC) in the USA published its annual report on the "Corporate Equality Index", a national assessment tool which sets reference parameters which all companies must use to measure their corporate policies relating to lesbian, gay, bisexual or transgender staff (LGBT). Barilla took part in this assessment and achieved the maximum index score of 100%.





# Good for You

---

GOOD, SAFE, NUTRITIONALLY CORRECT,  
QUALITY RANGE OF PRODUCTS

In Barilla this means:

- **PROMOTION OF HEALTHY LIFESTYLES AND SUSTAINABLE FOOD.**
- **CONTINUOUS IMPROVEMENT OF EXISTING PRODUCTS AND THE LAUNCH OF NEW PRODUCTS IN LINE WITH THE DOUBLE PYRAMID MODEL.**



# 2020 OBJECTIVE

## IMPROVING PEOPLE'S LIVES

By 2020, Barilla will improve people's lives by promoting consumer choices in line with the food pyramid.

Ensuring a **nutritionally-balanced range of products** is one of Barilla's main contributions to people's wellbeing. The food model to which the Group aspires is the **Mediterranean Diet**, deemed one of the healthiest in the world.

During its research and development, the Barilla Research and Development Division interacts constantly with several expert stakeholders: the **NUTRITION ADVISORY BOARD**, composed of internationally-renowned experts in Nutrition and the relationship between "Food and Health".

In particular, through the **Better Nutrition** project, Barilla commits to launching new products every year whose profile is inspired by the internal Nutritional Guidelines and to constantly reformulate existing recipes in order to improve their nutritional profiles.

The Barilla Nutritional Guidelines set out in 2009 are based on widely-accepted international indicators and include:

- › Reduction of **SODIUM**.
- › Reduction of **TOTAL** and **SATURATED FATS**.
- › Extending the range with new **WHOLE GRAIN** products.

**TODAY, 85.5% OF THE GROUP'S PRODUCT VOLUME IS IN LINE WITH BARILLA'S NUTRITIONAL GUIDELINES**

### REDUCING SALT

Barilla aims to reduce salt and add ingredients that enhance the flavour of recipes without increasing the level of sodium. In this regard, it continues its cooperation with the Italian Ministry for Health in the "Gaining Health" project.

In 2014, sodium levels were reduced in around **25,000 tons of products**.

Average salt reduction 2011-2014:

- › -15% Soft Breads.
- › -19% Crisp Breads.
- › -20% Dry Bread Substitutes.
- › -23% Filled Pasta.
- › -23% Sauces.

### REDUCING FATS

Barilla plans to constantly reduce the content of saturated fats and fats overall in its products and is committed to using different types of fats. Moreover, it does not use hydrogenated fats in any of its products since 2003.

In 2014, total fat levels were reduced in around **13,000 tons of Barilla products**.

Average reduction of fats 2011-2014:

- Sweet Snacks › -15% total fats; -26% saturated fats.
- Biscuits › -11% total fats; -10% saturated fats.
- Snack › -20% saturated fats.
- Filled Pasta › -13% total fats; -17% saturated fats.

### SPREADING AN ACCURATE UNDERSTANDING OF THE NUTRITIONAL PROPERTIES OF PASTA

Barilla has declared 2015 as the "Year of Pasta" to spread an accurate understanding of the nutritional qualities of complex carbohydrates and, in particular, a plate of pasta.

In 2014 Barilla launched a "Pasta" dedicated project and published the first guide on carbohydrates, available on the Group's website.



Download the guide here

Moreover, in 2015 Barilla will focus on launching the "Pasta" project in the USA and offering accurate information to consumers on the nutritional qualities of complex carbohydrates. The plan includes the involvement of opinion leaders at an international level.

### SPREADING ACCURATE NUTRITIONAL ADVICE

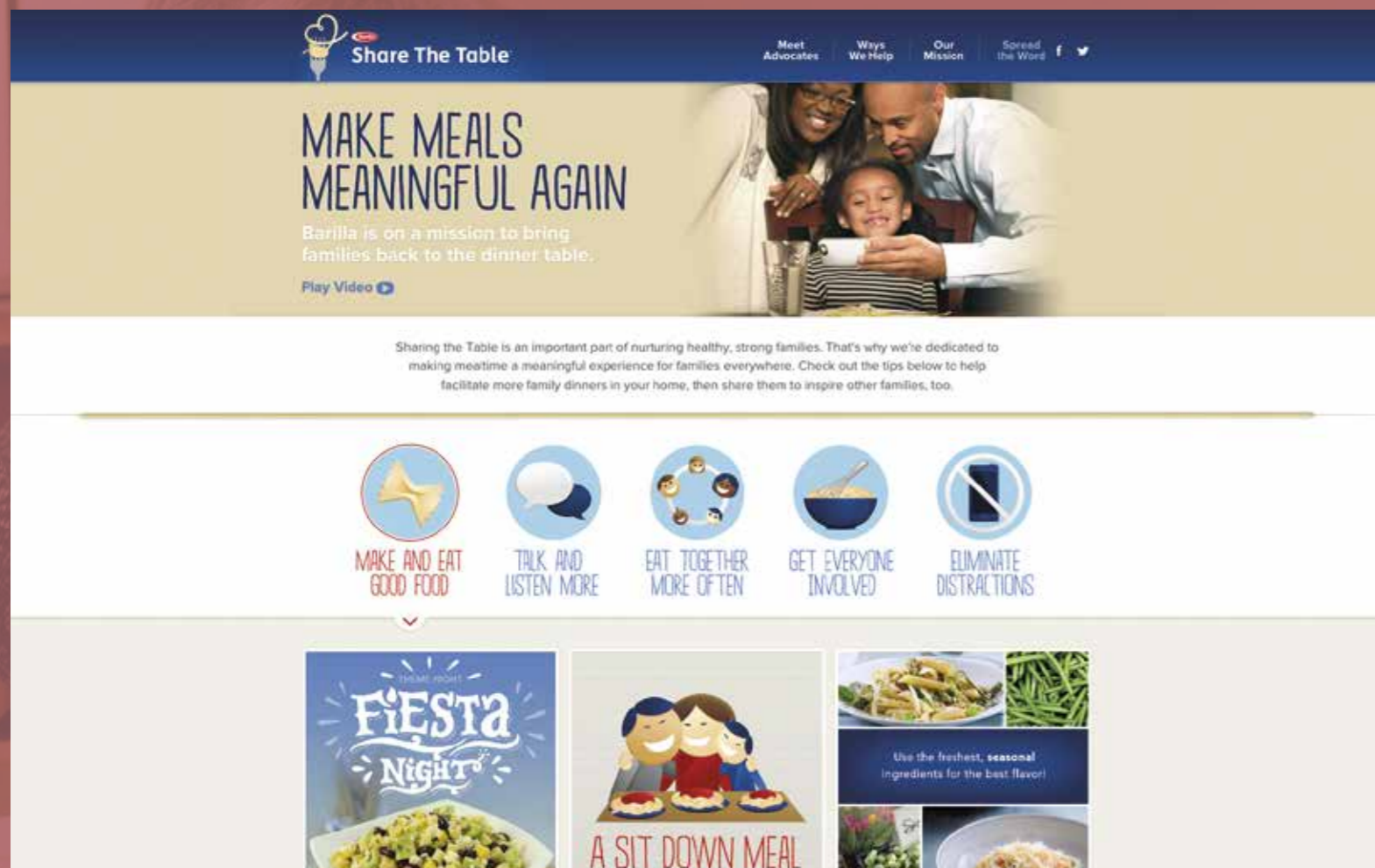
Barilla intends informing people clearly and simply through its product labelling, on websites and on the brands' social network pages.

In 2014, Barilla's websites:

- › 80% contain nutritional facts.
- › 85% give information on better eating.
- › 53% suggest a healthy lifestyle.



## #SHARETHETABLE



“Share the Table” aims to bring people “home” for their evening meal and suggests activities and gives advice on how this moment can be enjoyed by all members of the family.

## THE PROJECT

In the USA, 76% of people believe that the evening meal is the most important moment for bringing their family together. However, one person in four says that they cannot manage to enjoy this moment convivially. For this reason, in 2014 Barilla America launched a new edition of the “Share the Table” project.

Starting with the belief that **a good meal, in line with the Mediterranean Model, should be eaten together with others**. The project’s objective is to inspire, motivate and support American families in reinstating the traditional evening meal, thus contributing to their wellbeing.

Barilla America, with “Share the Table”, wants to:

- › Strengthen emotional ties with American consumers, promoting correct eating habits in line with its “Good for You, Good for the Planet” way of doing business.
- › Increase consumption of “a plate of pasta” cooked in a nutritionally-balanced way for the evening meal.

Through the website [www.sharethetable.com](http://www.sharethetable.com), an information campaign was launched based on advice which, for Barilla, is at the heart of a convivial evening meal. As well as the campaign, the project will be diffused on social media through blog channels and nutritionists and supported by social research carried out by Professor William Doherty, Chairman of the “National Council on Family Relations”.

## 2.1 MILLION

people viewed the “Share the Table” video

## 91.6 MILLION

media impressions

Find out more on the website



## “SHARE THE TABLE” AND THE SOCIAL COMMITMENT

### EDUCATIONAL PROJECTS:

- › **Girls Scouts of Greater Chicago and Northwest Indiana** is an organisation whose aim is for children to grow up aware of their talents and potential and who can become future leaders. Barilla America has proposed the creation of a “Share the Table” kit to be shared among **over 5,000** Girls Scouts.
- › **Kid’s Lab:** in cooperation with Eataly and the “South Beach Wine and Food Festival”, an educational programme has been set up for young people on nutrition and healthy eating habits. In 2014, it involved around **150 youngsters**.

### LOCAL COOPERATION:

- › **Caterina’s Club:** support continues for the activities of Chef Bruno Serato who every day gifts a plate of pasta to hundreds of children in financial difficulties. Based on this experience, a similar project has been set up in Lake County in cooperation with the American distributor Sunset Foods.
- › **Common Threads** is a non-profit organisation which diffuses healthy eating educational programmes in the community. Barilla has supported 2014 summer camps to teach cooking to children from disadvantaged backgrounds. **Over 300 youngsters** enjoyed these summer camps which offered healthy eating training as well as physical activities.
- › Barilla US supports local food banks: **Feeding America** and the “**Food Bank for New York City**”. In particular, Barilla has been contributing to Feeding America for the past seven years, and this year has donated 2,340,000 meals\*. Regarding the New York Food Bank, the first campaign “Go Orange Hunger Awareness” was sponsored, offering 100,000 meals through the New York Food and Wine Festival.

\*using the equation \$1=9 meals



# QUALITY

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Quality management and consumer satisfaction have a primary role across the entire food sector and are key factors in market success. This is also confirmed by the stringent regulations in force in the food sector aimed at protecting consumer safety.

## 2. MANAGEMENT METHODS

The Barilla Group promotes research into the best quality of products and continuous improvement of their characteristics. For Barilla, quality also means food safety.

Quality and safety are based on two main factors: the experience of the Barilla People involved in the production of the products, and compliance with rules and procedures - the "Good Manufacturing Practices" - applied in all Barilla factories across the world.

In relation to specific risks such as the possible presence of contaminants, various monitoring and prevention programmes have been implemented.

And, a certification process is underway for all factories based on quality standards approved by the "Global Food Safety Initiative" - a cooperation between the main international food companies aimed at safely managing all supply chain processes.

## 3. MONITORING AND ASSESSMENT

The Group has adopted a management system which checks the quality of products and their conformity to internal standards as well as to legislative provision during all phases of the supply chain, starting with the selection of the suppliers. Moreover, Barilla carries out quality checks from production to transport of the finished product to the point of sale. Finally, by listening to consumers Barilla can achieve and maintain high quality levels over time through a process of continuous improvement.

### RESOURCES DEDICATED TO THE PREVENTION AND QUALITY CONTROL OF PRODUCTS

(million Euro)

29.4



2012

30



2013

30

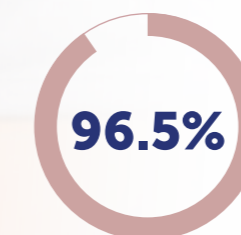


2014

### RAW MATERIALS BATCHES FULLY COMPLIANT

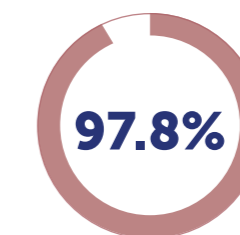
(% of analysed batches)

96.5%



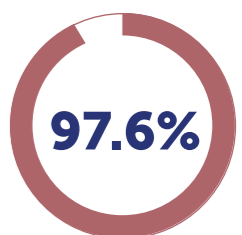
2012

97.8%



2013

97.6%

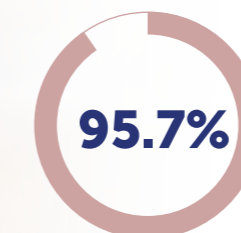


2014

### FINISHED PRODUCT BATCHES FULLY COMPLIANT

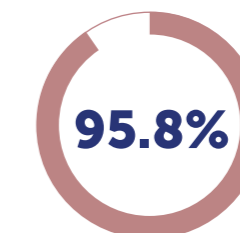
(% of analysed batches)

95.7%



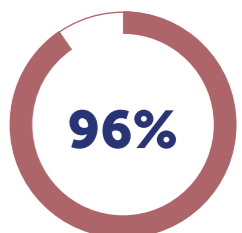
2012

95.8%



2013

96%



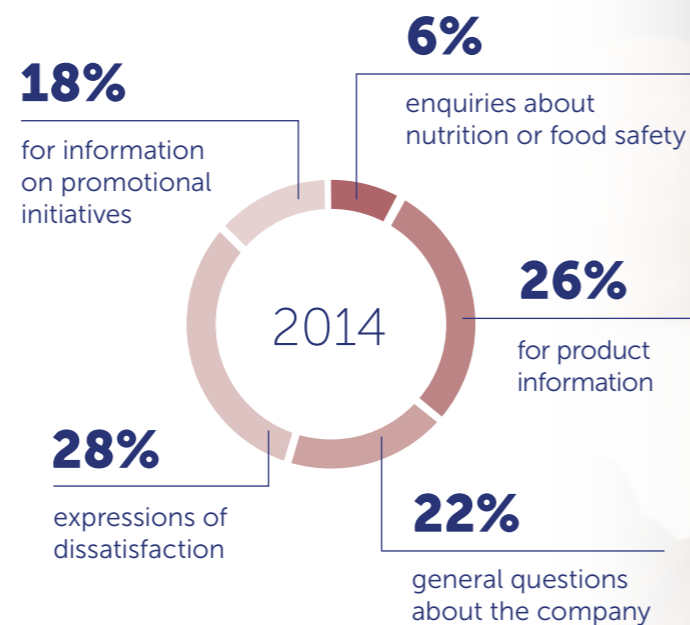
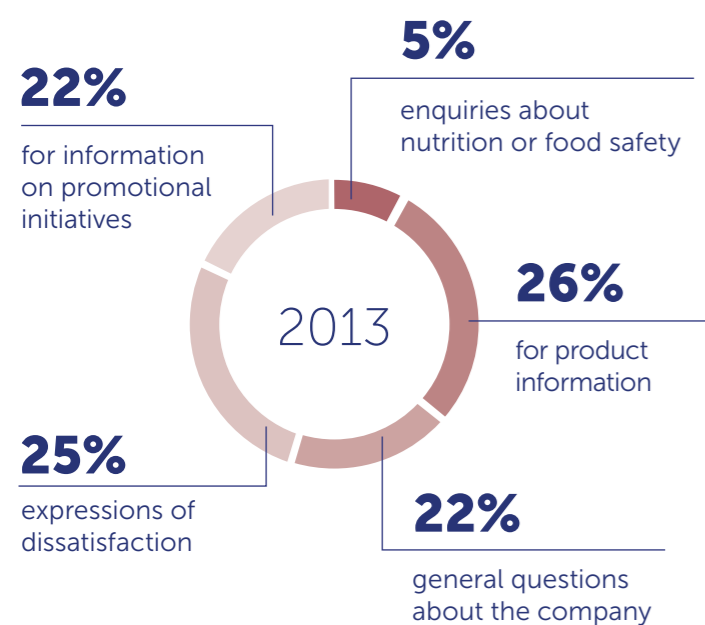
2014



INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>100% of the Group's total product volume aligned to the most up-to-date standards for quality and food safety proven by external certification bodies</b>	98.5%	Barilla G. e R. Fratelli	98.5%	Barilla G. e R. Fratelli
<b>Analyses carried out to monitor quality and food safety</b>	2 million	Barilla G. e R. Fratelli	2 million	Barilla G. e R. Fratelli
<b>Raw materials batches analysed</b>	57,000	Barilla G. e R. Fratelli	57,000	Barilla G. e R. Fratelli
<b>Raw materials batches found to be conforming</b>	97.8 %	Barilla G. e R. Fratelli	97.6 %	Barilla G. e R. Fratelli
<b>Finished product batches analysed</b>	Approximately 130,000.	Barilla G. e R. Fratelli	Approximately 130,000.	Barilla G. e R. Fratelli
<b>Finished product batches found to be fully conforming</b>	95.8 %	Barilla G. e R. Fratelli	96 %	Barilla G. e R. Fratelli
<b>Activities and resources for prevention and control of product quality</b>	Approximately 30 million Euro each year.	Barilla G. e R. Fratelli	Approximately 30 million Euro each year.	Barilla G. e R. Fratelli
<b>Be the first brand and product for people in relation to taste and nutritional profile</b>	No indicator reported	Barilla Global Brand (excluding USA)	Barilla Brand, first choice for: Taste > index 132 vs market average 100. Nutritional Profile > index 117 vs market average 100. <small>©Brand Health Check, Millward Brown</small>	Barilla Global Brand (excluding USA)

## REASONS FOR BEING CONTACTED BY PEOPLE

(%)



The % of reasons for dissatisfaction is higher due to the launch of products in new markets, the consistent increase in the presence of Barilla's product volumes in certain countries (e.g. Brazil) and new channels for receiving information activated in new geographical areas and in a more structured manner.





