



INTERACTIVE  
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GRI



**IMPORTACO**

# IMPORTACO 2013

**303** million Euros consolidated turnover

**9.1** million Euros consolidated net profit

**12** production centres

**901** workers

**90 %** permanent contract

**94 %** trained workforce

**247,871** Euros invested in training

**14** production centres (Spain, Portugal and Turkey)

**BRC/IFS** certification in all production centres

**97 %** service

**20** innovations launched

**20** improved products

**22** international suppliers provide us with 74% of the raw materials

**4th** International Congress of Preferred Suppliers

**96%** of the purchase of materials and ingredients from Spanish suppliers

**19%** of the purchase of raw materials from Spanish suppliers

**24** food safety audits of suppliers

**13** social audits of suppliers



Dear Friends,

The year 2013 at Importaco was characterized by the professionalism and responsibility with which all our teams have faced the strategic challenges of the company. If we look back, we realize that the future is full of opportunities and if we work hard we will continue to develop as a company, since, despite the difficulties of the current situation, Importaco has maintained steady growth over the years.

In a climate like this: uncertain, demanding and competitive, we need to evolve in procurement management. The time has come to narrow the gap between the field and the consumer. Our relationship with the agricultural sector has always been close, but now we want to go a step further by encouraging its modernization and working under a *Model of Responsible and Sustainable Management* to ensure maximum food safety. Since we started our integration with the packaging centre in Turkey, progress has been continuous and next year we will have eight professionals located in the countries of origin of the raw materials to perform closer monitoring and advance in the integration of the whole supply chain. In 2013 we have taken the first step, with highly positive results, and we can say that we have added an agricultural supplier to our management.

Our supply chain is global, complex and fragmented, making the *Integration Project* a major challenge. The dispersion of suppliers and varied development of the producing areas are challenges we face through cooperation with our *Preferred Suppliers*. This year we held the *Fourth International Congress of Preferred Suppliers*, where we strengthened our commitment to food safety, competitiveness and integration with the source based on collaboration. However, we must not forget that competitiveness should go hand in hand with respect for human rights wherever we operate as a company. *Social Audits at Source* have enabled us to delve deeper in this respect and make continuous improvement plans to ensure the sustainability of the supply chain.

Markets and technologies are constantly changing. Therefore, the present and future of Importaco are focused on innovation, on being a well-informed company that encourages and anticipates change, with a qualified and committed team. That is why this year we have carried out the fourth *Working Climate Survey*, where workers have openly assessed the management of the company. Thanks to the measures taken, the results show an improved working climate.

Importaco is a family company that has worked tirelessly to build a solid foundation on which to base its management. The succession from the second to third generation has been prepared gradually over the years. Currently, we have a Family Council working to ensure the continuity of the family business, a Board of Directors consisting of family members and external advisors, and committed professional teams to carry out the strategic plans formulated.

Finally, I would like to end this brief review of the most significant events of 2013 by mentioning the need for the company to be an ethical space that integrates the legitimate expectations of the various stakeholders in order to become a key agent in creating a better society.

Francisco Pons Alcoy  
Chairman of Importaco

A handwritten signature in black ink, appearing to read 'Francisco Pons Alcoy', enclosed within a large, loopy circular scribble.











Importaco is a company in the food industry whose main business is the processing, packaging and supply of nuts, dried fruits and snacks. Importaco also holds shares in Aguas de Cortes, a mineral water supply company, Helados Estiu, an ice cream manufacturing company, and Foener, a company in the renewable energy sector.



Our main markets in Spain are: modern distribution, with Mercadona as the sole client; food industry, hotels, restaurants, catering and wholesale. These markets are supplied by the various group companies: Importaco Casa Pons, Importaco Ingredients and Importaco Food Service. Development of the international market is dealt with mainly by Importaco Poland.