# NUTRITION

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Barilla aims to contribute to the development of a proper relationship between people and nutrition through the **promotion of healthy lifestyles and to offer nutritionally-balanced and varied products**. Encourage the consumption of appropriate portions, accompanied by proper nutritional information, are primary ingredients for the "Good for You, Good for the Planet" path.

## 2. MANAGEMENT METHODS

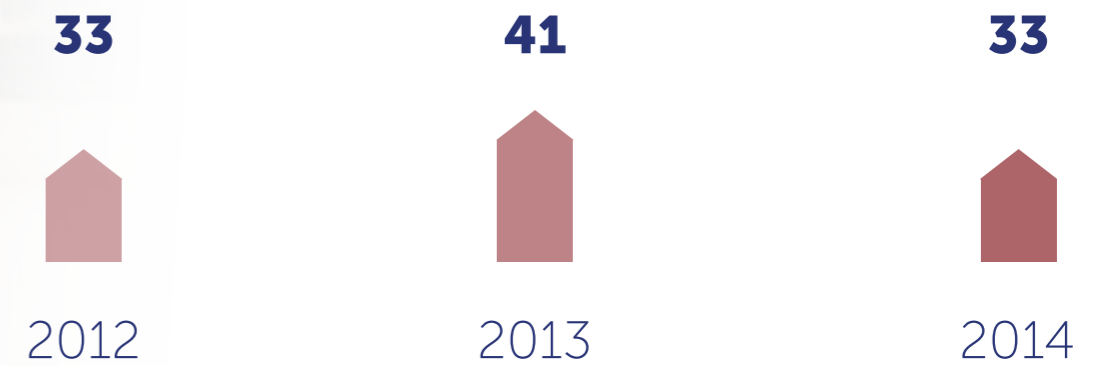
For years, Barilla has adopted **the Mediterranean Model** as a reference point for the formulation of its products and the promotion of a healthy lifestyle.

In particular, since 2009, Barilla has defined **Nutritional Guidelines** for the development of new products and the reformulation of existing ones. These are indicative values for the content of **sodium, fats, sugars, fibre** and calories, differentiated by type of product. The criteria used to define the limits of the nutrients have taken into account both the nutritional profile of the food, as well as the role of different foods in the diet.

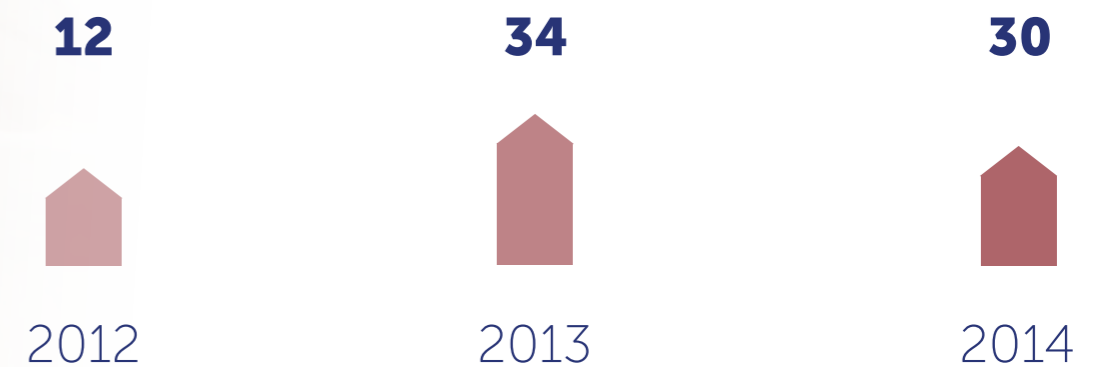
## 3. MONITORING AND ASSESSMENT

In identifying strategic directions to be adopted in the context of "nutrition and well-being" and in the monitoring of the evolution of nutritional science, Barilla refers to the **"Nutrition Advisory Board"** (NAB) – a group of international experts from Europe, America and Asia. The NAB actively cooperates in defining and revising nutritional guidelines, in scientific research projects and in the healthy eating education that the Group offers to its employees.

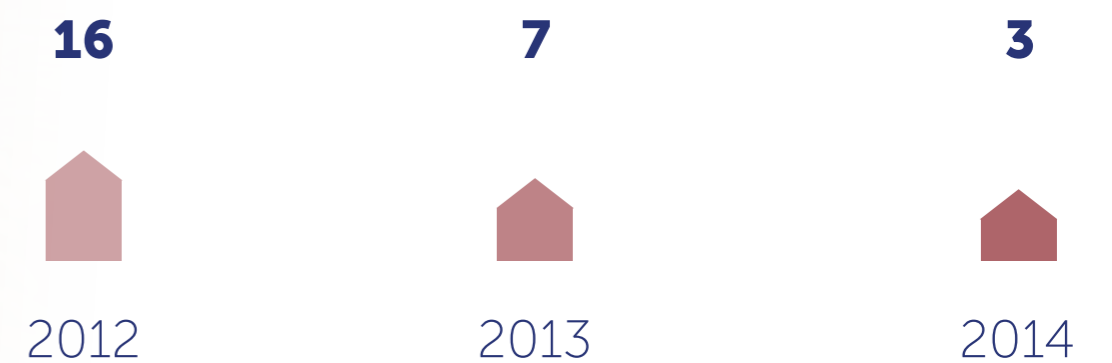
### PRODUCTS REFORMULATED TO IMPROVE THEIR NUTRITIONAL PROFILE



### PRODUCTS THAT HAVE BENEFITED FROM A SIGNIFICANT REDUCTION IN FAT CONTENT



### PRODUCTS THAT HAVE BENEFITED FROM A SIGNIFICANT REDUCTION IN SALT CONTENT





INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Products in line with the Barilla's Nutritional Guidelines</b>	85%	Barilla G. e R. Fratelli	85.5%	Barilla G. e R. Fratelli
<b>Product volume at the base of the Double Pyramid</b>	Around 80%.	Barilla G. e R. Fratelli	Around 80%.	Barilla G. e R. Fratelli
<b>Products reformulated to improve their nutritional profile</b>	41	Barilla G. e R. Fratelli excluding Harrys Russia	33	Barilla G. e R. Fratelli excluding Harrys Russia
<b>Products that have benefited from a significant reduction in salt content</b>	7 <ul style="list-style-type: none"> <li>› Wholemeal Slices and Toasted;</li> <li>› Tomato Sauce and Pecorino;</li> <li>› Bolognese Sauce;</li> <li>› Speck and Fontina Tortellone;</li> <li>› Tortelloni US.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia	3 <ul style="list-style-type: none"> <li>› Toasted Slices;</li> <li>› Tomato and Gorgonzola Sauce;</li> <li>› Bolognese Sauce.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia
<b>Products that have benefited from a reduction in total fats and/or saturated fats</b>	34 <ul style="list-style-type: none"> <li>› Spicchi di sole;</li> <li>› Girotondi;</li> <li>› Tarallucci;</li> <li>› Campagnole;</li> <li>› Plumcake;</li> <li>› Pan di Stelle;</li> <li>› Mulino Bianco and Harrys soft breads.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia	30 <ul style="list-style-type: none"> <li>› Saccottini Brioches;</li> <li>› Nastrine Pastries;</li> <li>› Cornetto Croissants;</li> <li>› Doo wap Harrys;</li> <li>› Brioche tranchée;</li> <li>› Mulino Bianco and Pavesi soft breads.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia
<b>Products that have benefited from the elimination of additives</b>	5 <ul style="list-style-type: none"> <li>› American Sandwich Cereals;</li> <li>› 100% MIE cereals;</li> <li>› 100% MIE au lait;</li> <li>› Extramolleaux Harrys.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia	6 <ul style="list-style-type: none"> <li>› Beau &amp; Bon Céréales et Graines;</li> <li>› Beau &amp; Bon Complet;</li> <li>› Beau &amp; Bon Noix;</li> <li>› Beau &amp; Bon de table Complet et Seigle;</li> <li>› Beau &amp; Bon de table Lin et Tournesol;</li> <li>› Beau &amp; Bon de table Campagne.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia
<b>Products that have benefited from an increase in fibre and whole grain flour content</b>	0	Barilla G. e R. Fratelli excluding Harrys Russia	8	Barilla G. e R. Fratelli excluding Harrys Russia
<b>% of products that contain no artificial colourings and no hydrogenated fats or oils</b>	No Barilla products contain hydrogenated fats or oils, or artificial colourings.	Barilla G. e R. Fratelli excluding Harrys Russia	No Barilla products contain hydrogenated fats or oils, or artificial colourings.	Barilla G. e R. Fratelli excluding Harrys Russia
<b>New whole grain products and products containing fibre</b>	12 <ul style="list-style-type: none"> <li>› Whole grain Cornetto croissant;</li> <li>› Magie Nocciola (Liberi per natura) biscuits;</li> <li>› Grancereale Digestive;</li> <li>› US white fiber;</li> <li>› Wasa toast and sandwich softbread;</li> <li>› Beau&amp;Bon pain de table;</li> <li>› Sandwich Grancereale.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia	6 <ul style="list-style-type: none"> <li>› US Wholegrain Lasagna;</li> <li>› Wasa Small rounds Sesam &amp; Sea salt and French Herbs, Surdeg Rye;</li> <li>› Rugknekke 5 korn;</li> <li>› Rugknekke Sesame &amp; Oat, Wasa Sandwich Yogurt.</li> </ul>	Barilla G. e R. Fratelli excluding Harrys Russia
<b>Gluten-free products</b>	13, of which: <ul style="list-style-type: none"> <li>› 4 in the USA;</li> <li>› 4 in Canada;</li> <li>› 5 in Italy.</li> </ul>	Barilla G. e R. Fratelli	32, of which: <ul style="list-style-type: none"> <li>› 3 in Austria;</li> <li>› 2 in Brazil;</li> <li>› 2 in Bulgaria;</li> <li>› 2 in Finland;</li> <li>› 4 in France;</li> <li>› 2 in Greece;</li> <li>› 2 in Iceland;</li> <li>› 4 in Malta;</li> <li>› 3 in New Zealand;</li> <li>› 2 in Norway;</li> <li>› 2 in Sweden;</li> <li>› 4 in Switzerland.</li> </ul>	Barilla G. e R. Fratelli

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>% Website hits on the nutrition section compared with total hits on Group's site</b>	No indicator reported	-	4	Barilla G. e R. Fratelli
<b>Number of research programmes/nutritional studies carried out in cooperation with national and international Universities and Research Institutes</b>	No indicator reported	-	10 <ul style="list-style-type: none"> <li>Aleurone's Health Benefits (University Federico II Napoli).</li> <li>Bioavailability of wheat fractions (University of Parma).</li> <li>Effect of cereal fractions in animal (University of Grenoble).</li> <li>Rye Crispbread's Health Benefits (Uppsala University).</li> <li>Italian Epidemiology survey INHES (Istituto Neurologico Mediterraneo Neuromed).</li> <li>Gluten Sensitivity (University Federico II Napoli, University of Parma).</li> <li>Pasta Glycemic Response in Brazil (Biofortis).</li> <li>Pasta Glycemic Response in Italy (University of Parma).</li> <li>Nutritional landscaping in Russian Federation (VAB - Nutrition).</li> <li>Nutritional landscaping in India (Eat Well Global).</li> </ul>	Barilla G. e R. Fratelli





# INFORMATION

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Barilla's aim is to be the people's preferred brand and product choice, by working not only on quality and food safety factors, but also the **confidence that comes from a transparent relationship** with consumers and **comprehensive and truthful communication**. The consumer has the right to make informed and knowledgeable choices at the time of purchase. For this reason, one of the Group's priorities is to promote healthy lifestyles and provide clear information on the packaging of the product and in brand communications.

## 2. MANAGEMENT METHODS

The Group aims to significantly improve the completeness and quality of nutritional information provided on packaging and on websites, ensuring for all products globally:

- › The presence of a detailed **nutritional label**.
- › **Advice on balanced diets and healthy lifestyles**.
- › **Eating suggestions** (in particular, ideal portion sizes and tips on how best to combine the products).

The core values are transmitted via an integrated communication strategy, consisting of both an "above the line" approach using traditional media, as well as "below the line" through promotions, sponsorship and use of social media.

Barilla's communication is respectful of the **people's central role**, that is, all their needs. A vital part of the Group's marketing approach regards **advertising aimed at children**, which has as its cornerstone clear and transparent communication aimed at avoiding excessive or inappropriate consumption of products, not in line with the principles of good and proper nutrition.

## 3. MONITORING AND ASSESSMENT

The impact of Barilla's communication is assessed through **opinions collected from consumers** through different channels. The information received is analysed to identify any areas for improvement.

To provide further opportunities for dialogue, new interactive contact methods have been developed via the web and social networks - emblematic example being the platform "Nel Mulino che Vorrei" (the mill that I would like).

### IN BARILLA "INFORMATION" MEANS





INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Information projects for Families and Adults</b>	No indicator reported	-	<p>The annual Tour of Mulino Bianco took place with "Good for You, Good for the Planet" messages.</p> <p>The "Barilla Insieme" (Barilla Together) newsletter was created, an editorial plan aimed at explaining the Group's way of doing business: "Good for You, Good for the Planet, Good for Communities".</p> <p>A quarterly newsletter sent by Barilla Turkey containing information on the Barilla Center for Food &amp; Nutrition Foundation and "Good for You, Good for the Planet". The newsletter is sent to 3,000 people in Government, academy and NGOs.</p> <p>In Singapore, 5 courses were run in cooperation with the IWG (Italian Women Group), aimed at promoting the Mediterranean nutritional model; the participation fees were donated to the Seametry Foundation which manages an elementary school in Cambodia.</p>	Barilla G. e R. Fratelli
<b>Products with information for a healthy lifestyle/balanced diet on the packages and on the website</b>	35%	Barilla G. e R. Fratelli	31%	Barilla G. e R. Fratelli
<b>Group websites with information on "Good for You, Good for the Planet"</b>	No indicator reported	-	17.3%	Barilla G. e R. Fratelli
<b>Development of interactive contacts with consumers through websites and social networks</b>	No indicator reported	-	<ul style="list-style-type: none"> <li>› <b>France:</b> "Facebook post" initiative.</li> <li>› <b>Germany:</b> within the regional website, a specific section with answers from Barilla experts.</li> <li>› <b>America:</b> contact with consumers through Facebook, Twitter, Pinterest, Instagram, Youtube, and development of websites optimized for <i>mobile apps</i>.</li> <li>› <b>Italy:</b> Mulino Bianco editorial plan on main social network sites. Interaction on Facebook to provide nutritional and product information.</li> </ul>	Barilla G. e R. Fratelli
<b>Percentage of products that show consumption instructions (ideal or maximum quantity to be consumed), on the pack and the Internet site</b>	60%	Barilla G. e R. Fratelli	60%	Barilla G. e R. Fratelli
<b>Marketing initiatives promoting sustainability</b>	No indicator reported	-	28 initiatives ✳	Barilla G. e R. Fratelli



**Germany:** information brochure on the Group's sustainability; promotion in schools of the Wasa sandwich as tasty snack with high fibre and whole grain content.

**Austria:** monthly post on Facebook with updates and news on sustainability topics.

**Sweden:** specific in-depth articles on sustainability in consumer magazines; display of information posters in schools and restaurants; promotion of the concept "Snack Good with Wasa" and distribution of the snack to athletes participating in the "Swedish Classics" sporting event.

**Denmark:** partnership with national whole grain producers association, with addition of reciprocal links on respective websites and specific product logos.

**USA:** partnership with scouts groups organising recreational activities aimed at raising awareness of the Double Pyramid model; participation in the Common Threads Workshop in Chicago, with 100 topics for open discussion; at the Eatly offices in New York and Chicago, meetings to raise awareness of the Double Pyramid model; organisation of family workshops at the South Beach Wine and Food event.

**Canada:** teaching days on nutritional topics and raising awareness of the Double Pyramid in elementary schools.

**Italy:** online contest where the prizes are visits to tomato cultivation fields and sauces factories; Mulino Bianco advertising; campaigns focused on sustainability; tours of the Mulino.

**France/Belgium/Spain:** Harrys campaign on the products' natural ingredients.





# Good for the Planet

---

A SUSTAINABLE SUPPLY CHAIN  
FROM FIELD TO FORK

For Barilla it means:

- **RESPONSIBLE MANAGEMENT OF GREENHOUSE GAS EMISSIONS AND WATER CONSUMPTION AT BARILLA FACTORIES.**
- **100% OF RAW MATERIALS PURCHASED APPLYING PROCESSES WHICH IMPROVE SUSTAINABILITY IN THE SUPPLY CHAIN.**
- **DEVELOPMENT OF SUSTAINABLE CULTIVATION PROJECTS FOR ALL STRATEGIC SUPPLY CHAINS.**



# 2020 OBJECTIVE

## REDUCING THE IMPACT ON THE PLANET

By 2020, Barilla will offer people only products at the bottom of the environment pyramid.

In order to **offer only products at the heart of the environmental pyramid**, Barilla must **ensure that its production uses the Planet's resources carefully**: continuously improving the life cycle of the products, in terms of greenhouse gas emissions, use of water and the land. Also, **purchase raw materials responsibly**, respect human rights and employment law, animal welfare and the Planet.

In particular, with regard to key raw materials that the Group uses in its production:

### LIFE CYCLE ASSESSMENT

In order to monitor the impact related to the life cycle of the products, Barilla has implemented the Product Life Cycle Analysis method. Today, **this method is applied to 74% of Barilla's production.**

### 100% SUPPLY CHAINS MANAGED RESPONSIBLY BY 2020

#### CEREALS

Implement projects for a more sustainable agriculture in all countries in which Barilla purchases with local adaptations.

#### SUGAR

Favour sugar beet and cereals crop rotation projects.

Activate projects for sustainable purchase of sugarcane.