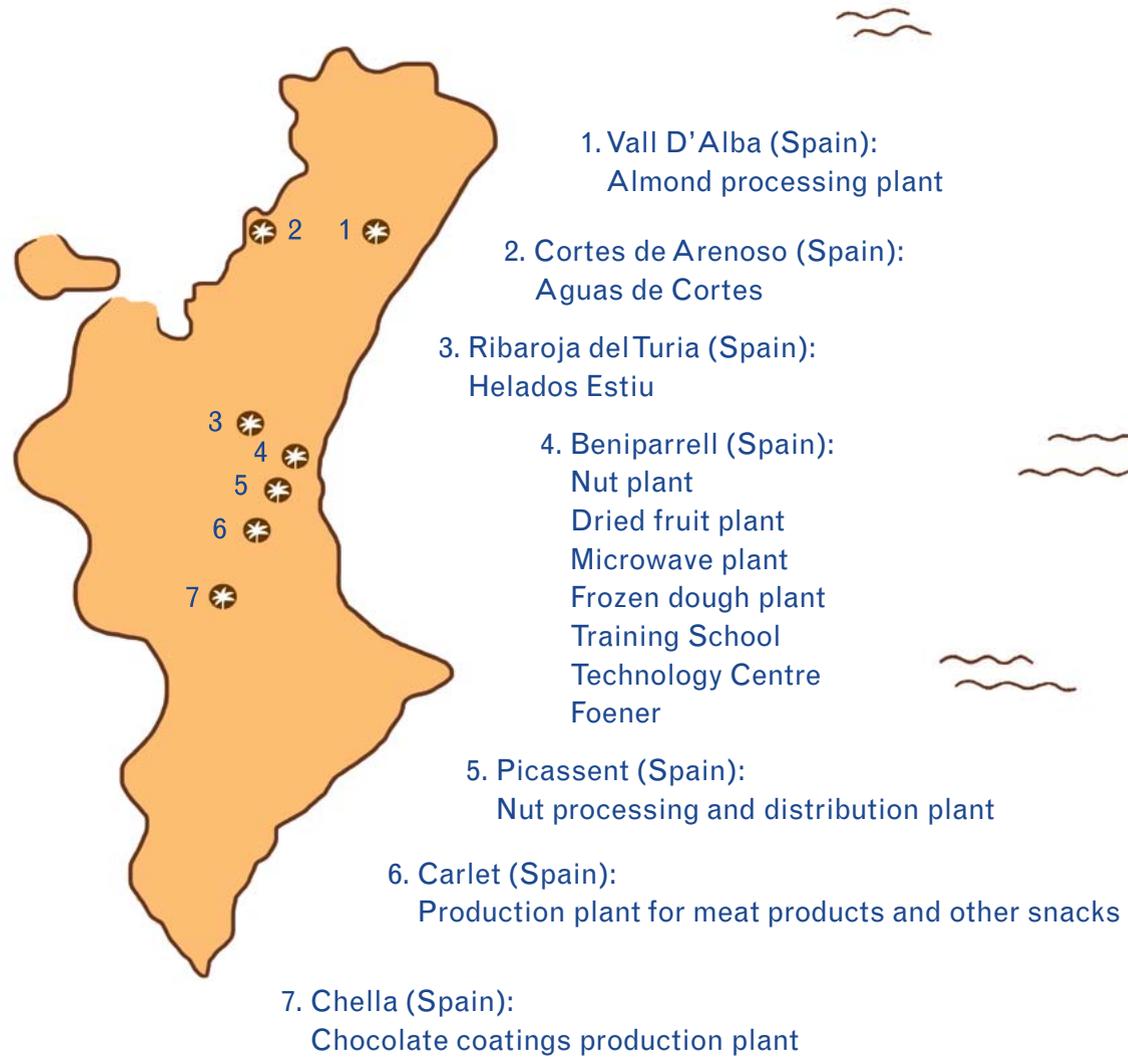


Importaco's business strategy and activities are based on economic, social and environmental sustainability. To formalize our commitment to society, in 2008 we joined the *United Nations Global Compact*, an initiative that establishes 10 universally accepted principles in the areas of human rights, labour standards, environment and anti-corruption.

THE WORKPLACES

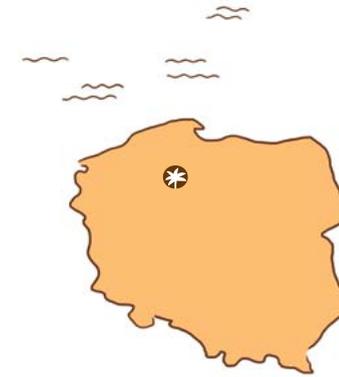
Importaco is a company that operates globally. However, its centre of operations is in Beniparrell (Valencia, Spain), where the key decisions to be implemented in the workplaces in Spain, Poland and Turkey, where 901 people work, are made.

VALENCIAN COMMUNITY

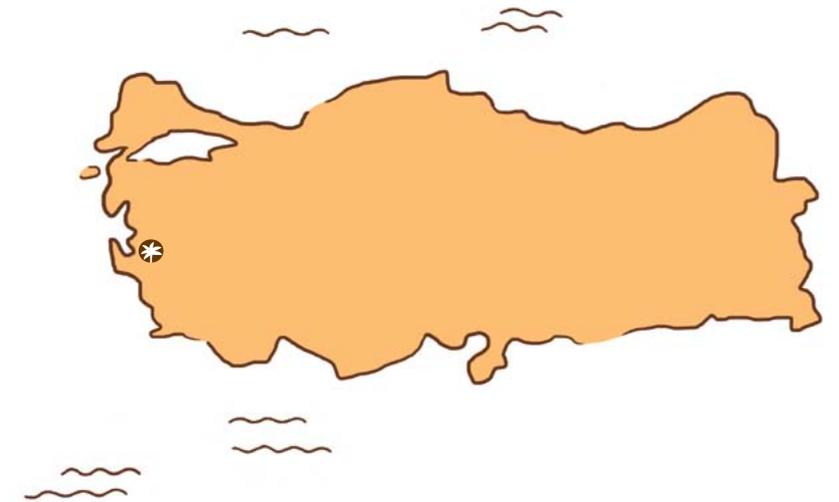


POLAND

Bydgoszcz (Poland):  
Nut processing and  
distribution plant



Izmir (Turkey):  
Dried fruit plant



TURKEY

THE WORLD IS OUR HORIZON

Countries we import raw materials from



- China
- Thailand
- Vietnam
- Philippines
- Indonesia
- India
- Turkey
- Israel
- Argentina
- Chile
- Peru
- Brazil
- USA
- Canada
- Tunisia
- South Africa
- France
- England
- Netherlands
- Belgium
- Germany
- Moldova
- Estonia
- Iran
- Spain
- Sri Lanka
- Bolivia

Countries we export our products to



- Germany
- Algeria
- Belgium
- Bulgaria
- Cyprus
- United Arab Emirates
- USA
- France
- Greece
- Hungary
- Mauritius
- Japan
- Kuwait
- Lebanon
- Malta
- Morocco
- Netherlands
- Poland
- Portugal
- UK
- Czech Republic
- Romania
- Sweden
- Switzerland
- Tunisia

**1940**  
Francisco Pons Martí starts operations with the purchase of local products such as peanuts, tiger nuts and beans at Valencia Market



“Valencia Market (*Lonja de Valencia*) was a school of ethics for us: reliability, dependability and simplicity.”

“Values which have endured in the management of Importaco until the present day.”

**1950**  
Installation of the first cleaning, shelling and sorting machines

**1965**  
Due to poor harvests, peanuts are imported for the first time  
  
The 2nd generation joins the company: Francisco and Juan Antonio Pons Alcoy

**1970**  
Differentiation strategy: the company invests in a machine for homogenizing peanut shell colour to a uniform honey colour



**1972**  
Turning point ship: A ship bearing a Russian flag comes to the Port of Valencia with products for Importaco. The flag prevents it from disembarking in Spain



As a result, an import group is created with ten other companies. Major domination of the market

**1973**  
Importaco becomes a corporation: Importaco S. A.

The company leaves the vegetable business to focus on the nut market

**1974**  
Creation of the brand, Itac



**1975**  
Development of the strategy: “All the nuts in the world”



The first supermarkets and hypermarkets appear

Move to new 8,000 m2 premises in Beniparrell

“Opportunities arise when you pay attention to what is happening around you.”

“That is how Importaco began all its strategic changes.”

**1982**  
Launch of the sales development plan based on Cash & Carry with the opening of 18 branches throughout Spain



**1991**  
Creation of the brand, Hechos al Sol, to supply modern distribution



**1992**  
Incorporation of the 3rd generation: Eva Pons Casañ

**1994**  
Acquisition of Elafruse, a company specializing in the production of chocolate-coated nuts

**1996**  
Creation of the Quality Department

Opening of the third factory in Beniparrell, with a surface area of 21,000 m2



1997

Increased industrial development. We focus more on processing and packaging in small formats in order to come closer to the end customer



Creation of the brand, Casa Pons

“Coming closer to the client allowed us to adapt our range to suit their needs.”

“Importaco invested in processes and quality products that gave added value.”

2000

Acquisition of majority stake in Campo Seco, a company specializing in nuts with flavoured coatings

First quality certification - ISO 9001



2001

Acquisition of the company, Fritos Pérez, specializing in snacks

2003

Start of internationalization

Acquisition of the Polish company, Domat

Signing of the Family Protocol

Opening of the dried fruit and microwave popcorn factories



2004

Firm decision to opt for Mercadona as single modern distribution client



2005

First quality audit of a supplier at source

Creation of the PS concept –preferred suppliers–. High concentration of purchases from suppliers exclusive to a single product

Acquisition of shares in Aguas de Cortes

2006

First International Congress of Preferred Suppliers, attended by suppliers from all over the world



2007

First Food Safety Certification (BRC and IFS)

2008

Opening of the Technology Centre: specialized laboratories, research and innovation

The generational changeover begins: Francisco Pons Alcoy is appointed Chairman and Juan Antonio Pons Casañ, General Manager



“Sustainable investment allows for continuous development.”

“The overall management of Importaco is based on innovation, quality and specialization.”

2009

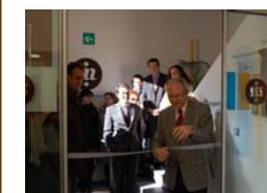
Opening of the fried dough factory: churros and porras

Acquisition of shares in Frutos Secos Castellón, company specializing in ingredients for the food industry



2010

Opening of the Importaco Training School



2011

Creation of the company, Importaco Turkey, packaging centre

First social audit of suppliers

First ISO 14001 certification



2012

Expansion of the chocolate-coated nut factory

New factory specializing in Food Service



The governing and managing bodies, along with the documents describing the vision, mission and values of the company from different perspectives, are essential to ensure the sustainability and reputation of the company.

#### GOVERNMENT STRUCTURE

The corporate governance of Importaco is articulated through the following bodies and institutional and operational mechanisms:

##### General Shareholders' Meeting

Attended by all the shareholders of the company: the members of the family. Meets at least once a year to approve the financial statements and whenever requested by the Chairman of the Board of Directors.

##### Board of Directors

Like the General Shareholders' Meeting, this consists of members of the family and has an external advisor.

#### COMPOSITION OF THE BOARD OF DIRECTORS

NAME	POSITION	TYPE OF DIRECTOR	DATE OF APPOINTMENT
Francisco Pons Alcoy	Chairman	Chairman	January 20, 2011
Jerónima Casañ Verdeguer	Vice-Chairman	Non-Executive	January 20, 2011
Eva Pons Canañ	Secretary	Executive	January 20, 2011
Lucia Pons Sancho	Member	Executive	January 20, 2011
Juan Antonio Pons Casañ	Member	Executive	January 20, 2011
Amparo Pons Sancho	Member	Executive	January 20, 2011
Elena Pons Casañ	Member	Executive	January 20, 2011
Natalia Pons Sancho	Member	Executive	January 20, 2011
Fernando Pons Casañ	Member	Executive	January 20, 2011
Francisco Pons Sancho	Member	Non-Executive	January 20, 2011

#### Sustainability Commission

This was created to ensure the sustainability of the company from different fields of management and reports directly to the Chairman. This Commission will enter into force in 2014 and consists of:

##### The Food Safety Committee

Monitors and ensures the harmlessness of food products to guarantee the highest standards of food safety.

##### The Risk Committee

Ensures the safety of people, facilities and goods, and deals with the legal and tax issues of the company.

##### The ECOFIN Committee

Ensures the financial sustainability of the company.

##### The Responsible Management Committee

Enforces the Code of Ethics, Transparency Policy and Code of Conduct for Suppliers.

#### Chair Committee

Analyses and discusses strategic issues for the development of business and ensures compliance with the objectives approved by the Board of Directors.

#### Governing Board

This is the executive body and keeps track of all the company's activities. Its members are responsible for ensuring compliance with the Management Plans approved by the Board of Directors.

COMPOSITION OF THE GOVERNING BOARD

NAME	POSITION
Francisco Pons Alcoy	Chairman
Juan Antonio Pons Casañ	General Manager
Amparo Pons Sancho	Corporate General Manager
José Domingo Bort	Chief Operating Officer of Importaco Casa Pons
Salvador Campos Fernández	Sales Manager of Importaco Casa Pons
Santiago Chover Llacer	General Manager of Importaco Food Service
Gaspar Alapont Martínez	General Manager of Importaco Ingredients
Jesús Olivares Muñoz	General Manager of Importaco Poland
Javier Mora Puig	General Manager of Importaco International
Teresa Cercós Fortea	General Manager of Innovation and Quality
Jaime Moreno Soler	General Manager of Administration and Systems
Armando Calatayud Olivert	General Manager of People and Values
Amancio Muñoz López	Purchasing Manager



Francisco Pons Alcoy



Juan Antonio Pons Casañ



Amparo Pons Sancho



José Domingo Bort



Salvador Campos Fernández



Santiago Chover Llacer



Gaspar Alapont Martínez



Jesús Olivares Muñoz



Javier Mora Puig



Teresa Cercós Fortea



Jaime Moreno Soler



Armando Calatayud Olivert



Amancio Muñoz López

## REPRESENTATION OF IMPORTACO IN OTHER COMPANIES

### Agua de Cortes

Water bottling company and Mercadona supplier. Importaco is represented by two members on the Board of Directors.

### Helados Estiu

Ice cream manufacturing company and Mercadona supplier. Importaco is represented by two members on the Board of Directors.

### Foener

Renewable energy company engaging in the management of photovoltaic assets through the promotion, investment and sale of projects. Importaco is represented by three members on the Board of Directors.

## WHAT UNITES US

### Mission

We are an international family business group in the food sector, specializing in nuts and snacks, which contributes to the improving the health and nutrition of consumers through innovation, ethical behaviour and respect for the environment.

### Vision

Being leaders in the Spanish market and benchmark company in the pan-European area, basing our management on the values of trust, reliability and participation, shared by workers, preferred suppliers and partner clients, to create an international group capable of competing in the markets defined with integrated efficiency.

### Values

#### Trust

Understood as an essential and crucial term that underlies social relationships. We construct reality in terms of security, certainty, warmth, balance, poise, fortitude and integrity.

### Reliability

We build our discourse from knowledge, experience, study and advice. We manage reality with objective information.

### Participation

As social beings, our responsibility leads us to contribute to the achievement of the common objectives of the organization, helping and encouraging the enhancement of the skills and attitudes of the members of the teams we are part of.