#### TOMATO

Cooperate with local producers to improve environmental impact and farmers' income.

#### VEGETABLE OILS

100% palm oil RSPO certified by 2015.

Commitment with farmers: Zero Deforestation and full traceability to the mill in the countries of origin.

#### COCOA

Cooperation with the main cocoa supplier, Barry Callebaut, for projects in West Africa. Today, 100% of Barilla's suppliers are members of the World Cocoa Foundation.

#### EGGS

Draft a global policy on Animal Welfare in cooperation with the Compassion in World Farming association.

Only animal feed of vegetable origin.

### INTEGRATED SUPPLY CHAINS

Barilla's sustainable agricultural projects have shown that crop rotation plays a fundamental role in improving the cultivation phases of raw materials. Barilla is cooperating with other companies to favour crop rotation.

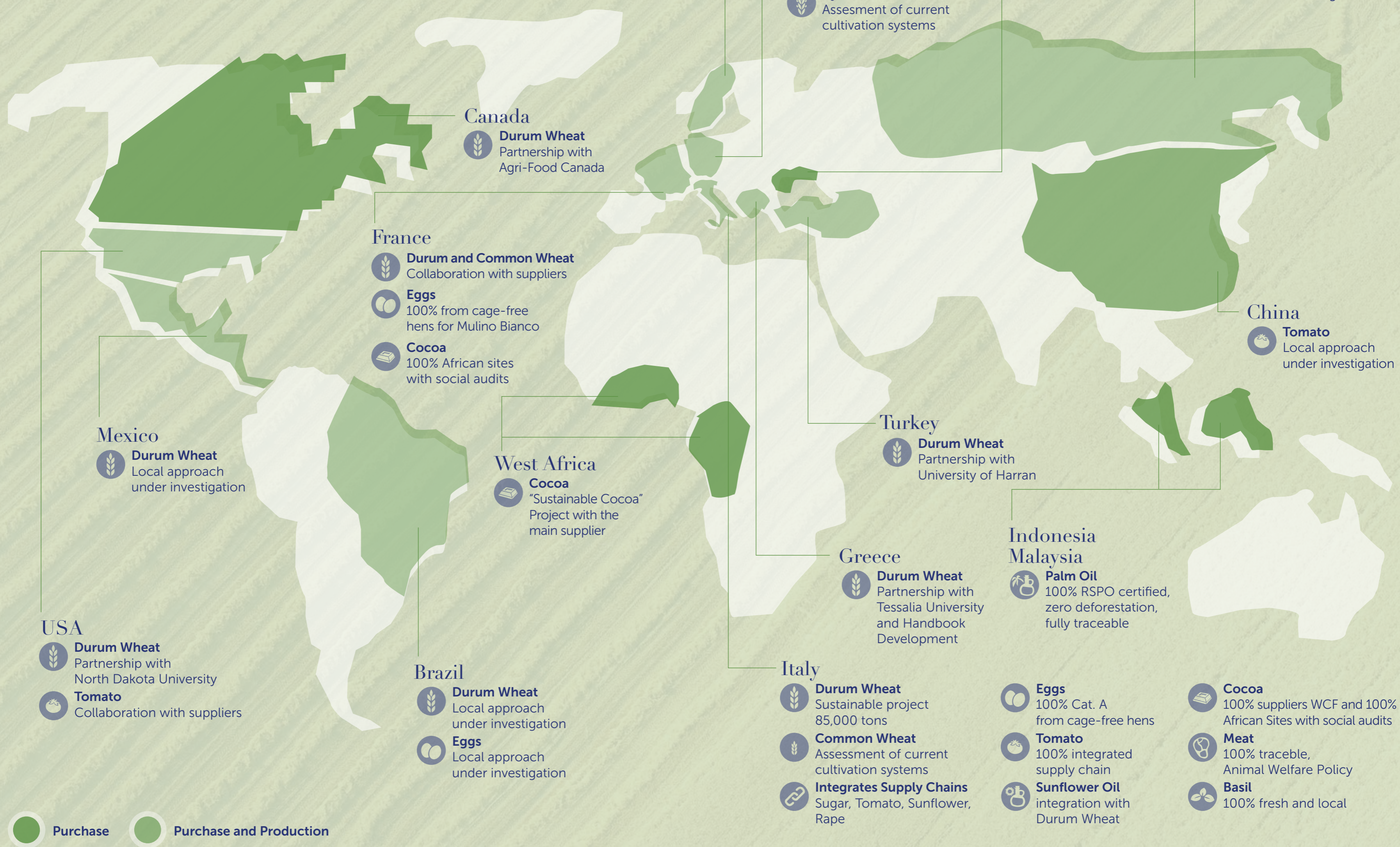
- › Cooperation is underway with the **Co.Pro.B** – a cooperative of sugar beet producers and **Italia Zuccheri** - with regard to the rotation of durum wheat and sugar beet.
- › An agreement on the governing regulations and support services to farmers has been signed with **Cereal Docks**.
- › An agreement was signed in 2014 between Barilla and the **Casalasco Tomato Consortium** to support farmers in a multi-year sustainable agriculture system, ensuring commercial outlets for the rotation of tomato and durum wheat cultivations.

### SUSTAINABLE PACKAGING

**100% of the virgin fibre cardboard used in packaging is certified according to FSC** (Forest Stewardship Council), **PEFC** (Programme for the Endorsement of Forest) and **SFI** (Sustainable Forestry Initiative) Standards. In 2015 Barilla will publish new guidelines for a more sustainable packaging design.



# SUSTAINABLE SUPPLY CHAINS





# DURUM WHEAT

## ITALY

**Durum Wheat used** **650,000** tons/year  
of which:

**Purchased in Italy** **450,000** tons/year

**Under "High Quality cultivation contracts" that require the application of and compliance with regulations to ensure excellent quality durum wheat** **370,000** tons/year

**Relating to the Sustainable Durum Wheat Project** **85,000** tons in 2014

## THE SUSTAINABLE DURUM WHEAT PROJECT

Since 2009 Barilla has implemented a research project in cooperation with HORTA - a spin-off of the Piacenza Catholic University - to identify sustainable agricultural systems with high levels of safety and quality. Various types of crop rotation and agro-economic practices were compared to identify those which lead to more efficient and sustainable crop cultivation. Moreover, the **Barilla Handbook** for the Sustainable Cultivation of Durum Wheat has been developed and adopted **Granoduro.net** - a tool supporting decisions on techniques, linked to a meteorological network advising farmers on how to optimize their cultivation practices. The Sustainable Durum Wheat Project has shown that **a reduction of up to 30% in greenhouse gases can be achieved as well as an increase of 20% in production yield leading to an improvement in profits for farmers.**

**Producers' organisations working with Barilla can also use the Granoduro.net and Handbook free of charge, also for durum wheat which is not destined for sale to the Group.**

## TURKEY

**Durum Wheat used** **140,000** tons/year  
of which:

**Purchased in South-East Anatolia** **40,000** tons/year

**Under "cultivation contracts"** **12,000** tons/year

Cooperation has started with Harran University and the AgroGov Farmers Association to identify the most sustainable agriculture systems, thereby reducing negative impacts on the environment and improving the economic and social conditions of the farmers.

## USA AND CANADA

**Durum Wheat used** **327,000** tons/year  
of which:

**Purchased in the North planes** **267,000** tons/year

**Desert Durum purchased** **59,000** tons/year

A joint study is underway with Agrifood Canada and the University of North Dakota to identify the best sustainability practices for the cultivation of durum wheat in North America.

## GREECE

**Durum Wheat used** **60,000** tons/year  
of which:

**Purchased under "cultivation contracts"** **20,000** tons/year

In cooperation with the University of Thessaly, the most sustainable cultivation methods are being studied and a Handbook for the Sustainable Cultivation of Durum Wheat has already been prepared.



# OTHER SUPPLY CHAINS

## COMMON WHEAT AND RYE

**Common Wheat Flour used:** **426,000** tons/year

**Rye used:** **57,000** tons/year

Cooperation is underway in Italy, France, Sweden and Germany to identify the best practices for a more sustainable agriculture and ensure, **by 2020, the application of the principles of the Code of Sustainable Agriculture all along the purchasing supply chains.**

## TOMATO

In the USA, Barilla uses around **35,000 tons** of fresh tomatoes per year originating in California. Together **with Morning Star and Ingomar** - the two most important suppliers - the Group is identifying production processes that can lead to better sustainability.

In Italy also, the Group is working together with local suppliers to ensure sustainable purchase of over **30,000 tons** of fresh tomatoes used every year in the production of sauces and pesto. In 2014, 20% of tomato was **certified "Global G.A.P"**, that is, in line with the global standard that ensures sustainable agriculture practices.

## VEGETABLE OILS

Barilla purchases around **49,000 tons** of vegetable oils for its production, 85% used in Italy, 13% in France and the remaining in Germany. The main oils used are: palm oil, sunflower oil, extra-virgin olive oil and rape-seed oil.

## PALM OIL

With regard to palm oil, **35,000 tons** are used per year. Barilla is a member of the international organisation Roundtable on Sustainable Palm Oil (RSPO), as is all its suppliers, including the main one **Unigrà**. In line with the Group's objectives, **by 2015, 100% of the palm oil used will be RSPO certified**. Moreover, together with its suppliers, Barilla supports **"Zero Deforestation"** and undertakes not to purchase palm oil from producers who are responsible for forest fires and deforestation, and ensuring its complete traceability to the mill.

## EGGS

Each year, Barilla uses around **24,000 tons** of eggs. 80% is used in Italy and the remaining mainly in France, the USA and Brazil.

For years, the brands Le Emiliane, Mulino Bianco and Pavesi have been using **only free-range eggs**.

In cooperation with the international organisation **Compassion in World Farming**, Barilla is working on a global "Animal Welfare" policy: a first draft was prepared in 2014 and it will be completed during the course of 2015.

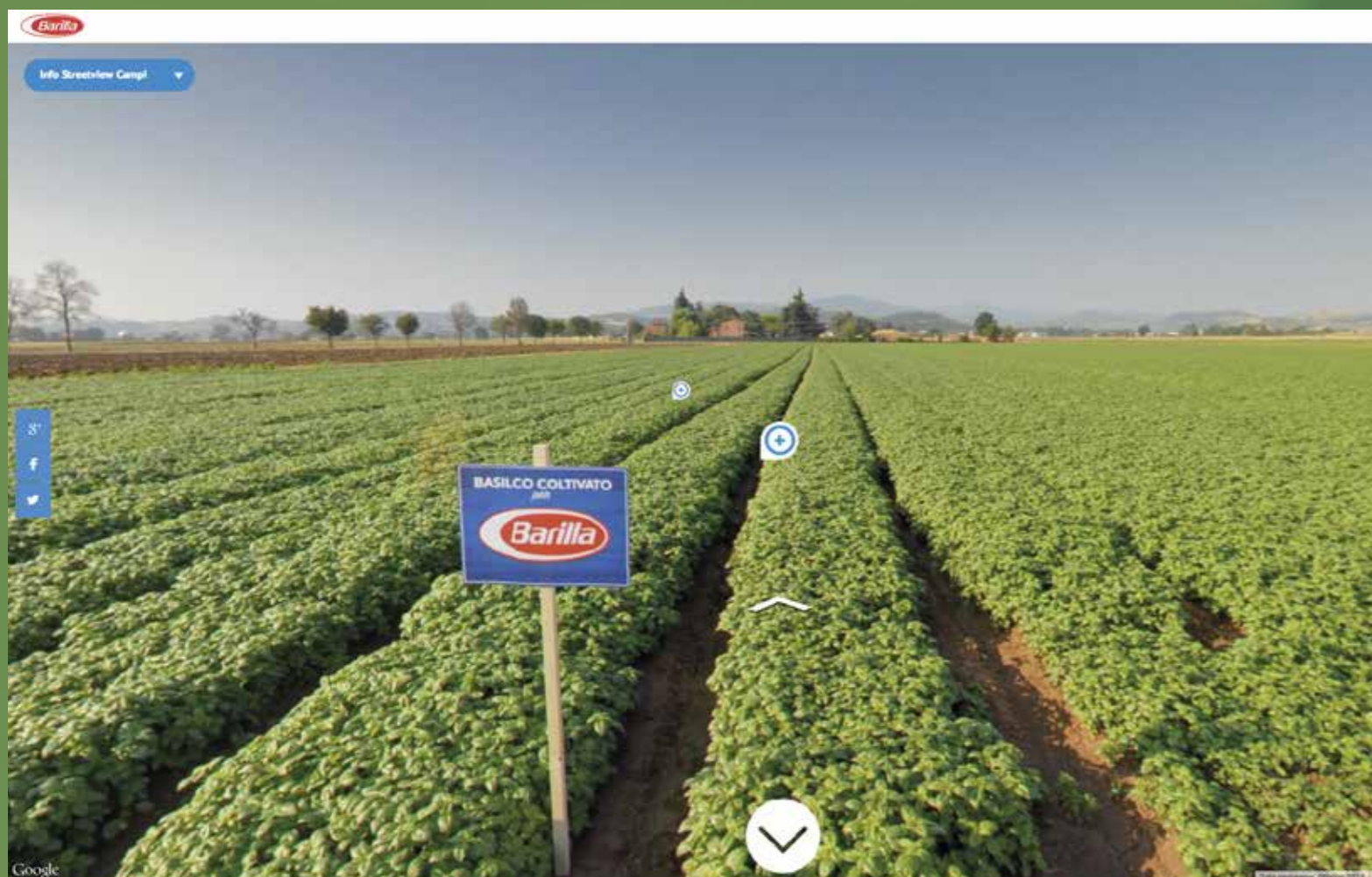
## VOLUMES OF EGGS FROM CAGE-FREE HENS 2014



**82%**



## #GUARDATUSTESSO



What is the story behind Barilla's sauces? During 2014, people have discovered the entire supply chain: from field to fork.

### THE PROJECT

"Guardatustesso" (Lookafteryourself) is a project created by listening to people's needs and by observing their purchasing habits. In fact, many people thought that commercial sauces were not good or of good quality and, for this reason, did not eat them very frequently. In 2014, Barilla started a new online

communication campaign allowing people to travel a virtual path of discovery for Barilla's sauces and pesto. This gave all consumers the chance to see all the phases in the supply chain step by step: **from harvesting the raw materials to packaging the products.**

The campaign in Italy was developed in cooperation with two partners: National Geographic and Google. **Using Street View in Google Maps, users can take a virtual walk through the tomato and basil fields of one of Barilla's partner farms and visit the Rubbiano production plant** in the Province of Parma. In this way, "Guardatustesso" has given everyone the chance to see, close up, how raw materials are processed and cooked and how products are packaged.

National Geographic has also produced short documentaries, offering a new and exclusive "behind the scenes" look at the supply chain for sauces.

The key word which has driven this project is "transparency". The Group wanted to "open its doors" to people, to show them the care and attention paid in each stage of production, from field to fork.

This also shows how a good, healthy sauce, without added preservatives, can be made from choice raw materials and produced in plants equipped with innovative, state-of-the-art technologies. **That is to say, a product that is "Good for You and Good for the Planet".**

Moreover, the online campaign was supported by the Group's social network pages and by a series of television ads that draws consumers' attention to "what is hidden" in a Barilla sauce and invites them to find further in-depth information on the guardatustesso.it site. For every Barilla sauce and pesto recipe, the site offers information on product quality as well as the environmental impact involved in its production.

### INTERESTING NEWS ON BARILLA SAUCES AND PESTO

Over 70% of the basil used comes from suppliers located within a 100km radius of the Rubbiano plant, in Province of Parma, where Barilla sauces and pesto are produced. And, the tomatoes are harvested in northern Italy, in the Provinces of Parma, Piacenza and Cremona. This guarantees lower CO<sub>2</sub> emissions and fresher ingredients. When the raw materials arrive on site, they are placed in a storage area to best preserve their characteristics. Then they are washed and used. The Barilla plant is state-of-the-art for many reasons: **120 people work every day** to produce 24 different recipes. **CO<sub>2</sub> emissions and water consumption** are **32% and 63%** respectively **lower** than similar plants. From here, **100,000,000 jars of sauce** go straight to tables around the world.

To discover more visit the website





# ENVIRONMENT

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Barilla analyses the life cycle of its products: from the procurement of raw materials to the moment of consumption. Every food generates a "footprint" on environmental resources, in particular air, water and land. This impact can be monitored and reduced by looking carefully at how the various product life phases are managed. In this regard, Barilla has adopted the scientific methodology **Life Cycle Assessment (LCA)**. LCA has shown that the most impact on the Planet comes during the cultivation phase of the raw materials and, in the case of pasta and sauces, the moment they are cooked. With this as a starting point, the main procurement supply chains were analysed and projects to reduce the environmental impact in the Group's production plants were implemented.

## 2. MANAGEMENT METHODS

Barilla Group products have been designed to ensure a sustainable offer to consumers. In particular, to communicate reliable and verified information, Barilla has decided to adopt the **Environmental Product Declaration (EPD)** - a public document that reports the environmental performance of products along their life cycle. The EPD is an international tool and reliable communication system, verified by an external body and fully compliant with Standard ISO 14025.