## GUIDELINES FOR ACTION

### Family Protocol

To ensure the continuity of the family business, the actions of the members of the Family Board are regulated by specific rules on the property, governance, management and professionalization of the family members. In 2013, the Board members received training in finance, governing bodies and responsibility of directors, in addition to visiting clients and suppliers to learn from their management.

### Management Model

Includes the basic principles, management systems and rules applied in all areas of governance and business management. This model has been adapted to the strategic plans made 2013.

### Code of Ethics

Includes the principles and commitments that should guide the daily work at Importaco. It will be published in 2014 and will contribute to the ethical and responsible management of the companies and of the relationships established with the various stakeholders, whether internal or external. The Code includes the Transparency Policy.

### Code of Conduct for Suppliers

Includes the minimum practices we require of any supplier regarding compliance with human rights, labour practices and environmental performance. It will be distributed after the publication of the Code of Ethics.

## ECONOMIC INFORMATION 2013

### Highlights

303 million Euro  
Turnover

9.7 million Euro  
Profit after tax

73 million Euro  
Equity

5.2 million Euro  
Investments

### Sales by volume

73 million kilos of nuts  
IMPORTACO

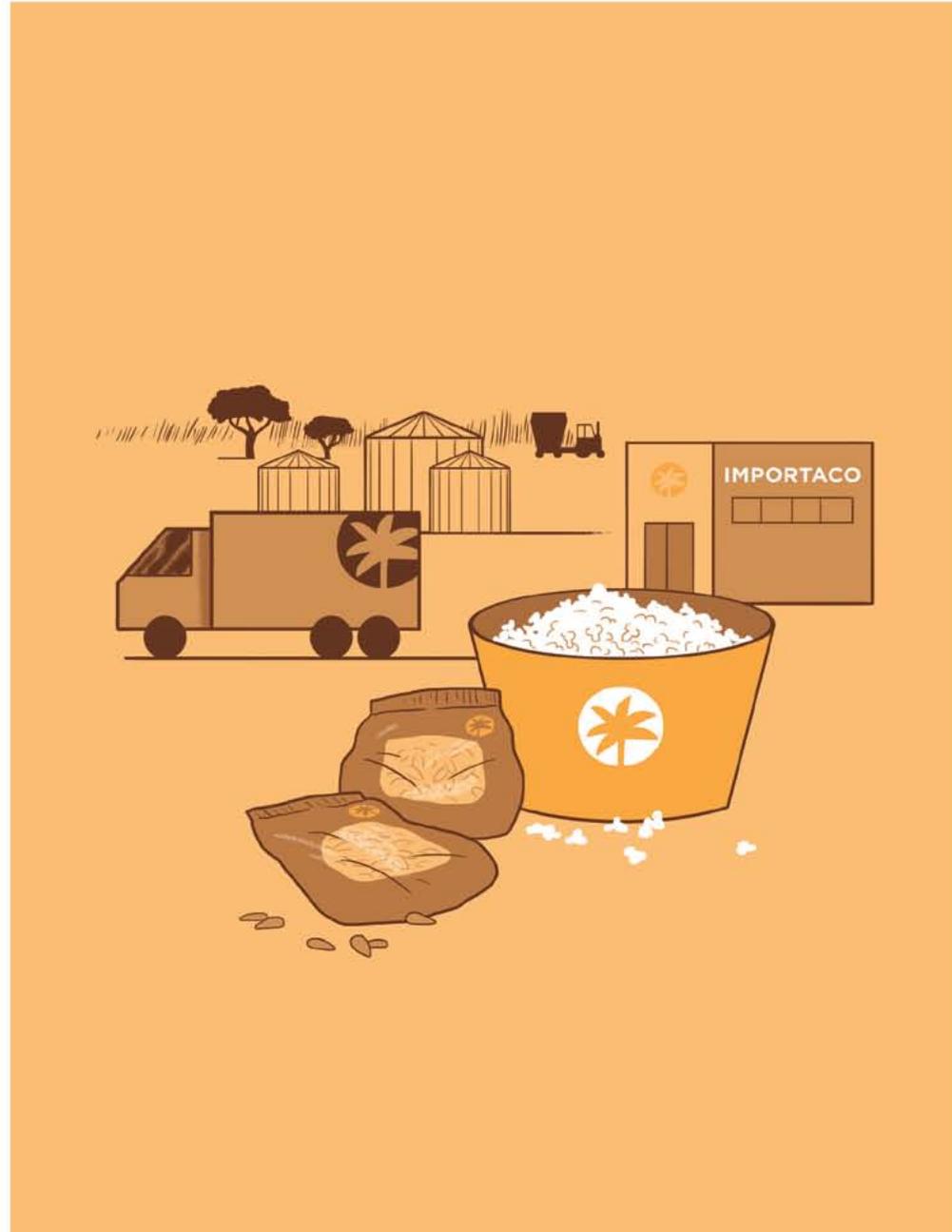
234 million packets of nuts  
IMPORTACO

164 million litres of natural mineral water  
AGUAS DE CORTES

17 million litres of ice cream  
HELADOS ESTIU

5 million kilowatt-hours of renewable energy  
FOENER

## SUSTAINABLE SUPPLY CHAIN



The nuts and dried fruits come from all over the world, so Importaco has a complex global supply chain.

The requirement for high levels of quality means that the relationship with suppliers cannot be just a business relationship for buying and selling products, but must focus on a sustainable relationship based on trust and transparency.

### Our relationship with suppliers is sustainable and based on trust and transparency

Our interest in continuous improvement led us, in 2005, to change the way we interpret relationships with raw material suppliers, starting to establish stable collaboration agreements in order to work in an integrated manner. These suppliers – called *PPS*- have to meet our food safety and sustainability requirements and be able to supply us at a competitive price. The ultimate goal of this management model is to satisfy our customers. Therefore, in 2013, 74% of raw materials were purchased from these suppliers.



Responsible and sustainable management of the purchasing process is not focused exclusively on raw materials, but also covers the purchase of ingredients and materials. The continued increase in customer demands has meant that, since 2011, we have been conducting a project for the consolidation of suppliers of ingredients and materials.

As a result of this project, we engage with those that meet our quality and food safety requirements at the expense of those that do not provide the same value to the product. Currently, 77% meet the strictest quality and food safety requirements.

## We engage with suppliers that meet quality and food safety requirements

•  
19% of raw materials and 95% of ingredients and materials are of Spanish origin

### SUPPLIER UPDATE

	Regular suppliers	New regular suppliers	Suppliers in the process of disengagement
Raw materials	22	7	3
Ingredients and materials	15	5	2

## WALKING TO THE SOURCE



Importaco's procurement process continues to focus on ensuring responsible management from source to production. In 2013, we made a firm commitment in this respect through two projects that will enable us to bring the field to the consumer: the first is aimed at the promotion of the Spanish primary sector and the second aims to achieve greater control of crops and greater presence in the countries of origin of raw materials. These changes have led to a restructuring of the purchasing department and we will now have eight specialists in different regions of South America, North America, Asia and Middle East.



In line with the new projects, the purchasing managers maintain close relationships with the suppliers and visit them regularly. In 2013, 90% of suppliers were visited and these trips have provided greater understanding of procurement management.



Esteban Lagarda, Purchasing Manager for materials and ingredients, visiting the display stand supplier



SUPPLY CHAIN QUALITY

Food safety is a priority for Importaco and its customers. Therefore, we carry out actions to ensure the health of the consumer, such as controlling the processing of the product in the countries of origin and analysing it when it reaches our facilities.

**We work to ensure the safety of our products**

Initial assessment

The process of establishing a business relationship with a supplier starts by informing them of the specifications and minimum food safety requirements to be met. Subsequently, they are asked to submit the documents verifying this information and a purchase is made to assess the quality of the product.

Quality Audit



After assessing the product, the quality department conducts a food safety audit based on the IFS and BRC standards to verify the extent to which the supplier meets these standards. This audit results in a rating and a plan of action with the improvement opportunities identified. 81% of suppliers audited in 2013 meet our quality and food safety requirements.

QUALITY AUDITS CONDUCTED IN 2013

Raw material suppliers	Suppliers of ingredients and materials
16	8

Continuous assessment

The quality department visits suppliers every 18 or 24 months in order to monitor the actions to be implemented following audit. Throughout 2013 we have verified the improvements and investments made by suppliers to meet our food safety and quality requirements.

RESPONSIBLE MANAGEMENT

The fundamental principles of the *United Nations Framework for Business and Human Rights* establish the obligation of companies to respect human rights and act with due diligence in order not to violate them. At Importaco we undertake to provide the necessary resources to uphold and apply these principles by implementing policies aimed at the sustainability of the supply chain with a double aim: to prevent our activities having negative effects on the communities in which we operate and to prevent and/or mitigate the consequences associated with our operations. We are also inviting suppliers to join the United Nations Global Compact so that we all move forward in the same direction.

Code of Conduct for Suppliers

The responsibilities, commitments and expectations that Importaco has in its relationship with suppliers must be announced publicly. As a result of this requirement, in 2013, we have prepared the *Code of Conduct for Importaco Suppliers*. This code will be published in 2014 and contains the minimum practices we require of any supplier in relation to compliance with human rights, labour practices and environmental performance. The content of the Code is in line with the

Universal Declaration of Human Rights and the fundamental conventions of the International Labour Organization.

Social audits

Social audits have two aims: to ensure supplier compliance with our sustainability standards and to strengthen our relationship with suppliers by increasing transparency and collaboration. 2013 has been a year of review, professionalization and consolidation of the *Social Audit System*, in which we assess supplier performance in labour standards (wages, working hours, child labour, forced labour, training and discrimination), health and safety in the workplace, and respect for the environment. This year the number of social audits of raw material suppliers increased by 60% and we have started auditing suppliers of ingredients and raw materials.

**Social audits strengthen our relationship with our suppliers**

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SOCIAL AUDITS CONDUCTED IN 2013

Raw material suppliers	Suppliers of ingredients and materials
<b>8</b>	<b>5</b>

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Continuous assessment

After the audit, a Plan of Action is prepared, containing the improvement opportunities identified. The drafting of this Plan gives the supplier the opportunity to improve continuously by establishing an alliance with them. Audits are conducted every 18-24 months, although monitoring is continuous.

A STRONGER RELATIONSHIP EVERY YEAR

As a result of the PPS Project, in 2006 we held the first International PPS Congress, which was intended as a place to strengthen customer-supplier relationships and take on new commitments to meet the needs of our customers.

Last year, the fourth Congress was held with the aim of announcing the new Importaco Procurement Strategy and the food safety, quality, competitiveness and sustainability requirements. The congress was attended by raw material suppliers from eleven different countries, funders, Mercadona, Foreign Health representatives and Importaco professionals.

**At the 4th International PPS Congress, the new Importaco Procurement Strategy was announced**



→ Amparo Pons, Corporate General Manager of Importaco



→ Amarcio Muñoz, General Purchasing Manager



→ Teresa Cercós, General Manager of innovation and quality



→ Natalia Pons, Head of CSR





→  
Shelled walnut  
PPS display



→  
Fig PPS display



→  
International PPS  
Congress attendees



→  
Plum PPS display





Visit of the congress attendees to the nut factory

## COMMITTED TO THE WORKERS



We believe that relationships with employees should be based on ethics, transparency and trust.

Training and prevention policies, equality and reconciliation plans, and integration projects are tools that help us create a work environment that encourages the personal and professional development of staff.

### WORK CLIMATE

Transparent communication within a company is essential for maintaining an atmosphere of cooperation and creating a culture based on empathy and trust. One of the actions taken to ensure transparent communication has been the Employee Satisfaction Survey, in which 91.8% of the workforce took part. The purpose of the survey is to determine the staff's perception of the policies implemented in the company by assessing working conditions, organization, communication, teamwork, innovation and quality, leadership and motivation.

The results are shared with all staff and each department sets the plans to be followed over the coming years. The survey shows an improvement of 8.1% since 2003 and the gradual consolidation of the corporate values: Reliability, Trust and Participation. The most highly rated aspects were leadership, motivation and teamwork.

## Every year corporate values are more consolidated

### PROFESSIONAL WORKERS

The people that make up Importaco are a key element for growth. In a climate like today's: complex, demanding and competitive, and in a global industry, the involvement of workers in achieving the goals of the company is vital to the implementation of strategic plans. In 2013 we ended the year with a workforce of 733, of which 71% work in the production centres, the lungs of the company.



X anniversary of the dried fruit plant



→  
Training at  
Importaco Turkey



## The involvement of workers is vital to the implementation of strategic plans

The training of staff is essential for a company to anticipate changes and tackle them effectively. In 2013, 94% of the workforce received training and investment in training amounted to 247,871 Euro.

## Training increases every year

The Importaco Training School was created to provide workers with somewhere to share and acquire knowledge and experience. The school is used intensively, currently hosting 79% of training activities. The purpose of these activities is to make people more independent, improve their decision-making skills and encourage their initiative towards continuous improvement. Bearing in mind this goal, in 2013, 20,230 hours of training were given, 30% more than the previous year.