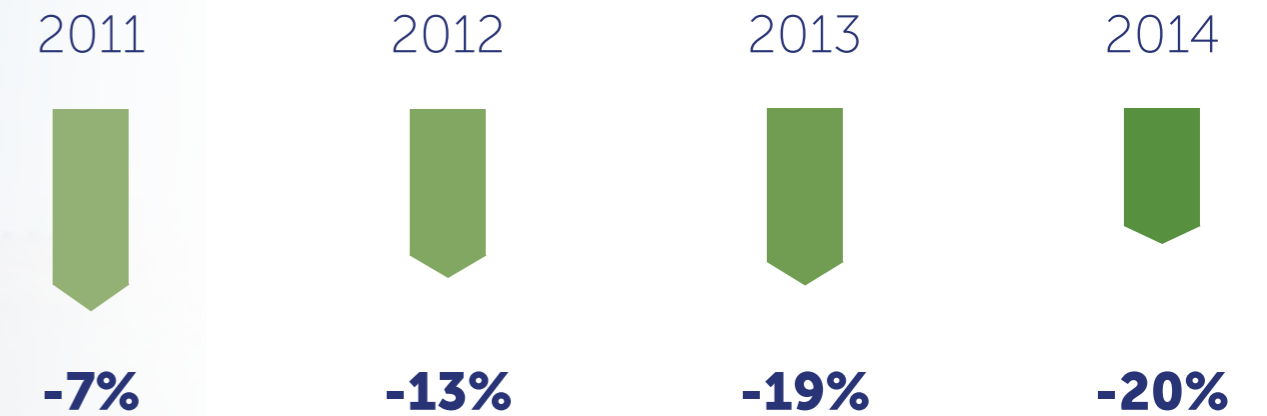
With regard to the plants, in particular, the Group's commitment to **reduce emissions** is achieved through the development of **energy saving techniques**, and the **careful selection of energy suppliers** on the basis of their procurement sources. A plant certification project is underway pursuant to standard **ISO 50001** whose objective is the continuous improvement in energy efficiency. Moreover, so as to identify solutions for improvements aimed at mitigating impact in full respect of the protection of the environment, Barilla has decided to introduce an Environmental Management System in its plants in compliance with Standard ISO 14001. As for waste, the plants are incentivised to identify solutions which favour recycling. Re-use is a key term also in relation to water, thanks to a water recovery and recycling system and specific projects for the reduction of consumption.

## 3. MONITORING AND ASSESSMENT

Monitoring tools have been developed in relation to the 2020 objectives identified by the Group. Certification projects underway require a series of **regular checks** and information reporting for review and implementation of any corrective actions with a view to continuous improvement.

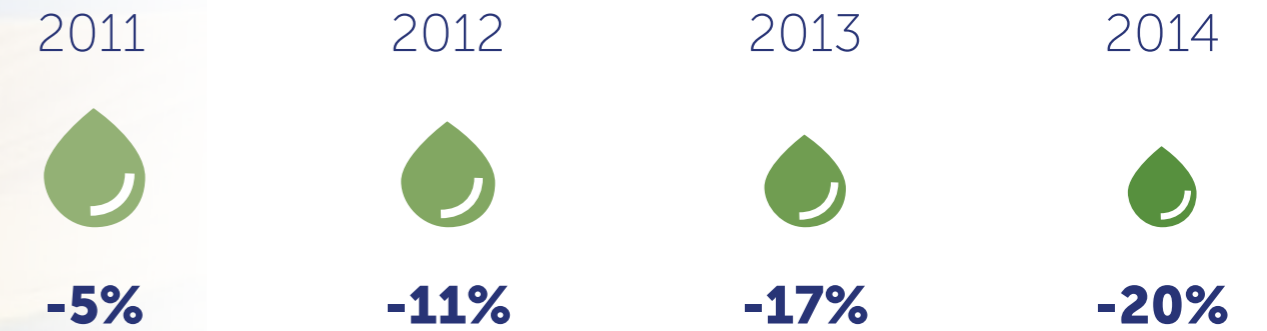
### CO<sub>2</sub> EMISSIONS REDUCTION

(per ton of finished product compared to 2010)



### WATER CONSUMPTION REDUCTION

(per ton of finished product compared to 2010)



### CO<sub>2</sub> eq EMITTED BY PLANTS

(in relation to product volumes)





INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Reduction of equivalent CO<sub>2</sub> emissions compared to 2010</b>	-15.3%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	-14.4%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Reduction of equivalent CO<sub>2</sub> emissions for finished product compared to 2010</b>	-19%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	-20%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Carbon Disclosure Project results</b>	No indicator reported	-	Barilla America = 80 points over 100 (supply chain average = 53). CDP 2014 climate performance (scale A-E): Barilla America = C (supply chain average = C).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Number of important supply chains for which the environmental impact was measured</b>	The raw material database now contains 315 items which include an annual update on the main supply chains considered.	Barilla G. e R. Fratelli	The raw material database now contains 339 items which include an annual update on the main supply chains for the raw materials considered.	Barilla G. e R. Fratelli
<b>Barilla products present in the lower section of the environmental pyramid according to the LCA methodology (Life Cycle Assessment)</b>	90%	Barilla G. e R. Fratelli	93%	Barilla G. e R. Fratelli
<b>Production covered by LCA studies (Life Cycle Assessment)</b>	79%	Barilla G. e R. Fratelli	74%	Barilla G. e R. Fratelli
<b>Numbers of certified Environmental Product Declarations</b>	36	Barilla G. e R. Fratelli	49	Barilla G. e R. Fratelli
<b>Volume covered by EPD</b>	64%	Barilla G. e R. Fratelli	70%	Barilla G. e R. Fratelli
<b>CONAI environmental contributions paid</b>	1.6 mln Euro	Italy	1.8 mln Euro	Italy
<b>Total weight of waste per ton of product</b>	16.3 (kg/t)	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	17.1 (kg/t)	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Waste produced and sent for recycling</b>	92%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	95%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Total water discharge broken down by quality and destination</b>	> 65,933 m <sup>3</sup> underground water (7%). > 201,605 m <sup>3</sup> surface water (22%). > 645,606 m <sup>3</sup> drainage (71%).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	> 210,789 m <sup>3</sup> surface water (24%). > 670,653 m <sup>3</sup> drainage (76%).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Plants fitted with waste water purification equipment</b>	55%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	55%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Energy consumption per unit of finished product</b>	3.04 GJ/t	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	2.99 GJ/t	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Total Energy Consumption (Electricity + Thermal Power)</b>	4.7 mln Gj > 42% contribution of electricity (1.9 mln Gj). > 58% contribution of thermal energy (2.7 mln Gj).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	4.8 mln Gj > 42% contribution of electricity (2 mln Gj). > 58% contribution of thermal energy (2.8 mln Gj).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Coverage of energy procurement sources with certificate of origin system</b>	51%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	51%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Plants with ISO 50001 certification</b>	No indicator reported	-	4	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.
<b>Water consumption per ton of finished product (m<sup>3</sup>/t)</b>	1.49	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	1.42	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Total water consumption in million m<sup>3</sup></b>	2.30	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	2.25	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Distribution of water extraction</b>	61% from wells. 39% from water mains.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	61% from wells. 39% from water mains.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Reduction in total water consumption compared to 2010</b>	13%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	15%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Reduction in water consumption per finished product compared to 2010</b>	-17%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	-20%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Number of sanctions for non-compliance with environmental laws and regulations</b>	2 sanctions (Pedrignano and Castiglione).	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.	0	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.
<b>Plants with ISO 14001 certification</b>	86%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	86%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Volume of production produced in plants with ISO 14001 certifications</b>	83%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	83%	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.
<b>Other current certifications projects</b>	No indicator reported	-	2 > Certification of the Sustainable Management System of the "Tour Mulino Bianco" event with reference to Standard ISO 20121. > Preparation and certification of a procedure for the definition, validation and publication of allegations of an environmental nature, with reference to Standards ISO 14020 and 14021.	Barilla G. e R. Fratelli
<b>Investments in the Environment (million Euro)</b>	0.90	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.	1.8	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.
<b>Environmental costs sustained in the management of plants</b>	Treatment expenses: 3.3 million Euro.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	Treatment expenses: 3.3 million Euro.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.
<b>Environmental costs sustained in prevention</b>	Prevention costs: 1 million Euro.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta, Mills.	Prevention costs: 0.8 million Euro.	Barilla G. e R. Fratelli excluding Harrys Russia, Yemina, Vesta.
<b>Projects for the reduction of road transport in favour of transport with lower environmental impact</b>	No indicator reported	-	2 > New centralized warehouse in Germany with intermodal transport. > Rail link at Pedrignano site for transport of durum wheat to mill.	Barilla G. e R. Fratelli



# SUPPLY CHAIN

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Barilla products originate from raw materials whose cultivation has a notable impact on the Planet. Relations along the supply chain constitute an important aspect, also for social reasons and economic development. In this regard, growing consumer attention has been noted on the **methods of procurement, quality and origin of ingredients** in products as well as on sustainability aspects relating to the packaging used.

## 2. MANAGEMENT METHODS

The Group directly **manages the purchase of raw materials**, and actively contributes to the improvement of environmental and social impact along the supply chain, maximising the percentage of procurement to be made in the country of production of the final product. In the event of a bad harvest or for reasons of quality, part of the raw materials cannot be purchased locally. The purchasing of local strategic raw materials, such as wheat and tomato, is guaranteed thanks to contracts before harvesting, in order to facilitate the programming of producer organizations and individual farmers.

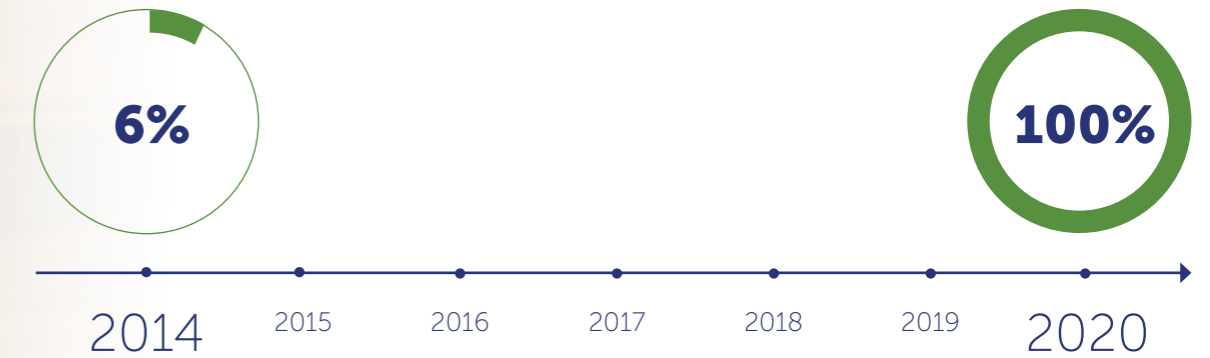
In particular, in order to identify the best agricultural practices and take decisions, for each supply chain project, any **environmental impact and sustainability aspects** are always taken into consideration so as to identify any countermeasures.

Product packaging is assessed in relation to sustainability parameters and in consideration of the management of sustainable forests. Those responsible for purchases are instructed to only use certified procurement sources, while the technical department which develops new packaging is responsible for ensuring that **the highest percentage of recyclable material** is used. All information to ensure consumers use the correct recycling method is explained on the packaging.

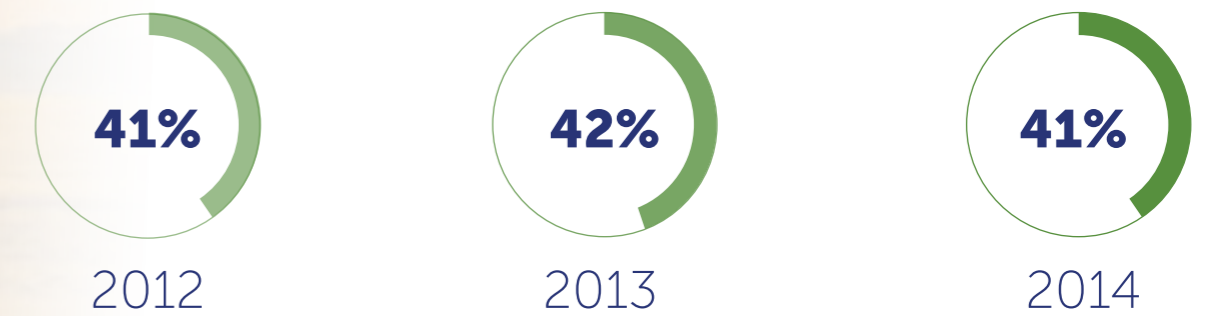
## 3. MONITORING AND ASSESSMENT

Every raw material has a working group and dedicated projects aimed at ensuring alignment with the Group's objectives for 2020. With regard to critical supply chains, the Group has adopted several specific focuses: for example, joining **Sedex, the international suppliers' platform**, ensures uniformity of working practices and respect for human rights. All those responsible for local purchasing in the Group must check, on a quarterly basis, that suppliers are actually signed up to this initiative.

### STRATEGIC RAW MATERIALS PURCHASED RESPONSIBLY



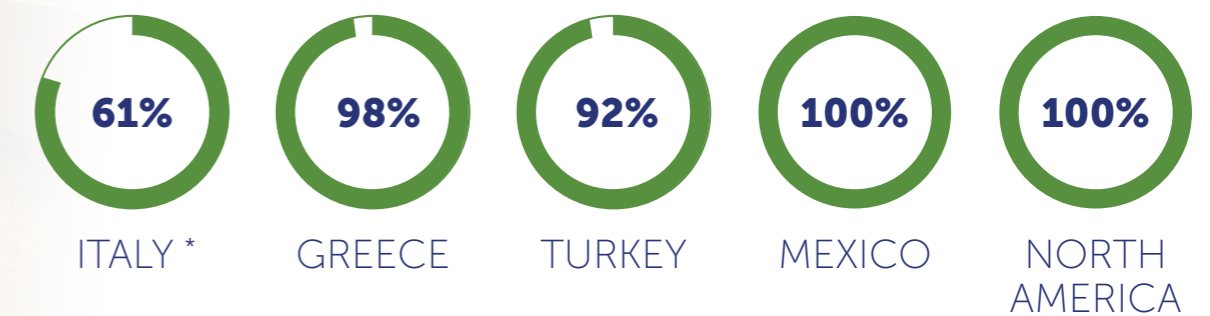
### PACKAGING MADE FROM RECYCLED MATERIALS



### TOMATO AND RYE PURCHASED LOCALLY IN 2014



### DURUM WHEAT PURCHASED LOCALLY IN 2014



\* The % of durum wheat purchased in Italy has dropped compared to 2013, due to a 2014 harvest not suitable for Barilla's quality standards.



INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Main raw materials used by Barilla</b>	Semolina: 1 million tons; Flour: 430 thousand tons; Rye: 57 thousand tons; Sugar: 51 thousand tons; Vegetable fats: 51 thousand tons; Tomato: approx. 44 thousand tons; Eggs: approx. 24 thousand tons; Cocoa: approx. 10.3 thousand tons; Animal fats: 6.5 thousand tons.	Barilla G. e R. Fratelli	Semolina: 1.05 million tons; Flour: 426 thousand tons; Rye: 56 thousand tons; Sugar: 53 thousand tons; Vegetable fats: 49 thousand tons; Tomato: approx. 30 thousand tons; Eggs: approx. 24 thousand tons; Cocoa: approx. 10.3 thousand tons; Animal Fats: 6.7 thousand tons.	Barilla G. e R. Fratelli
<b>Flour milled internally at Barilla Mills</b>	No indicator reported	-	26%	Barilla G. e R. Fratelli
<b>Semolina milled internally at Barilla Mills</b>	No indicator reported	-	72%	Barilla G. e R. Fratelli
<b>Wheat grown locally, i.e. in the country where the pasta is manufactured</b>	87% Data by individual country: › Italy: 80%; › Greece: 100%; › Turkey: 85%; › Mexico: 100%; › North America: 100%.	Barilla G. e R. Fratelli	76% Data by individual country: › Italy: 61%; › Greece: 98%; › Turkey: 92%; › Mexico: 100%; › North America: 100%.	Barilla G. e R. Fratelli
<b>Durum wheat procured using Cultivation Contracts signed with national agricultural associations</b>	44% (around 360,000 tons) of durum wheat requirement in Italy.  9% (around 12,000 tons) of durum wheat in Turkey.  20% (around 13,000 tons) of durum wheat in Greece.	Barilla G. e R. Fratelli	44% (around 400,000 tons) of durum wheat requirement in Italy.  8% (around 12,000 tons) of durum wheat in Turkey.  18% (around 12,000 tons) of durum wheat in Greece.	Barilla G. e R. Fratelli
<b>Rye purchased locally, that is, in country of production</b>	100%	Barilla G. e R. Fratelli	100% Data by individual country: › Germany 100%; › Sweden 100%.	Barilla G. e R. Fratelli
<b>Tomato purchased locally, that is, in country of production</b>	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli
<b>Common wheat flour purchased locally, that is, in country of production</b>	No indicator reported	-	100% Data by individual country: › Italy: 100%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli
<b>Origin of common wheat, % of wheat of local origin</b>	No indicator reported	-	67% Data by individual country: › Italy: 51%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli
<b>Common wheat semolina purchased locally, that is, in country of production</b>	No indicator reported	-	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli
<b>Eggs purchased locally, that is, in country of production</b>	No indicator reported	-	90% Data by individual country: › Italy: 100%; › France: 70%; › USA: 100%; › Brazil: 100%.	Barilla G. e R. Fratelli
<b>Quantity of production allocated to copackers</b>	106 thousand t	Barilla G. e R. Fratelli	121 thousand t	Barilla G. e R. Fratelli
<b>Strategic raw materials purchased through processes which improve sustainability in the supply chain</b>	No indicator reported	-	6%	Barilla G. e R. Fratelli