→  
Document  
Management course

## TRAINING ACTIVITIES GIVEN

### Basic

Food safety, food defence, sustainability and health and safety.

### Skills

Effective communication, leadership, time management, change management, emotional intelligence and negotiation.

### Specific

Social audit, languages, carbon footprint, allergens, sensory analysis of food, maintenance, continuous improvement and costs.

### Managerial development

Control and optimization of resources, intangible asset management, management of people, innovation and ethics and business management.

Over the years, the company has invested in professionals who, after years of experience and training, are now largely today's trainers. That is why we promote training with internal trainers in order to convey the company culture in addition to training. 41% of activities were given by internal trainers.

New technologies are an opportunity at the Importaco Training School, and in 2013, we created the *AulaImportaco.com* platform, through which we conducted three courses. Next year, this classroom will be a resource for the development of online training.

### THE IMPORTANCE OF SAFETY IN THE WORKPLACE

Training staff and raising their awareness of the importance of safety in the workplace is essential to ensure health at work. The creation and monitoring of new habits and the professionalism of the Joint Prevention Service managers make it possible to integrate prevention in the company's processes.



At the Importaco Casa Pons nut, dried fruit, dough and microwave production centres, we have implemented the management system for health and safety at work according to the OHSAS 18001 model. Meanwhile, the Joint Prevention Services regularly visits the workplaces to detect any situations and practices that may put workers at risk. This has enabled us to take 43 actions to minimize risks in the workplace. The result of these efforts has been a very significant reduction in workplace accidents, achieving zero working accidents at the Importaco Casa Pons, Importaco Ingredients and Importaco Poland snack and chocolate-coated nut production centres.



Health and safety training sessions are essential for promoting a culture of prevention within the company and training workers in specific safety aspects of the workplace. Last year, a total of 3,628 of training in prevention were given, 41 % more than the previous year.

### ATTRACTING AND RETAINING TALENT

The commitment to making Importaco an excellent place to work at involves offering a steady, high-quality job, ensuring equal opportunities and valuing workers. In the nut business, there are currently 733 workers, 90% of whom have a permanent contract. The plans carried out to improve the work environment have enabled us to reduce absenteeism to 2.24% and staff turnover to 0.32 %<sup>1</sup>.

#### Performance assessment

Another factor that enables us to meet new challenges is self-awareness in the sense of knowledge of skills, bearing in mind the objectives we pursue. AVOC Performance Assessment allows us to analyse and determine the level of compliance in terms of objectives, performance and skills. The number of workers that has undergone performance assessment was 651, increasing 10% last year because we added the executive team of Importaco Poland to this system.

Equal opportunities

At Importaco we are confident of our workers' possibilities and believe that perseverance, hard work and dedication are the factors that make it possible to progress. Hence our commitment to ensuring equal opportunities and avoiding discrimination in any activity carried out by the company.

Meanwhile, Importaco's commitment to recruit disabled people for regular work is still in force and in 2013 we recruited 4 disabled people. The recruitment process is carried out by specialized Importaco staff, who place special emphasis on the support of the worker and mentoring in the workplace, creating a triangular relationship between the company, the worker and the family. These workers receive regular support to find out their performance of daily tasks and give them the necessary information and training to perform their job.

PERCENTAGE OF DISABLED PEOPLE BY COMPANY

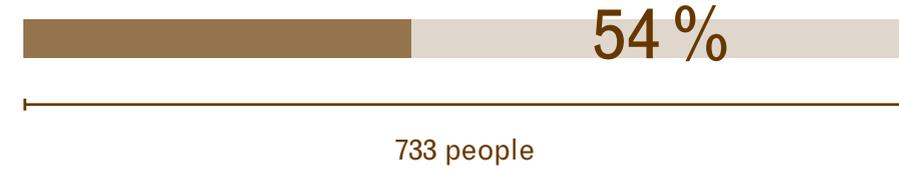
IMPORTACO CASA PONS	<b>3.16 %</b>
IMPORTACO INGREDIENTS	<b>2 %</b>
IMPORTACO FOOD SERVICE	<b>2 %</b>
IMPORTACO POLAND	<b>5.66 %</b>

At Importaco we have internal equality indicators to enable us to carry out plans to ensure equal treatment in access to employment, training and pay. In addition to these indicators, there is a pay policy that ensures there are no wage differences between men and women. We also have positive measures to ensure the reconciliation of family and work by offering workers flexible hours, leave for workers with children under three years and reduced working hours.

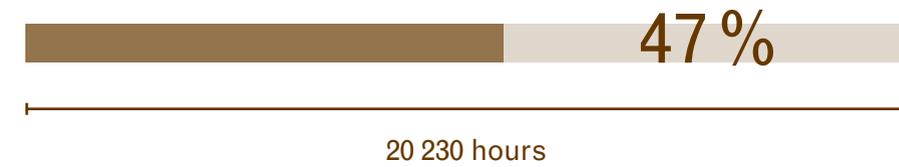
EQUALITY INDICATORS



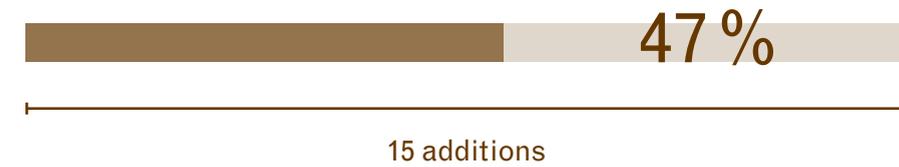
Distribution of workforce by gender



Access to training by number of hours



New additions



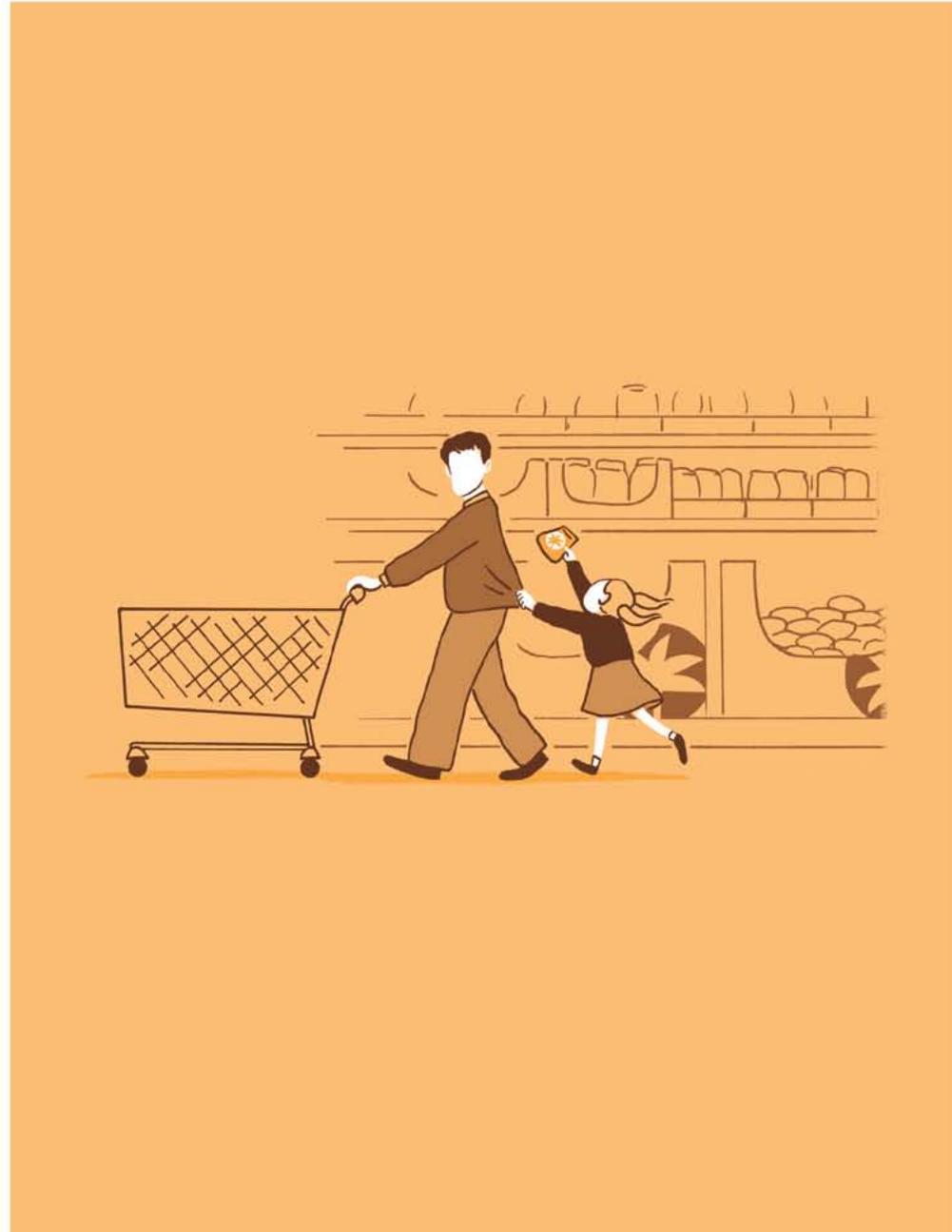
Internal promotions



Positive measures

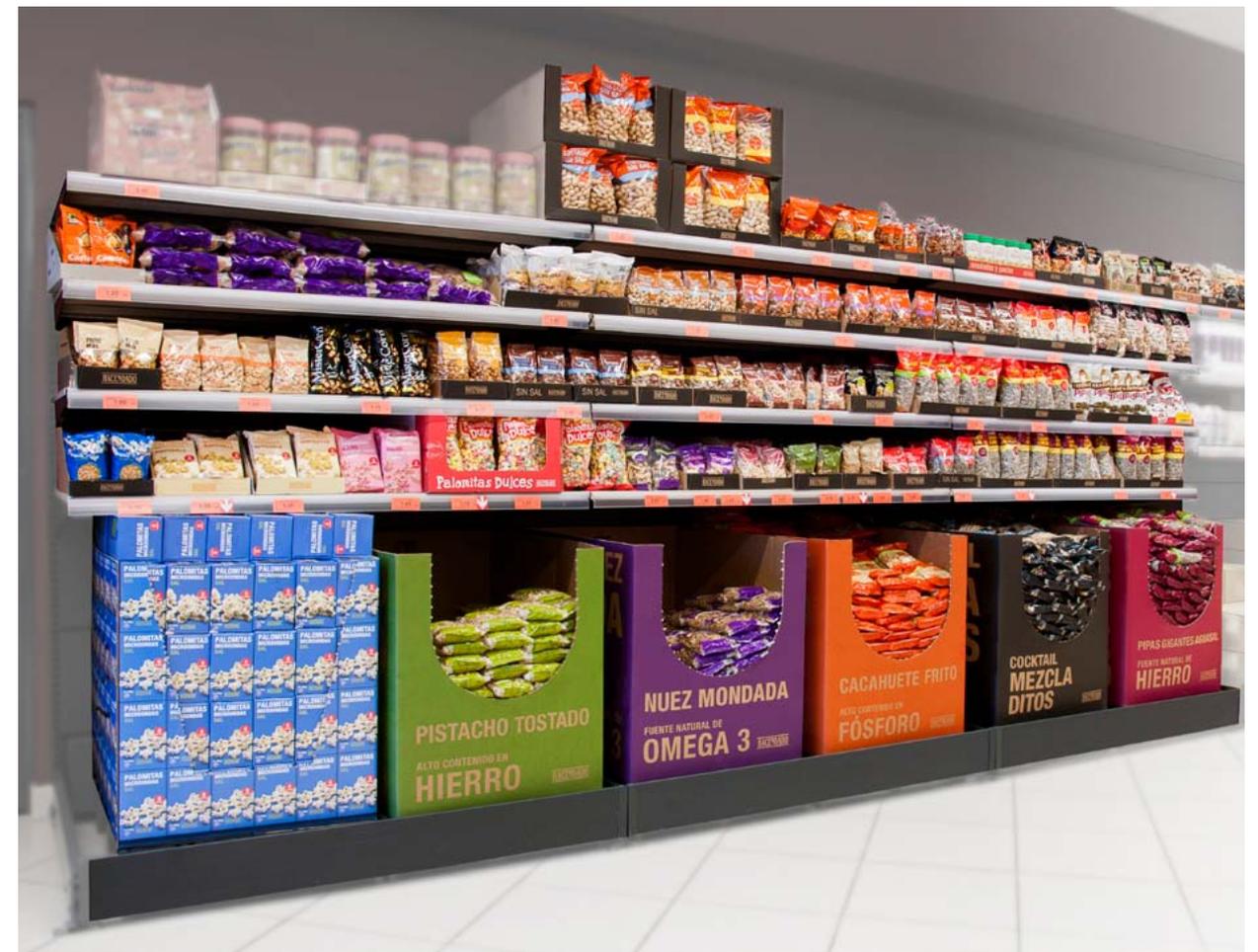
- 52 workers with reduced hours
- One leave of absence for child under three years
- Eleven licences processed for risk during pregnancy
- Optional hiring of medical insurance, food vouchers and nursery vouchers

## CUSTOMER RELATIONS



Importaco considers its activity an exercise of responsibility throughout its business model, which includes serving safe products that meet our food safety and quality standards, while being innovative and competitive.