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Raw materials supply chains with sustainability regulations</b>	› The durum wheat supply chain is governed by cultivation and storage regulations for all contracts in Italy. › The soft wheat and rye supply chains are governed through regulations on the storage and transport of cereals in all purchase contracts in Italy. › The tomato supply chain is fully governed by Barilla cultivation regulations applied by all growers' organizations to which Barilla suppliers belong.	Barilla G. e R. Fratelli	› The durum wheat supply chain is governed by cultivation and storage regulations for all contracts in Italy. › The soft wheat and rye supply chains are governed through regulations on the storage and transport of cereals in all purchase contracts in Italy. › The tomato supply chain is fully governed by Barilla cultivation regulations applied by all growers' organizations to which Barilla suppliers belong.	Barilla G. e R. Fratelli
<b>RSPO certified palm oil requirements</b>	› 100% of Barilla's palm oil suppliers are members of the RSPO. › 5% of palm oil purchases are RSPO certified.	Barilla G. e R. Fratelli	› 100% of Barilla's palm oil suppliers are members of the RSPO. › 32% of palm oil purchases are RSPO certified.	Barilla G. e R. Fratelli
<b>Volume of cocoa purchased from suppliers on whom Audit SA8000 has been carried out</b>	100%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
<b>Volume of free range eggs</b>	No indicator reported	-	82%	Barilla G. e R. Fratelli
<b>Supply chains which operate in line with advanced systems which improve supply chain sustainability</b>	No indicator reported	-	› Durum wheat supply chain in Italy and Greece. › Tomato supply chain in Italy. › Flour supply chain in France. › Egg supply chain in Italy and France. › Palm oil supply chain in Italy, France, Sweden and Germany.	Barilla G. e R. Fratelli
<b>Activities with high risk of forced or compulsory labour and measures adopted to contribute to their abolition</b>	Cocoa and palm oil supply chain. Preventive measures against exploitation of child labour: All Barilla suppliers have signed the general purchase conditions, whereby they undertake to abide by the Company's Code of Ethics.	Barilla G. e R. Fratelli	Cocoa and palm oil supply chain. Preventive measures against exploitation of child labour: › All Barilla suppliers have signed the general purchase conditions, whereby they undertake to abide by the Company's Code of Ethics. › Recourse to suppliers holding certifications on recognised international standards.	Barilla G. e R. Fratelli
<b>Main suppliers and contractors that are audited with regard to human rights and the relevant measures adopted</b>	100% of Barilla's suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the Company's Code of Ethics. Specifically, labour recruitment must include a series of certifications attesting to the legitimacy of the contracts used.	Barilla G. e R. Fratelli excluding Yemina, Vesta, Wasa, Barilla Hellas, Barilla Gida.	100% of Barilla's suppliers have signed the general purchase conditions, whereby they have undertaken to abide by the Company's Code of Ethics. Specifically, labour recruitment must include a series of certifications attesting to the legitimacy of the contracts used.	Barilla G. e R. Fratelli excluding Yemina, Vesta, Wasa, Barilla Hellas, Barilla Gida.
<b>Gadgets and promotional items purchased on which Audit SA8000 has been carried out</b>	100%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
<b>Packaging broken down by raw material used</b>	About 2 billion packs made of paper and cardboard; more than 30 thousand tons of flexible film.	Barilla G. e R. Fratelli	About 2 billion packs made of paper and cardboard; more than 25 thousand tons of flexible film.	Barilla G. e R. Fratelli
<b>Recyclable packaging placed on the market</b>	98%	Barilla G. e R. Fratelli	98%	Barilla G. e R. Fratelli
<b>Packaging made from recycled materials</b>	42%	Barilla G. e R. Fratelli	41%	Barilla G. e R. Fratelli
<b>Packaging made of virgin fibre from responsibly-managed forests</b>	No indicator reported	-	98%	Barilla G. e R. Fratelli
<b>Packaging with recycling instructions</b>	No indicator reported	-	98%	Barilla G. e R. Fratelli





# Good for the Communities

---

OPEN, TRANSPARENT  
AND CARING PARTNERSHIPS

For Barilla it means:

- **PROMOTING HEALTHY EATING EDUCATION FOR YOUNG PEOPLE AND SUPPORTING YOUTH ENTREPRENEURSHIP IN THE WORLD OF FOOD.**
- **ENCOURAGING ACCESS TO FOOD AND FOOD SECURITY.**
- **SUPPORTING POPULATIONS STRUCK BY NATURAL DISASTERS THROUGH THE TIMELY PROVISION OF EMERGENCY FOOD.**



# 2020 OBJECTIVE

## ENCOURAGING THE INCLUSION OF ALL

By 2020, Barilla will promote the inclusion of people through programmes for access to food, education projects and the enhancement of diversity.

Not everyone is guaranteed access to food, let alone safe food, every day. This could be due to basic and prolonged poverty, an emergency, economic crisis or natural disasters that can destabilise a community.

On the other hand, those who have tasty, safe food at hand every day are often not aware of its importance: from the point of view of nutrition as well as the environment and its social relevance.

In Barilla, **food is valued as an important resource in human development** and for this reason the Group promotes, in the communities in which it is present, balanced food models which respect people and the Planet.

In particular, **"Good for the Communities"** means:

- › SUSTAINABLE SUPPLY CHAIN
- › EDUCATION
- › LOCAL COOPERATION
- › SUPPORT IN EMERGENCIES
- › INVOLVEMENT OF BARILLA PEOPLE

### SUSTAINABLE SUPPLY CHAIN

By purchasing raw materials responsibly and using sustainable cultivation processes, Barilla hopes to improve the life of the agricultural communities involved at the beginning of its production process.

### EDUCATION

Barilla is committed to spreading healthy eating habits and active lifestyles which respect persons and the Planet. In particular, educating young people is at the heart of sustainable development.

### GIOCAMPUS: THE DOUBLE PYRAMID "FOR THOSE WHO ARE GROWING UP"

The Giocampus project is an **educational alliance** created for future generations by Parma University, CUS, CONI - the Regional Committee, Regional Schools Office, the Municipality of Parma and Barilla. It is an educational experience which runs throughout the year: in school, in summer camps and in a winter week in the snow.

**GIOCAMPUS SCHOOL** › A healthy eating course including physical activities, made up of face-to-face teaching and games, organised by "Food Masters" (graduates in Food Sciences) and "Movement Masters", (graduates in Physical Training or ISEF trainers). 7,600 children took part in the programme in 2014.

**GIOCAMPUS SNOW** › A week of healthy eating education and physical activities in the snow. 360 children took part in 2014.

**GIOCAMPUS SUMMER** › A summer camp for young people involving them in physical activities, games and workshops, where nutritionally-balanced menus are on offer every day. 3,560 children took part in 2014.

Since its launch in 2009, Giocampus has involved more than **33,900 youngsters**.

#### WHAT IS DISTINCTIVE?

Not only are the children taught healthy eating habits and physical activities, but they become more aware of the environmental impact of the food they choose, and they learn to be together, respecting the value of food and of other cultures.

Find out more on the website





## LOCAL COOPERATION

In every territory in which Barilla is present across the world, the Group works alongside the relevant local organisations to promote shared sustainable development. Barilla believes in the social value of food as a source of wellbeing for communities. By donating its products, Barilla:

- › Makes good use of its excess production to help those in need and avoid food waste.
- › Promotes access to food for people who are temporarily unable to provide for themselves.

## "FOOD BANKS AND EMPORIA"

### Italy

It has consolidated a relationship with the **Banco Alimentare Foundation** (Food Bank Association) which collects and distributes excess food production. In 2014, Barilla donated over **942,500 kg of products**, thereby helping **almost 1,844,000 people**. As every year, Barilla's employees have been involved in the national Food Collection day which collected over 9,200 tons of food across Italy, almost 2% more than last year. And, the Siticibo project continues and has recovered **more than 6,000** excess meals from canteens in Parma and Novara.

**NEWS:** to celebrate the World Food Day, on 16th October 2014, all Barilla People were invited to take part in the **First Company Food Collection**, which took place at the same time in all Barilla locations in Italy. In only one day, **more than 23 quintals of pasta, sauces and oven-ready products** were collected.

A Parma, the alliance "**Parma Facciamo Squadra**", organised a local volunteer service centre called "Forum Solidarietà" in cooperation with Barilla, the Cariparma Foundation and the pharma company

Chiesi, which collected funds for the purchase of food for those in need. The campaign raised over Euro 244,000.

For each Euro donated by citizens, a further Euro was given by the project's partners. Barilla contributed with a donation of Euro 50,000 and supported the launch of a second edition of the initiative in 2015.

### Australia

Barilla cooperated with the local food bank, a non-profit organisation which gives away up to 32 million meals a year. In 2014, Barilla created an **educational programme offering cookery demonstrations and healthy eating classes** to persons in financial difficulties. And, a donation to the food bank was made for each person who took part in these classes.

### Singapore

Five cookery courses were organised in cooperation with the **Italian Women Group** to spread the culture of Mediterranean food. The proceeds from these courses were donated to the Seametry Foundation which runs an elementary school in Cambodia.

## SUPPORT IN EMERGENCIES

Disasters and accidents can strike the population and the territories at any moment, destroying homes and cities, and basic needs cannot be met. The Barilla Group is committed to offering support and bringing a sense of home comfort to those who have lost their homes.

## INVOLVEMENT OF BARILLA PEOPLE

Barilla employees are invited to take part in social activities which support the territories in which the Group is present.

## AND NOT ONLY FOOD

### USA

As well as supporting the **Feeding America Food Bank**, in 2014 an annual collection called the "**Toy and Coat Drive**" was organised in cooperation with the Walter and Connie Payton Foundation of Chicago. Barilla America staff chose to collect funds to purchase coats and toys for children in need.

In Avon, USA, Barilla helped to set up the "**Avon Playground**", thought for children between the 2 and 5 years of age. The new playground was inaugurated in June 2014 and Barilla invested 20,000 USD in its construction.

### Ascoli Piceno

For the last 13 years, Barilla's employees at the Ascoli Piceno plant in Italy have been buying toy for children in the oncological ward of the Salesi Children's hospital in Ancona.





## #TOGETHERISBETTER



In Italy, Barilla People have become Civil Protection volunteers to offer their support: the Barilla Angels.

### THE PROJECT

A plate of pasta can bring a "homely feel" to the most critical situations caused by natural emergencies. Italy's hydro-geological instability has, in fact, made many interventions necessary. Barilla is aware of this and for years

has supported the Italian Civil Protection teams offering wellbeing and a moment of respite to persons affected by natural disasters anywhere, also at the most difficult times.

In 2009, after the Aquila earthquake in the Abruzzo region of Italy, a close cooperation grew between Barilla and the Italian Civil Protection which in 2010 inaugurated a School Complex and a new gym in San Demetrio ne' Vestini. In 2012, after the quake hit Mirandola in Emilia Romagna, Barilla was first in line to set up a field kitchen in Rovereto di Novi and supply its products. Once the emergency was over, the Group also assisted in the reconstruction of a school building.

### IN 2014, EVEN MORE WAS DONE.

An emergency mobile unit was built and a group of Barilla volunteers was set up - **the Barilla Angels** - to help where necessary.



### BARILLA EMERGENCY MOBILE UNIT

#### What is a mobile unit?

A mobile unit is a first response structure composed of vehicles, persons and equipment to help people during a natural disaster.

#### What is the Barilla and Civil Protection mobile unit composed of?

The mobile unit, inaugurated on 17th December 2014 in Parma, is made up of:

- › A **mobile kitchen truck** that can provide **up to 500 hot meals an hour** and which **can be operational four hours after an emergency is called**. This truck was used in the past by Barilla for commercial purposes and has now been refurbished for a new "social" life.
- › A **kitchen module for gluten-free cooking**: it is a small kitchen designed exclusively for those who suffer from gluten intolerance.
- › A **tensile structure with benches and tables** to create a friendly atmosphere for those in difficulty.

#### Who are the Barilla Angels?

For the first time in 138 years, Barilla has set up a group of volunteers dedicated to Civil Protection. The mobile unit, in fact, can count on the support of **almost 80 Barilla People** who have undergone training and can today step in to help where needed: these are the Barilla Angels.



# EDUCATION AND SOCIAL INCLUSION

MANAGEMENT APPROACH  
AND PERFORMANCE INDICATORS

## 1. MATERIALITY

Its commitment towards communities is born of the conviction that a person's life can be improved through the "value of food". The right education, responsible choices and the possibility of accessing food every day are fundamental in ensuring the development of a community. For Barilla, this falls within the scope of a precise strategy for sustainable development, through **open and continuous cooperation with the communities in which the Group is present**.

For the Group, this is important to:

- › Reinforce the **company's reputation and sense of responsibility** towards stakeholders.
- › Contribute to defining **the identity of the Barilla brands**.
- › Consolidate **employees' sense of belonging** in the company and the community.

## 2. MANAGEMENT METHODS

All activities and projects created within the scope of "Good for Communities" start with **listening to the needs of local territories**. This is achieved through dialogue with civil society organisations, analysing the social situation of reference communities as well as market research. Each project is carried out by the Group **in cooperation with other bodies** and multi-year working paths are developed. The Group's commitment is fulfilled through educational activities aimed at promoting responsible choice and reducing food waste along all the production chain, from field to fork.

## 3. MONITORING AND ASSESSMENT

The Group, through its Communication and Marketing divisions, monitors and communicates the results of these projects. The impact of activities is assessed according to various parameters: **the size of the structure, improvement in the living conditions** of the beneficiaries, **the number of people involved** and resources invested.

## "GOOD FOR THE COMMUNITIES" STRATEGY

### Excess food

**2.1**  
billion people around  
the world are obese  
or overweight

- › Promote healthy lifestyles and responsible choices.
- › Encourage inclusion of cultures "at the table".
- › Promote healthy eating education and support young people in the world of food.

### Access to food

**805**  
million people around  
the world are undernourished  
and often access to food  
is compromised  
by natural disasters

- › Encourage access to food and food security.
- › Support populations struck by natural disasters through timely provision of emergency food.

Good4...  
START UP THE FUTURE  
FINAL JUNE  
Milan, 15-17 2015  
Barilla 2015





## SOCIAL INCLUSION

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
Projects undertaken in cooperation with associations, NPOs and local institutions by Barilla plants across the world	No indicator reported	-	✱ 1	Barilla G. e R. Fratelli
Projects undertaken in cooperation with associations, NPOs and local institutions by Barilla plants across the world	No indicator reported	-	✱ 2	Barilla G. e R. Fratelli
Community visits to Barilla plants	Total visits: 362; Persons: 11,424.	Barilla G. e R. Fratelli	Total visits: 456; Persons: 9,920.	Barilla G. e R. Fratelli
Development of infrastructure and services provided mainly for "public use" through commercial commitments and pro bono activities	1,498,000 Euro	Barilla G. e R. Fratelli	127,800 Euro	Barilla G. e R. Fratelli
Donations not including products donated by factories across the world	211,479 Euro	Barilla G. e R. Fratelli	235,820 Euro	Barilla G. e R. Fratelli
Donations not including products donated by factories in Italy	No indicator reported	-	721,000 Euro	Barilla G. e R. Fratelli
Donations not including products donated by factories abroad	No indicator reported	-	In the USA: USD 8,500 was donated during the "Coats and Toys Drive", charity collection to purchase coats and toys for children in need.  In Turkey, Euro 1,000 was donated to UNICEF.  In Bosnia Euro 3,993 was donated to the local Red Cross.	Barilla G. e R. Fratelli
Product Donations	1,797 tons	Barilla G. e R. Fratelli	2,027 tons	Barilla G. e R. Fratelli
Relations with consumer associations	No indicator reported	-	Consumer associations are invited to Barilla's annual meeting with stakeholders and all the events organised by the Group to share projects and management methods for sustainable development.	Barilla G. e R. Fratelli

✱ 1

**Ascoli Piceno:** cooperation with the Ancona Children's Hospital.  
**Cremona:** cooperation with the Italian Red Cross.  
**Melfi and Parma:** cooperation with AVIS (Association of Italian Voluntary Blood Donors).  
**Novara and Parma:** Siticibo project in cooperation with Food Bank.  
**Avon:** contribution in the building of a new playground for the local community.  
**Donations of products:** all Barilla plants in Italy and across the world have donated excess production to food banks or charities.

✱ 2

In Italy, cooperation with the **Food Bank Foundation** has been strengthened - the association which manages excess food production of all Barilla's production plants. And, the first company food collection has been organised across Italy.

In cooperation with the **Civil Protection**, a first response mobile unit has been built and over 80 Barilla employees are involved in corporate voluntary work.

In cooperation with Forum Solidarietà, the commitment towards the **"Parma Facciamo Squadra"** project continues.

Together with **ASPHI**, an event has been organised aimed at informing the community and employees

on how to include disabled or elderly people socially through new technologies.

In Parma, the basketball team **Magik Basket** was supported, which promotes sports and encourages the inclusion of less able youngsters.

In the USA, Barilla is currently working with **Caterina's Club**, **Common Threads**, **Feeding America** and the **"Walter and Connie Payton Foundation"**.

In Australia, together with the local Food Bank, cookery demonstrations and healthy eating courses were organised for disadvantaged persons.

## EDUCATION

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
Projects or activities aimed at promoting entrepreneurship among the young and favour employment	1 Youth Entrepreneurship project: a competition called <b>Barilla per i Giovani (Barilla for the Young)</b> was promoted which led to an investment in 10 study bursaries of Euro 40,000 each for young, talented Italian youngsters.	Barilla G. e R. Fratelli	1 project launched at an international level promoting start-ups in areas relating to peoples' wellbeing, the Planet and the community: <b>Good 4 Start Up the Future</b> . This project was developed in cooperation with the SDA Bocconi School of Management and the business incubator Speed MI Up.  Barilla has recently opened new facilities in Shanghai, Singapore and Dubai. Under an expansion plan, the recruitment of new talent is underway. 20 people have already been recruited in China, and 4 in the Middle East.	Barilla G. e R. Fratelli
Educational projects aimed at children and teenagers	No indicator reported	-	1 Project in Parma: <b>Giocampus</b> .  <b>Girls Scouts of Greater Chicago and Northwest Indiana:</b> Barilla America has proposed the creation of a healthy eating kit to be shared among the Girls Scouts.  <b>Kid's Lab:</b> in cooperation with Eatly and the "South Beach Wine and Food Festival", an educational programme has been set up for young people on nutrition and healthy eating habits.  "Good for You, Good for the Planet" was promoted at a summer camp for children in <b>Orlenok</b> , the most famous summer camp in Russia.	Barilla G. e R. Fratelli







# Barilla People

---

THE PASSION OF MORE THAN  
8,000 PEOPLE WORLDWIDE

For Barilla it means:

- **BE THE AMBASSADORS OF BARILLA'S IDENTITY, VALUES AND FOOD CULTURE.**
- **BE A GREAT COMPANY TO WORK FOR, PROMOTING DIVERSITY AND A BALANCED SUSTAINABLE LIFESTYLE.**
- **FOSTER EMPOWERMENT, COMMITMENT, RESULTS-ORIENTED LEADERSHIP AND ACCOUNTABILITY.**



# 2020 OBJECTIVE

## A MODEL COMPANY FOR DIVERSITY AND INCLUSION

Equality, inclusion and diversity are, and have been since a long time, an integral part of Barilla's culture, values and Code of Ethics and are a determining factor in its growth model and the way it does business.

In 2013, Barilla undertook a path of development and improvement on the topic "Diversity and Inclusion" aimed at being recognised, in this aspect, as a model company. In particular, the **"Diversity and Inclusion Board" was created** - a working group composed of an "Operating Committee" entirely made up of Barilla People and a "Steering Committee" composed of three external opinion leaders: **David Mixner**, global leader of the LGBT community (Lesbian, Gay, Bisexual and Transgender), **Alex Zanardi**, Para-olympic athlete and **Patricia Bellinger**, Executive Director of the "Center for Leadership" at the Harvard Kennedy School of Government.



### "DIVERSITY AND INCLUSION BOARD"

During 2014, the **"Diversity and Inclusion Board"** was involved on various fronts:

#### BARILLA LEADERSHIP FOR GROWTH MODEL

Launch of the new leadership behavioural model **"BARILLA LEADERSHIP FOR GROWTH MODEL"**, founded on respect for diversity and inclusion for better business development.

#### TRAINING

**1,456 Barilla People** were involved in training on "Diversity and Inclusion".

#### ASSESSMENT QUESTIONNAIRE

In 2014, 3,800 employees were sent an assessment questionnaire on the perceived level of inclusion in the company: 2,390 people answered (60% men – 36% women) in 23 countries. The results of this survey will be available in 2015.

#### SMART WORKING

It has been shown that more flexibility in the workplace and a results-based approach can increase productivity and, at the same time, contribute to creating a more inclusive working environment, allowing everyone to manage their own jobs differently. For this reason, Barilla has implemented the *Smart Working* project, offering employees the possibility of more autonomy on how, where and when they work, determining and adapting their working methods according to personal and corporate requirements. In 2014 the project was started in all the Group's offices: over 920 Barilla People made the most of this opportunity. Barilla is committed to offering *Smart Working* to 100% of its employees by 2020.

#### REVIEW OF THE CODE OF ETHICS AND MANAGEMENT OF HUMAN RESOURCES

In 2014 the Code of Ethics has been reviewed to ensure even more equality between the Group's People. Barilla does not tolerate any form of discrimination or exclusion in relation to, amongst other characteristics, age, culture, ethnicity, nationality, religious faith, race, political opinions, family status, pregnancy, veteran status, gender, sexual orientation, gender identity, and/or expression, genetic information, health or disability.

#### COLLABORATION AND INITIATIVES

Last but not least, it is important to underline that the Board cooperates in numerous instances with **important international organisations** such as **Catalyst**, **Human Rights Campaign**, **ASPHI** and **Parks**, to acquire the most advanced expertise on the topic of diversity and inclusion. In this regards, in 2014, the Human Rights Campaign in the USA sent out an annual report on the **"Corporate Equality Index"**, a national assessment tool which sets parameters for measuring corporate policies relating to lesbian, gay, bisexual or transgender (LGBT) staff members. Barilla took part in this assessment and achieved the maximum index score of 100%. Finally, Barilla is also promoting the development of local initiatives aimed at encouraging diversity and inclusion in the communities in which the Group operates.



news

2 0 1 4

## #PLAINEDEL'AIN

A FAMILY-ORIENTED FACTORY



On 4th June, 2014, a new Barilla soft breads production line was inaugurated.

## THE PROJECT

2014 was a very important year for Barilla in France: the new soft breads production line **Harrys 100% Mie** at the **Plaine de l'Ain** plant was inaugurated. France is the first country

for the Group's European business, after Italy. Harrys, the number one French brand for bakery products, is market leader in soft breads with a market share of 32.5%.

100% Mie, the "crustless" soft bread range launched in 2004, has shown that it has enormous growth potential over time, until now limited by the insufficient production capacity which did not allow adequate promotional and advertising support.

The inauguration was an important event, above all for Barilla People. **Colleagues working at the Plaine de l'Ain plant invited their families, involving up to 400 people.** Journalists, business partners and the local authorities also had the opportunity to discover the new production line. More than 30 newspapers, and national and international media printed very enthusiastic reports on the event.



## CURIOSITY

The new line 100% Mie at Plaine de l'Ain was created thanks to an investment of Euro 14 million to produce Harrys soft bread in France and Belgium and "Cuor di Pane" Mulino Bianco. With a superior production capacity of 50% compared to existing standard lines, the line produces **24 million packs a year, equal to 12,000 tons** and has a **lower environmental impact**, that is, lower water consumption, less CO<sub>2</sub> emissions and waste.

The line has been designed to use a new standard for oven baking - "**slow baking**" - researched to **reduce production waste**, arising from the removal of the bread crust, by **up to -16%**.

The cooperation between Barilla People in Italy and France meant that **the installation was all built in six months**, and thirty companies were involved in achieving the objective of "**zero accidents in the workplace**" during the assembly of the production line.



# HUMAN RESOURCES

## MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

### 1. MATERIALITY

A diversified work force and inclusive culture encourage involvement and allow a deeper understanding of society, purchasers, consumers and clients, leading to more solid decision-making processes. The adoption of a **strategy based on employees' wellbeing** also allows Barilla to achieve a **competitive advantage in its business**.

### 2. MANAGEMENT METHODS

The Barilla Group's Human Resources division **designs and implements programmes for the organisation, integration, management and development of employees**. In 2014, the company started a process of reorganisation and revision of its operating model as a basic lever in the execution of its business objectives, strengthening geographical areas by defining and implementing local strategies in line with its global strategy. The Group's organisation is based on:

- › Regions and Local Markets.
- › Central Units.

In this way, the structure responds efficiently to business requirements through centralisation of its common processes for all the geographical areas and making regions responsible for their adaptation at a local level. During 2014, an extensive **training campaign for staff was launched on the "leadership model"** as a cornerstone of Barilla's strategy for years to come.

Another basic aspect is careful attention to the **health and safety of the people** that work every day for the Group. A **Health and Safety Management System** pursuant to **technical standard BS-OHSAS 18001** has been implemented in nearly all its plants. The remaining facilities will receive their certification during the course of 2015. Barilla carefully monitors the accidents trend and invests in training to continue to reduce both their frequency and their severity. The number of plants which have recorded no accidents for more than a year is growing.

### 3. MONITORING AND ASSESSMENT

Together with training on "Diversity and Inclusion", the review of corporate procedures and updating of the Code of Ethics, a **system of measuring performance** of key human resources management aspects has been implemented. Also, an internal communications model allows Barilla People to put forward their suggestions. Within the framework of Health and Safety, technical standard BS-OHSAS 18001 requires the preparation of a series of **monitoring measures**. In particular, a global audit programme is constantly implemented; this programme recorded more than 80 audits in relation to Health and Safety and Prevention of Accidents during 2014.

#### ACCIDENT SEVERITY INDEX

0.76



2012

0.58



2013

0.41



2014

#### FREQUENCY RATE OF ACCIDENTS

17



2012

15



2013

13



2014

#### NUMBER OF ACCIDENTS

180



2012

154



2013

128



2014



## EMPLOYMENT

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Total number of employees broken down by country</b>	8,238 of whom: <ul style="list-style-type: none"> <li>&gt; 4,134 in Italy;</li> <li>&gt; 1,431 in France;</li> <li>&gt; 392 in Russia;</li> <li>&gt; 524 in Sweden;</li> <li>&gt; 495 in the USA;</li> <li>&gt; 326 in Germany;</li> <li>&gt; 268 in Turkey;</li> <li>&gt; 268 in Mexico;</li> <li>&gt; 209 in Greece;</li> <li>&gt; 51 in Norway;</li> <li>&gt; 18 in Poland;</li> <li>&gt; 14 in Benelux;</li> <li>&gt; 15 in Switzerland;</li> <li>&gt; 39 in Brazil;</li> <li>&gt; 10 in Australia;</li> <li>&gt; 3 in Austria;</li> <li>&gt; 6 in Japan;</li> <li>&gt; 4 in Slovenia;</li> <li>&gt; 6 in Canada;</li> <li>&gt; 1 in Croatia;</li> <li>&gt; 8 in Spain;</li> <li>&gt; 7 in China;</li> <li>&gt; 10 in Singapore.</li> </ul>	Barilla Holding Group	8,136 of whom: <ul style="list-style-type: none"> <li>&gt; 4,037 in Italy;</li> <li>&gt; 1,422 in France;</li> <li>&gt; 342 in Russia;</li> <li>&gt; 520 in Sweden;</li> <li>&gt; 494 in the USA;</li> <li>&gt; 330 in Germany;</li> <li>&gt; 279 in Turkey;</li> <li>&gt; 269 in Mexico;</li> <li>&gt; 201 in Greece;</li> <li>&gt; 50 in Norway;</li> <li>&gt; 19 in Poland;</li> <li>&gt; 9 in Belgium;</li> <li>&gt; 7 in Holland;</li> <li>&gt; 17 in Switzerland;</li> <li>&gt; 48 in Brazil;</li> <li>&gt; 11 in Australia;</li> <li>&gt; 9 in Austria;</li> <li>&gt; 5 in Japan;</li> <li>&gt; 8 in Slovenia;</li> <li>&gt; 10 in Canada;</li> <li>&gt; 3 in Croatia;</li> <li>&gt; 8 in Spain;</li> <li>&gt; 20 in China;</li> <li>&gt; 14 in Singapore;</li> <li>&gt; 4 in Dubai.</li> </ul>	Barilla Holding Group
<b>Total number of employees broken down by job type</b>	No indicator reported	-	Full Time 7,417 Part time 302	Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>Total number of employees on fixed term contracts, broken down by job type and gender</b>	No indicator reported	-	Managers: <ul style="list-style-type: none"> <li>&gt; Men 12;</li> <li>&gt; Women 16;</li> </ul> White collar workers: <ul style="list-style-type: none"> <li>&gt; Men 88;</li> <li>&gt; Women 84;</li> </ul> Sales force: <ul style="list-style-type: none"> <li>&gt; Men 8;</li> <li>&gt; Women 6;</li> </ul> Blue collar workers: <ul style="list-style-type: none"> <li>&gt; Men 108;</li> <li>&gt; Women 59.</li> </ul>	Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>Indirect employment and local suppliers in relation to the most important operating sites</b>	Indirectly employed in production 753. The Italian sales force includes 203 employees and 16 agents, who employ 298 sales sub-agents deployed across the country. Barilla also works with agencies providing hostesses and merchandisers employing a total of 3,134 people at points of sale.	Barilla G. e R. Fratelli	Sales force: 212. The FIRST company has 19 employees and 16 agents, who employ 283 sales sub-agents deployed across the country. Barilla also works with agencies providing hostesses and merchandisers employing a total of 2,382 people at points of sale.	Barilla G. e R. Fratelli
<b>Total number of employees broken down by contract type</b>	No indicator reported	-	Permanent contracts: 7,238. Fixed-term contracts: 381.	Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>Employees recruited under national collective contracts</b>	No indicator reported	-	Italy: 100% (except managerial roles for which there is a specific contract); Northern Europe: 100%; Central Europe: 54.83%.	Barilla G. e R. Fratelli (only Italy, Northern Europe, Central Europe).

## DIVERSITY AND EQUAL OPPORTUNITY

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Number of newly recruited employees broken down by age, gender and geographical origin</b>	No indicator reported	-		Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>Women broken down by occupational level</b>	Total Italy 28.2 %, of whom: <ul style="list-style-type: none"> <li>&gt; Executives 1%;</li> <li>&gt; Managers 14.5%;</li> <li>&gt; White collar workers 30.7%;</li> <li>&gt; Sales force 2.8%;</li> <li>&gt; Blue collar workers 51%.</li> </ul>	Barilla G. e R. Fratelli (Italy only)	Total 28.6%, of whom: <ul style="list-style-type: none"> <li>&gt; Executives 1.1%;</li> <li>&gt; Managers 14.9%;</li> <li>&gt; White collar workers 31.2%;</li> <li>&gt; Sales force 2.6%;</li> <li>&gt; Blue collar workers 50.2%.</li> </ul>	Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>Turnover rate by age and gender</b>	1.5% men and 2.6% women. Age: <ul style="list-style-type: none"> <li>&gt; from 21 to 30 years: 3.3%;</li> <li>&gt; from 31 to 40 years: 2%;</li> <li>&gt; from 41 to 50 years: 0.5%;</li> <li>&gt; from 51 to 60 years: 2%;</li> <li>&gt; over 60 years: 24.3%.</li> </ul>	Barilla G. e R. Fratelli (Italy only)	> Global: 5.7% men and 7.8% women. > Italy: 4.4% men and 7.5% women. Age: <ul style="list-style-type: none"> <li>&gt; from 21 to 30 years: 10.7%;</li> <li>&gt; from 31 to 40 years: 3.3%;</li> <li>&gt; from 41 to 50 years: 1.4%;</li> <li>&gt; from 51 to 60 years: 7.8%;</li> <li>&gt; over 60 years: 42.7%.</li> </ul>	Barilla G. e R. Fratelli (excluding Mexico, Poland and Russia).
<b>% improvement compared to leadership objectives relating to management of diversity</b>	No indicator reported	-	66%	Barilla G. e R. Fratelli
<b>Women included in global talent management system</b>	20%	Barilla G. e R. Fratelli	32%	Barilla G. e R. Fratelli
<b>White collar workers benefiting from forms of flexible work (smart working)</b>	No indicator reported	-	74%	Barilla G. e R. Fratelli
<b>Frequency of application of existing innovative contracts: job sharing, teleworking, part-time, etc.</b>	4.2%	Barilla Group Holding (excluding Mexico, Poland, Russia).	4.8%	Barilla Group Holding (only Italy).
<b>Positions covered internally and not by external selection (white collar workers)</b>	63%	Barilla G. e R. Fratelli	37% Note: the variation of the data compared to 2013 is due to the expansion into South America, which has given the need to hire predominantly local population.	Barilla G. e R. Fratelli
<b>Initiatives aimed at promoting Inclusion (gender, disability, LGBT, ethnicity)</b>	No indicator reported	-	> Focus Group; > Online surveys and questionnaires to employees; > Specific training courses; > Institution of "Women Day"; > Smart Working to support disabled employees; > Training for management to encourage promotion of inclusion.	Barilla G. e R. Fratelli



Broken down by age:  
 > over 50 years: 64;  
 > between 30 and 50 years: 230;  
 > up to 30 years: 586.

Broken down by gender:  
 > Men 509;  
 > Women 371.

Broken down by geographical origin:  
 > Algeria 2;  
 > USA 56;  
 > Australia 3;  
 > Austria 2;  
 > Belgium 1;  
 > Brazil 18;

> Canada 7;  
 > China 16;  
 > Colombia 1;  
 > Croatia 2;  
 > Cuba 1;  
 > Ecuador 1;  
 > Egypt 4;  
 > Estonia 1;  
 > France 224;  
 > Germany 32;  
 > Holland 3;  
 > Ghana 1;  
 > Greece 9;  
 > India 2;  
 > Italy 336;  
 > Ivory Coast 1;

> Lebanon 1;  
 > Morocco 4;  
 > Norway 2;  
 > Pakistan 1;  
 > Poland 2;  
 > Portugal 1;  
 > Romania 21;  
 > Singapore 4;  
 > Slovenia 4;  
 > Spain 2;  
 > Sweden 75;  
 > Switzerland 5;  
 > Thailand 1;  
 > Tunisia 2;  
 > Turkey 30;  
 > Ukraine 2.



## REMUNERATION

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Employees covered by an annual performance management system</b>	1,643 persons	Barilla G. e R. Fratelli	1,700 persons	Barilla G. e R. Fratelli
<b>Incentive mechanisms which include objectives linked to sustainability</b>	No indicator reported	-	15% of the plants' employees presents mechanisms incentives with objectives linked to sustainability. 900 people involved.  80% of the first line roles in plants present incentive mechanisms of this type.	Barilla G. e R. Fratelli



## PEOPLE CARE

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>People Care Initiatives</b>	✦ 1	Barilla G. e R. Fratelli	✦ 2	Barilla G. e R. Fratelli
<b>Incidence of the cost of People Care activities on labour cost</b>	> 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	> 3.71% in Italy; > 0.16% in USA; > 1.35 % in Sweden; > 1% in Germany; > 4.3% in Western Europe; > 5.65% Greece.	Barilla G. e R. Fratelli
<b>"Expatriate" contracts compared to the previous year</b>	-10%	Barilla G. e R. Fratelli	-30%	Barilla G. e R. Fratelli
<b>People covered by an additional Health Insurance Policy</b>	99.8%	Barilla G. e R. Fratelli (Italy only)	99.03%	Barilla G. e R. Fratelli (Italy only)
<b>People covered by an additional Pension Scheme Policy</b>	67%	Barilla G. e R. Fratelli (Italy only)	66%	Barilla G. e R. Fratelli (Italy only)



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

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

**Greece:** health plan, emergency corporate loans to employees, Christmas party for employees' children, study bursaries, pension plan, meal vouchers, monthly offers on company products, blood bank, transport services programme.

**Germany:** "Family day", participation in Wasalauf (marathon sponsored by Wasa), company canteen. Cologne: sports incentives (gym memberships), water and ready meals, and fresh fruit free one week a year.

**Switzerland:** organised tours of plants.

**USA:** physical education activities, charitable activities (United Way, American Cancer Society).

**Sweden - Stockholm:** Bank desk offering subsidized loan rates; meal vouchers for sales area, fresh fruit and coffee/tea/sparkling water free every day of the week, products samples, pasta meals, physical fitness campaign with prizes, free gym access, study bursaries, Christmas and Summer staff parties, pension plan, office massage, health checks for office and sales area staff, office laundry service. Flipstad: company skiing activities, internal gym and special offers for swimming pool and tennis club, si.mediterraneo, free tea and coffee, physical fitness campaign with prizes, annual "family day", Christmas meal, pension plan, massage (for those who need it to avoid absences through illness), 15% discount in shops.

**Norway:** physical fitness campaign with prizes, free tea and coffee, free snacks, special meals with pasta.



**Project "si.mediterraneo":** Italy, USA, Brazil, Canada, Norway, Sweden, Germany, France, Belgium, Spain, Greece, Turkey, Russia, China, Japan, Singapore and Australia. New promotional videos for si.mediterraneo project with focus on Mediterranean Diet, the role of carbohydrates and pasta.

Local activities supporting si.mediterraneo:  
> Parma and Turkey: exhibition of new posters in company canteen;  
> Parma and Rubbiano: celebration of World Pasta day;  
> Singapore: 3 days dedicated to si.mediterraneo educational campaign;  
> Moscow: educational campaign and cookery experience for staff;  
> Greece: nutritional posters at Athens offices;  
> USA: Thursday dedicated to si.mediterraneo and to "Share the Table" projects; conferences by external experts and education in the growing your own vegetable garden; celebration of physical fitness month.

Other activities:  
Smart Working Project: 300 people, of whom USA (23), Singapore (12), Italy (239), Switzerland (13), France (40), Germany (16), Sweden (85), Norway (5).

**Eastern Europe:** launch of the Smart Working initiative, company basketball team, participation in Athens marathon, seasonal fruit free for staff, presentations on the topic of sustainability.

**Greece:** health plan, emergency corporate loans to employees, Christmas party for employees' children, study bursaries, pension plan, meal vouchers, monthly offers on company products, blood bank, transport services programme.

**Germany:** "Family day", participation in Wasalauf (marathon sponsored by Wasa), company canteen with health meals on offer, Company sports and gymnastics groups; Cologne: sports incentives (gym memberships), water and ready meals, and fresh fruit free for a week once a year.

**Switzerland:** organisation of tours of plants, free offer of Barilla products.

**USA:** physical education activities, charitable activities (United Way, American Cancer Society).

**Sweden - Stockholm:** Bank desk offering subsidized loan rates; meal vouchers for sales area, fresh fruit and coffee/tea/sparkling water free every day of the week in Stockholm office, company products samples, pasta meals, physical training campaign with prizes, free gym access for Stockholm office, study bursaries for all in Stockholm and for sales area, Christmas staff parties for Stockholm staff, pension plan, office massage for Stockholm staff, health checks for Stockholm and sales area staff, office laundry service. Flipstad: company skiing activities, internal gym and special offers for swimming pool and tennis club, si.mediterraneo, free tea and coffee, physical fitness campaign with prizes, annual "family day", Christmas meal, pension plan, massage (for those that need it to avoid absence through illness), 15% discount in shops.

**Norway:** physical fitness campaign with prizes, free tea and coffee, free snacks, special meals with pasta.

**France:** free flu vaccination, eye tests, free time social events, free offer of Barilla products and fruit, presentations on the topic of sustainability, organisation of a week dedicated to sustainability, company marathon.



## LEADERSHIP AND MANAGEMENT OF TALENT

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Positions with mapped job description</b>	1,900	Barilla G. e R. Fratelli, excluding Yemina and Vesta.	1,900	Barilla G. e R. Fratelli, excluding Yemina and Vesta.
<b>Implementation of the leadership model (managerial skills, leadership training, leadership skills in plants, talent requirements)</b>	No indicator reported	-	95%	Barilla G. e R. Fratelli

## TRADE UNION RELATIONS

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Central monitoring of choices adopted at a local level in terms of trade union relations</b>	No indicator reported	-	3 current levels of dialogue: 1) CAE - (European corporate committee); 2) CSN (national trade union body) with the support of national and territorial trade union secretariats (43 Italian RSU representatives collective body representing all workers); 3) RSU on site (present in 10 plants, 4 mills, offices and VVPP sellers).  The coordination of the RSU meets twice yearly and organises meetings on elements linked to the economic and social context of the country, performance trends and analysis of indicators and strategies linked to the plants. Local RSU are also deputized to respond to topics relating to individual sites to which they belong, such as training courses, environment and safety, occupational impact and specific topics of a local nature.	Barilla G. e R. Fratelli (Italy only)
<b>Monitoring trade union disputes</b>	No indicator reported	-	46 disputes (of which 2 procedures started during 2014).	Barilla G. e R. Fratelli (Italy only)
<b>Work time lost through disputes, strikes and/or lock-outs by country</b>	No indicator reported	-	> Region AAA: 0 hours; > Region America: 0 hours; > Region Italy: 2.2 hours annually per capita; > Region Europe: 0 hours.	Barilla G. e R. Fratelli





## TRAINING

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Employees offered training, including those in the plants, out of total staff</b>	94.62 %	Barilla G. e R. Fratelli (Italy only)	96.66 %	Barilla G. e R. Fratelli (Italy only)
<b>Employees using e-learning training tools</b>	No indicator reported	-	38.4%	Barilla G. e R. Fratelli
<b>Cooperation with universities</b>	No indicator reported	-	45 cooperation projects	Barilla G. e R. Fratelli
<b>Employees reached through training on Diversity and Inclusion campaigns</b>	No indicator reported	-	92%	Barilla G. e R. Fratelli
<b>Educational programs on healthy eating lifestyles for employees</b>	Project: si.mediterraneo	Barilla G. e R. Fratelli	Project: si.mediterraneo	Barilla G. e R. Fratelli
<b>Employees involved in healthy eating lifestyles education</b>	Approximately 6,000	Barilla G. e R. Fratelli	Approximately 7,300	Barilla G. e R. Fratelli
<b>Seminars/information events on nutritional aspects</b>	No indicator reported	-	27, of which: › <b>North America:</b> Wasa Snack, health and yoga; Chicago Botanical Gardens Earth Day, health seminar; food education days presented by Dave Grotto; Welcome to Barilla, nutrition and si.mediterraneo; Education on communication of the Double Pyramid. › <b>Italy:</b> Welcome to Barilla, nutrition and si.mediterraneo; seminar on satiety, seminar on health and diet; the role of the tomato in nutrition. › <b>Asia, Africa, Australia:</b> si.mediterraneo in Sidney, Tokyo, Shanghai, Singapore, Moscow. › <b>Europe:</b> Raising awareness on the value of pasta; si.mediterraneo in Talmont, Valenciennes, Gauchy, Paris, Gran Prè, Plan de L'Ain.	Barilla G. e R. Fratelli
<b>Initiatives on raising awareness of company staff on the prevention of fraud</b>	No indicator reported	-	The Internal Audit unit has commenced a project to implement an anti-fraud programme and will issue an anti-fraud policy currently being prepared.	Barilla G. e R. Fratelli

## INTERNAL COMMUNICATION

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
<b>Participants in formal, regular meetings with leadership at a local level</b>	No indicator reported	-	1,800 persons	Barilla G. e R. Fratelli (Italy only)
<b>Participants in formal, regular meetings with leadership streamed at a global level</b>	No indicator reported	-	1,236 persons	Barilla G. e R. Fratelli
<b>Number of periodic meetings of the CEO with various corporate functions</b>	No indicator reported	-	10 meetings	Barilla G. e R. Fratelli
<b>Number of active users of internal corporate social network</b>	No indicator reported	-	750 users	Barilla G. e R. Fratelli
<b>Employees reached by the corporate House Organ</b>	No indicator reported	-	3,920 users	Barilla G. e R. Fratelli
<b>Visits to corporate Intranet</b>	No indicator reported	-	› Number of sessions: 170,000; › Number page displays: 525,000.	Barilla G. e R. Fratelli





## HEALTH AND SAFETY

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
Frequency rate of accidents	15	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	13	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Frequency rate of accidents: reduction compared to 2010	-41%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	-48%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Accident severity index	0.58	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	0.41	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Accident severity index: reduction compared to 2010	-6%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	-33%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Number of accidents	154	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	128	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Reduction in number of accidents compared to previous year	-14%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	-17%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Fatalities	0	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	0	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Number of HSSE audits	112	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	103, of which 80 on Safety and Prevention.	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Hours of HSSE training	52,627	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	45,000	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Plants with OHSAS 18001-certified management system	83%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	83%	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Investments in health and safety and occupational safety	No indicator reported	-	> Safety: 8,9 million Euro; > Fire Prevention: 1,9 million Euro.	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Sanctions received relating to health and safety and occupational safety	3	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.	0	Barilla G. e R. Fratelli, excluding Harrys Russia, Yemina, Vesta, Mills.
Number of zero accidents plants with absences	No indicator reported	Barilla G.e R. Fratelli excluding Yemina and Vesta.	8 Plants > Ames (USA); > Thiva (Greece); > Bolu (Turkey); > Ufa (Russia).  4 Mills > Galliate (Italy); > Castelplanio (Italy); > Pedrignano (Italy); > Volos (Greece).	Barilla G.e R. Fratelli excluding Yemina and Vesta.

## COMPANY VOLUNTEER SCHEME

INDICATOR	DATA 2013	BOUNDARY 2013	DATA 2014	BOUNDARY 2014
Programmes involving office employees in community projects	No indicator reported	-	Almost 80 Barilla employees in Parma are involved in a cooperation project with the Italian Civil Protection: these are the Barilla Angels.  In the USA, staff are involved in: > Coat and Toys Drive employees purchased toys and coats for children in need. > Ice Bucket Challenge against the SLA.	Barilla G. e R. Fratelli
Programmes involving plant employees in community projects	No indicator reported	-	Plant employees are involved in solidarity programmes through donations of money or products or CRAL (Company recreational group) initiatives.	Barilla G. e R. Fratelli







06

---

# Barilla Center for Food & Nutrition

*Barilla*  
*Center*  
FOR FOOD  
& NUTRITION



# THE BCFN FOUNDATION

The Barilla Center for Food & Nutrition (BCFN) was set up in 2009 as a research centre and became a Foundation at the start of 2014. The BCFN promotes occasions for debate and listening to opinions, and publishes scientific multi-disciplinary documents on important topics linked to food and nutrition.

FEED PEOPLE,  
ANIMALS, OR CARS?

GRAIN PRODUCTION IN THE WORLD  
TODAY

2,245,000,000 t ..... 2,630,000,000 t

POPULATION  
TODAY

7 billion

## AREAS OF INTEREST

Its areas of interest involve science, the environment, culture and the economy, divided into:

### FOOD FOR ALL

This area focuses on research is carried into **the disparity between excess food in Western countries and the relative lack of food in developing countries**. In this regard, the Foundation proposes governance for the agro-food system on a global scale, so as to define a more equitable method of distributing food and favour a better impact on **social wellbeing, people's health and the environment**.

### FOOD FOR HEALTH

This area promotes the concept that a **balanced lifestyle** and **correct nutrition** are fundamental for slowing down or preventing illness and reducing the number of people who are obese or overweight.

### FOOD FOR CULTURE

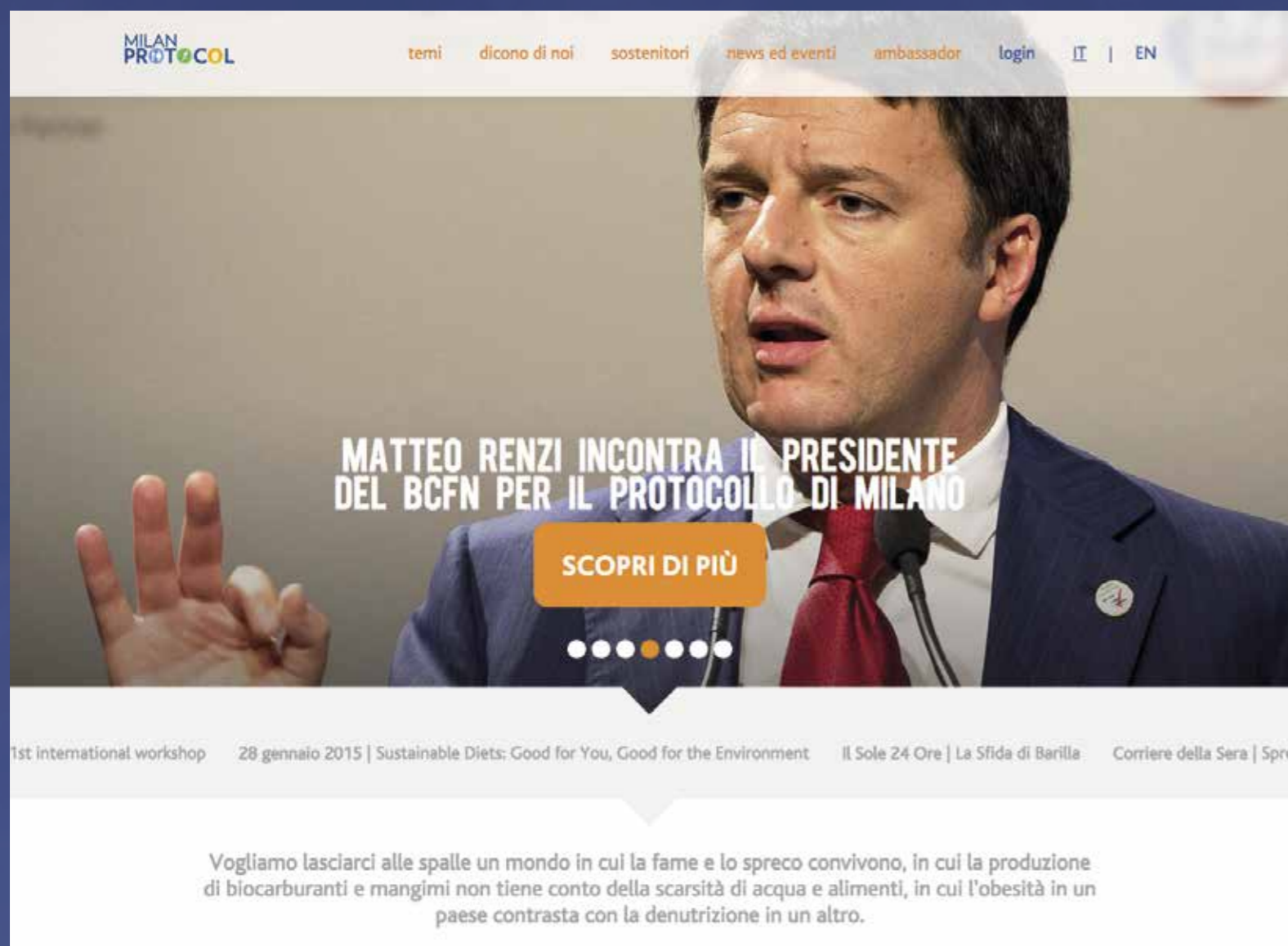
This area analyses the phases that build **man's relationship with food**, giving primary importance to **different food cultures** and highlighting the fundamental role played by these cultures. The aim is to discover and spread awareness of the cultural elements linked to food such as taste and conviviality and educate people on how **to reduce waste**.

### FOOD FOR SUSTAINABLE GROWTH

This area examines **the agro-food sector's impact on the Planet** and suggests a more sustainable use of natural resources, as well as making recommendations on **lifestyle changes aimed at the wellbeing of people and the Planet**.



## #MILANPROTOCOL



The "Milan Protocol" will connect citizens and policy makers to address the issue of food sustainability.

### THE PROJECT

During 2014, the Foundation's main achievement was the Milan Protocol on Food and Nutrition, submitted to the Italian Government during the Sixth International

Forum of the "Barilla Center for Food & Nutrition", as a tangible contribution to the theme "Feeding the Planet, Energy for Life" of the Milan EXPO 2015.

### THE MILAN PROTOCOL

The Milan Protocol **expresses aspirations shared across the world** to adopt sustainable solutions for the Planet, by urgently responding to the three paradoxes illustrated above.

Adhering to the Protocol, each player commits to achieving the following three objectives:

- › **Reducing food waste** by 50% within 2020.
- › **Promoting sustainable agriculture and food production, limiting the quantity of bio-fuel** as a national objective of renewable energy to 5%.
- › **Removing hunger and end the increase in obesity** by encouraging correct lifestyles and nutritionally-balanced diets.

The Milan Protocol was agreed and officially signed by over 100 international organisations, government representatives, universities and NGOs.

Finally, on 20<sup>th</sup> November 2014, during a visit to the Barilla headquarters, **the President of the Italian Council of Ministers, Matteo Renzi**, gave his support to the Milan Protocol.

The challenges at a global level stretch from demographic growth to the growth in demand for food and the correct use of the Planet's resources, and translate into three worldwide paradoxes:

#### › FOOD WASTE

1.3 billion tonnes of edible food is wasted every year - a third of global food production and four times the quantity needed to feed the 805 million malnourished people in the world.

#### › SUSTAINABLE AGRICULTURE

A large percentage of harvests is used to produce animal feed and biofuels. According to forecasts, global demand for biofuel will reach 172 billion litres in 2020 compared to 81 billion litres in 2008, which corresponds to another 40 million acres of land converted to biofuel cultivations. A third of global agricultural production is used for animal feed.

#### › THE CO-EXISTENCE OF HUNGER AND OBESITY

Today, 805 million people across the world are malnourished while over 2.1 billion are obese or overweight.

Find out more  
on the website







07

---

# Technical Annexes



# GRI CONTENT INDEX

STRATEGY AND ANALYSIS		PAGE NUMBER
<b>G4-1</b>	› Innovating a Tradition › Good for You, Good for the Planet	<b>08 - 09</b> <b>10 - 11</b>
<b>G4-2</b>	› Barilla's Strategy: the Lighthouse	<b>20 - 21</b>
ORGANIZATIONAL PROFILE		
<b>G4-3</b>	› A Single Identity in Many Countries	<b>14</b>
<b>G4-4</b>	› Products and Brands	<b>16 - 17</b>
<b>G4-5</b>	› A Single Identity in Many Countries	<b>14</b>
<b>G4-6</b>	› A Single Identity in Many Countries	<b>14</b>
<b>G4-7</b>	› A Single Identity in Many Countries	<b>14</b>
<b>G4-8</b>	› A Single Identity in Many Countries	<b>14</b>
<b>G4-9</b>	› A Single Identity in Many Countries	<b>15</b>
<b>G4-10</b>	› Human Resources	<b>106 - 107</b>
<b>G4-11</b>	› Human Resources	<b>106</b>
<b>G4-12</b>	› The Barilla Supply Chain	<b>18</b>
<b>G4-13</b>	› No significant changes to the Barilla Group's structure	
<b>G4-14</b>	› Environment › Supply Chain	<b>78</b> <b>82</b>
<b>G4-15</b>	› National and International Initiatives	<b>36 - 37</b>
<b>G4-16</b>	› National and International Initiatives	<b>36 - 37</b>
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
<b>G4-17</b>	› Annual Report 2014	
<b>G4-18</b>	› Report Contents	<b>40 - 41</b>
<b>G4-19</b>	› Materiality Analysis	<b>42 - 43</b>
<b>G4-20</b>	› Materiality Analysis	<b>42 - 43</b>
<b>G4-21</b>	› Materiality Analysis	<b>42 - 43</b>
<b>G4-22</b>	› No restatements of information provided in previous reports	
<b>G4-23</b>	› No significant changes from previous reporting periods in the Scope and Aspect Boundaries	
STAKEHOLDER ENGAGEMENT		
<b>G4-24</b>	› Stakeholder Map	<b>32 - 33</b>
<b>G4-25</b>	› Stakeholder Map	<b>32 - 33</b>
<b>G4-26</b>	› A Continuous Dialogue	<b>34</b>
<b>G4-27</b>	› A Continuous Dialogue	<b>35</b>
REPORT PROFILE		
<b>G4-28</b>	› Report Contents	<b>40</b>
<b>G4-29</b>	› Report Contents	<b>41</b>
<b>G4-30</b>	› Report Contents	<b>41</b>
<b>G4-31</b>	› Methodology	<b>FRONTISPIECE</b>
<b>G4-32</b>	› Methodology › GRI Content Index	<b>FRONTISPIECE</b> <b>124</b>

GOVERNANCE		PAGE NUMBER
<b>G4-33</b>	› The document is not certified by an external company	
<b>G4-34</b>	› Governance › Website: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla.html</a>	<b>28 - 29</b>
<b>G4-35</b>	› Governance	<b>28 - 29</b>
<b>G4-36</b>	› Governance	<b>28 - 29</b>
<b>G4-37</b>	› Governance	<b>28 - 29</b>
<b>G4-38</b>	› Governance › Website: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla.html</a>	<b>28 - 29</b>
<b>G4-39</b>	› Governance	<b>28 - 29</b>
<b>G4-41</b>	› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>	
<b>G4-43</b>	› Governance	<b>28 - 29</b>
<b>G4-44</b>	› Governance	<b>28 - 29</b>
<b>G4-45</b>	› Governance	<b>28 - 29</b>
<b>G4-48</b>	› Report Contents	<b>41</b>
<b>G4-39</b>	› Governance	<b>28 - 29</b>
<b>G4-50</b>	› Governance	<b>28 - 29</b>
ETHICS AND INTEGRITY		
<b>G4-56</b>	› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>	
<b>G4-57</b>	› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>	
<b>G4-58</b>	› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>	

## SPECIFIC INDICATORS

### ECONOMIC CATEGORY

MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		PAGE NUMBER
<b>G4-DMA</b>	› Education and Social Inclusion	<b>94</b>
<b>G4-EC7</b>	› Education and Social Inclusion	<b>96 - 97</b>
MATERIAL ASPECT: PROCUREMENT PRACTICES		
<b>G4-DMA</b>	› Supply Chain	<b>82</b>
<b>G4-EC9</b>	› Supply Chain	<b>83 - 84 - 85</b>
<b>G4-FP1</b>	› Supply Chain	<b>83 - 84 - 85</b>

### ENVIRONMENTAL CATEGORY

MATERIAL ASPECT: MATERIALS		PAGE NUMBER
<b>G4-DMA</b>	› Supply Chain	<b>82</b>
<b>G4-EC9</b>	› Supply Chain	<b>83 - 84 - 85</b>
<b>G4-FP1</b>	› Supply Chain	<b>83 - 84 - 85</b>



MATERIAL ASPECT: ENERGY	PAGE NUMBER
G4-DMA > Environment	78
G4-EN3 > Environment	80 - 81
G4-EN4 > Environment	80 - 81
G4-EN6 > Environment	79 - 80 - 81
G4-EN7 > Environment	79 - 80 - 81
MATERIAL ASPECT: WATER	
G4-DMA > Environment	78
G4-EN8 > Environment	80 - 81
G4-EN9 > Environment	80 - 81
MATERIAL ASPECT: EMISSIONS	
G4-DMA > Environment	78
G4-EN19 > Environment	79 - 80 - 81
MATERIAL ASPECT: EFFLUENTS AND WASTE	
G4-DMA > Environment	78
G4-EN22 > Environment	80 - 81
G4-EN23 > Environment	80 - 81
MATERIAL ASPECT: PRODUCTS AND SERVICES	
G4-DMA > Environment > Supply Chain	78 82
G4-EN27 > Environment	79 - 80 - 81
G4-EN28 > Supply Chain	85
MATERIAL ASPECT: COMPLIANCE	
G4-DMA > Environment	78
G4-EN29 > Environment	81
MATERIAL ASPECT: TRANSPORT	
G4-DMA > Environment	78
G4-EN30 > Environment	81
MATERIAL ASPECT: OVERALL	
G4-DMA > Environment	78
G4-EN31 > Environment	80 - 81
SOCIAL CATEGORY: Labor practices and decent work	
MATERIAL ASPECT: EMPLOYMENT	
G4-DMA > Human Resources	104
G4-LA1 > Human Resources	107
G4-LA2 > Human Resources	107 - 108 - 109
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY	
G4-DMA > Human Resources	104
G4-LA6 > Human Resources	114
MATERIAL ASPECT: TRAINING AND EDUCATION	
G4-DMA > Human Resources	104
G4-LA9 > Human Resources	112
G4-LA11 > Human Resources	108

MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY	PAGE NUMBER
G4-DMA > Human Resources	104
G4-LA12 > Human Resources	107
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICE	
G4-DMA > Human Resources	104
G4-LA14 > Supply Chain	84 - 85
G4-LA15 > Supply Chain	85
MATERIAL ASPECT: LABOR/RELATIONS MANAGEMENT	
G4-DMA > Human Resources	104
G4-FP3 > Human Resources	111
SOCIAL CATEGORY: Human rights	
MATERIAL ASPECT: INVESTMENT	
G4-DMA > Supply Chain	82
G4-HR1 > Supply Chain	85
MATERIAL ASPECT: CHILD LABOUR	
G4-DMA > Supply Chain	82
G4-HR6 > Supply Chain	86
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT	
G4-DMA > Supply Chain	82
G4-HR10 > Supply Chain	86
SOCIAL CATEGORY: Society	
MATERIAL ASPECT: LOCAL COMMUNITIES	
G4-DMA > Education and Social Inclusion	94
G4-SO1 > Education and Social Inclusion	96 - 97
MATERIAL ASPECT: COMPLIANCE	
G4-DMA > Environment > Human Resources	78 104
G4-SO8 > Environment > Human Resources	81 114
MATERIAL ASPECT: HEALTHY AND AFFORDABLE FOOD	
G4-DMA > Nutrition	58
SOCIAL CATEGORY: Product responsibility	
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY	
G4-DMA > Quality	54
G4-PR1 > Quality	56
G4-FP5 > Quality	56
G4-FP6 > Nutrition	60
G4-FP6 > Nutrition	60
MATERIAL ASPECT: PRODUCT AND SERVICE LABELLING	
G4-DMA > Supply Chain > Nutrition > Quality	82 58 54
G4-PR3 > Supply Chain > Nutrition	85 61
G4-PR5 > Quality	56



# GLOBAL COMPACT

The United Nations Global Compact is the world's leading voluntary corporate citizenship initiative. It's a call to promote a sustainable global economy: respectful of human and labour rights, the environment and the fight against corruption.

## THE TEN PRINCIPLES

It requires companies and organizations who participate, to share, support and apply Ten Principles derived from the Universal Declaration of Human Rights, the ILO Declaration, the Rio Declaration and the UN Convention against Corruption. **Since 2011 Barilla is committed to report its annual advancements and developments** for the realization of these objectives.

### HUMAN RIGHTS

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights.

**Principle 2:** make sure that they are not complicit in human rights abuses.

### LABOUR

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

**Principle 4:** the elimination of all forms of forced and compulsory labour.

**Principle 5:** the effective abolition of child labour.

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

**Principle 7:** Businesses should support a precautionary approach to environmental challenges.

**Principle 8:** undertake initiatives to promote greater environmental responsibility.

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.



COMMUNICATION ON PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

The Barilla's Communication on Progress (COP) is produced according to the **Advanced Level**, it responds to the 21 criteria set by the UNGC guidelines and relates to the period 1 January - 31 December 2014.

CRITERIA	DESCRIPTION	GRI G4	REPORT SECTION
1	The COP describes mainstreaming into corporate functions and business units	<ul style="list-style-type: none"> <li>› G4-34-39;</li> <li>› G4-41;</li> <li>› G4-43-45;</li> <li>› G4-48-50.</li> </ul>	<ul style="list-style-type: none"> <li>› A Single Identity in Many Countries.</li> <li>› Governance: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html</a>.</li> </ul>
2	The COP describes value chain implementation	<ul style="list-style-type: none"> <li>› G4-12;</li> <li>› G4-13;</li> <li>› G4-41;</li> <li>› G4-EC9;</li> <li>› G4-EN4;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-LA6;</li> <li>› G4-LA14;</li> <li>› G4-LA15;</li> <li>› G4-HR6;</li> <li>› G4-HR10.</li> </ul> <ul style="list-style-type: none"> <li>› The Barilla Supply Chain;</li> <li>› Supply Chain;</li> <li>› Environment;</li> <li>› 2020 Objective: Reducing the Impact on the Planet;</li> <li>› #Guardatustesso.</li> </ul>
3	The COP describes robust commitments, strategies or policies in the area of human rights	<ul style="list-style-type: none"> <li>› G4-DMA Supply Chain;</li> <li>› G4-DMA Human Resources;</li> <li>› G4-DMA Education and Social Inclusion;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-DMA Nutrition;</li> <li>› G4-DMA Quality.</li> </ul> <ul style="list-style-type: none"> <li>› Only One Way of Doing Business;</li> <li>› Supply Chain;</li> <li>› Human Resources;</li> <li>› Education and Social Inclusion;</li> <li>› Nutrition;</li> <li>› Quality.</li> </ul>
4	The COP describes effective management systems to integrate the human rights principles	<ul style="list-style-type: none"> <li>› G4-DMA Supply Chain;</li> <li>› G4-DMA Human Resources;</li> <li>› G4-DMA Education and Social Inclusion;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-DMA Nutrition;</li> <li>› G4-DMA Quality.</li> </ul> <ul style="list-style-type: none"> <li>› Supply Chain;</li> <li>› Human Resources;</li> <li>› Education and Social Inclusion;</li> <li>› Nutrition;</li> <li>› Quality.</li> </ul>
5	The COP describes effective monitoring and evaluation mechanisms of human rights integration	<ul style="list-style-type: none"> <li>› G4-56-58;</li> <li>› G4-EC7;</li> <li>› G4-EN1-2;</li> <li>› G4-EC9;</li> <li>› G4-FP1;</li> <li>› G4-LA14-15;</li> <li>› G4-HR1;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-HR6;</li> <li>› G4-HR10;</li> <li>› G4-PR1.</li> </ul> <ul style="list-style-type: none"> <li>› 2020 Objectives;</li> <li>› Supply Chain;</li> <li>› Human Resources;</li> <li>› Nutrition;</li> <li>› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>.</li> </ul>
6	The COP describes robust commitments, strategies or policies in the area of labour	<ul style="list-style-type: none"> <li>› G4-DMA Human Resources.</li> </ul>	<ul style="list-style-type: none"> <li>› Only One Way of Doing Business;</li> <li>› 2020 Objective: a model company for diversity and inclusion;</li> <li>› Human Resources.</li> </ul>
7	The COP describes effective management systems to integrate the labour principles	<ul style="list-style-type: none"> <li>› G4-DMA Human Resources.</li> </ul>	<ul style="list-style-type: none"> <li>› 2020 Objective: a model company for diversity and inclusion;</li> <li>› Human Resources.</li> </ul>
8	The COP describes effective monitoring and evaluation mechanisms of labour principles integration	<ul style="list-style-type: none"> <li>› G4-LA1-2;</li> <li>› G4-LA6;</li> <li>› G4-FP3;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-LA9;</li> <li>› G4-LA11-12.</li> </ul> <ul style="list-style-type: none"> <li>› 2020 Objectives;</li> <li>› Human Resources.</li> </ul>
9	The COP describes robust commitments, strategies or policies in the area of environmental stewardship	<ul style="list-style-type: none"> <li>› G4-DMA Supply Chain;</li> <li>› G4-DMA Environment.</li> </ul>	<ul style="list-style-type: none"> <li>› Only One Way of Doing Business;</li> <li>› The Double Pyramid;</li> <li>› 2020 Objective: Reducing the Impact on the Planet.</li> <li>› Supply Chain;</li> <li>› Environment.</li> </ul>
10	The COP describes effective management systems to integrate the environmental principles	<ul style="list-style-type: none"> <li>› G4-DMA Supply Chain;</li> <li>› G4-DMA Environment.</li> </ul>	<ul style="list-style-type: none"> <li>› 2020 Objective: Reducing the Impact on the Planet;</li> <li>› Supply Chain;</li> <li>› Environment.</li> </ul>
11	The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	<ul style="list-style-type: none"> <li>› G4-EN3-4;</li> <li>› G4-EN6-7;</li> <li>› G4-EN8-9;</li> </ul>	<ul style="list-style-type: none"> <li>› G4-EN19;</li> <li>› G4-EN22-23;</li> <li>› G4-EN27-31.</li> </ul> <ul style="list-style-type: none"> <li>› 2020 Objectives;</li> <li>› Environment.</li> </ul>
12	The COP describes robust commitments, strategies or policies in the area of anti-corruption	<ul style="list-style-type: none"> <li>› G4-56-58.</li> </ul>	<ul style="list-style-type: none"> <li>› Governance: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html</a>.</li> <li>› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>.</li> </ul>
13	The COP describes effective management systems to integrate the anti-corruption principle	<ul style="list-style-type: none"> <li>› G4-56-58.</li> </ul>	<ul style="list-style-type: none"> <li>› Governance: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html</a>.</li> <li>› Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a>.</li> </ul>



CRITERIA	DESCRIPTION	GRI G4	REPORT SECTION
14	The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	› G4-56-58.	› Governance: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html</a> . › Code of Ethics: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html">http://www.barillagroup.com/corporate/en/home/chisiamo/vision.html</a> .
15	The COP describes core business contributions to UN goals and issues	› G4-DMA Nutrition, Quality, Information, Environment, Supply Chain, Education and Social Inclusion, Human Resources.	› Materiality Analysis. › Nutrition, Quality, Information, Environment, Supply Chain, Education and Social Inclusion. › Human Resources. › The BCFN Foundation.
16	The COP describes strategic social investments and philanthropy	› G4-DMA Education and Social Inclusion; › G4-SO1; › G4-SO8.	› 2020 Objective: Encouraging the Inclusion of All. › Education and Social Inclusion.
17	The COP describes advocacy and public policy engagement	› G4 15-16.	› Stakeholder Map. › National and International Initiatives. › The BCFN Foundation. › #Milanprotocol.
18	The COP describes partnerships and collective action	› G4-15-16.	› 2020 Objective: Encouraging the Inclusion of All. › National and International Initiatives. › #Sharethetable. › #Togetherisbetter.
19	The COP describes CEO commitment and Leadership	› G4-1; › G4-2.	› Innovating a Tradition. › Good for You, Good for the Planet. › The Strategy: the Lighthouse.
20	The COP describes Board adoption and oversight	› G4-34-39; › G4-41; › G4-43-45; › G4-48-50.	› Governance: <a href="http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html">http://www.barillagroup.com/corporate/en/home/chisiamo/gruppo-Barilla/Barilla-corporate-governance.html</a> .
21	The COP describes stakeholder engagement	› G4-34-39; › G4-41; › G4-43-45; › G4-48-50; › G4-24-27.	› Stakeholder Map. › A Continuous Dialogue.

## GC ADVANCED LEVEL

## G4

## Levels of transparency and accountability

The Annual Communication is prepared according to the GRI G4 Guidelines, "Core Option" application level.

- › G4-17-23;
- › G4-28-32.

## External assessment of the COP

- › G4-33.

The document is not subject to external evaluation. It has been prepared with technical and methodological assistance of PricewaterhouseCoopers.



**BARILLA G. E. R. FRATELLI**  
SOCIETÀ PER AZIONI WITH SINGLE  
SHAREHOLDER SUBJECT TO THE MANAGEMENT  
AND COORDINATION OF BARILLA INIZIATIVE 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](mailto:goodforyougoodfortheplanet@barilla.com)  
[www.barillagroup.com](http://www.barillagroup.com)

**Edited by**  
Barilla Group  
Communication  
and External Relations

**Visual Design**  
Visualmade, Milan

**Photo by**  
Barilla Archive  
Stefano Zardini  
BCFN Foundation

**Photolithography  
and Printing**  
Grafiche Step, Parma



Product printed on  
FSC® certified paper





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