Importaco's commitment to Mercadona as specialist supplier is to add value from the source, maintaining and developing the best products, always focused on consumer satisfaction, while remaining in line with Mercadona's Total Quality Model.



Importaco’s business strategy in other markets —agro industry; hotels, restaurants and catering; wholesale and international— is based on consolidating *partner clients* committed to quality, sustainable development and innovation through Customer-Importaco collaboration.



FOOD SAFETY AND QUALITY

The main goal of Importaco’s commitment to its customers is to offer an excellent product that meets food safety and sustainability standards at a competitive price. Currently, all our production plants are certified in the food safety management systems (IFS or BRC) and meet the new *Food Defence* requirements.

**Highlight: All production plants are certified in food safety management systems**

RAW MATERIAL

Over the last decade, Importaco has established a supplier food safety audit system to control how raw materials are processed at source. This audit system is completed with the standardization of control methods and the establishment of joint plan to minimize the risk of incidents.

Once the raw materials reach our facilities, we perform physical-chemical and microbiological analyses to check that the product meets the established food safety and quality parameters. The results of microbiological analysis are confirmed at random using advanced molecular biology techniques. In 2013 we performed a total of 61,485 analyses of raw material.

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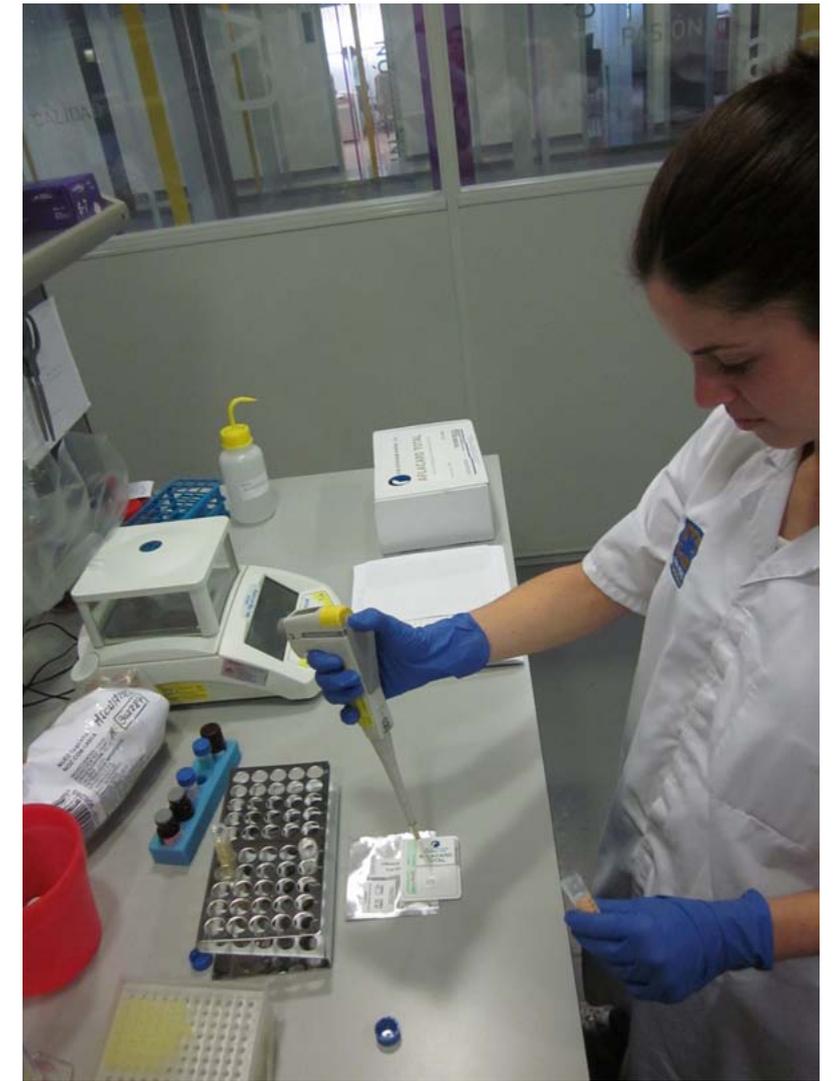
ANALYSIS IN THE PRODUCTION PROCESS

PHYSICAL	CHEMICAL	MICROBIOLOGICAL
<b>86%</b>	<b>11%</b>	<b>3%</b>

---

ANALYSIS IN THE PRODUCTION PROCESS

	PHYSICAL	CHEMICAL	MICROBIOLOGICAL
IMPORTACO CASA PONS	44,320	3,034	621
IMPORTACO INGREDIENTS	509	1,968	529
IMPORTACO FOOD SERVICE	3,540	1,107	529
IMPORTACO POLAND	4,795	498	35



Cari Barberá, laboratory analyst, performing a microbiological analysis



**PRODUCTION PROCESS**

Physical-chemical and microbiological checks in production processes are important to ensure the quality and safety of the product. This year, teams specializing in analytical techniques have performed 253,077 analyses in our laboratories.

**ANALYSIS IN THE PRODUCTION PROCESS**

	PHYSICAL	CHEMICAL	MICROBIOLOGICAL
	88 %	11 %	1 %

	PHYSICAL	CHEMICAL	MICROBIOLOGICAL
IMPORTACO CASA PONS	174,639	23,659	931
IMPORTACO INGREDIENTS	369	588	793
IMPORTACO FOOD SERVICE	38,668	960	793
IMPORTACO POLAND	9,700	1,827	150



Checking the correct labelling of products enables customers and consumers to receive reliable information on product features. For the assurance of our customers, we perform label checks both at receipt of the raw material and in the packaging process.



Improvement plans associated with production processes reduce risks in food safety and quality. As a result of these plans, in the last quarter of 2013, important decisions have been taken to prevent these risks at all stages between the source of the raw materials and our facilities. The most important actions were: installation of an optical sorter, installation of vision cameras at the end of production lines, automation of specific processes, adaptation of ancillary equipment and implementation of a new online control method to improve the shelf life of products.

IMPROVEMENTS MADE IN 2013

	Food Security	Quality
IMPORTACO CASA PONS	9	18
IMPORTACO INGREDIENTS	4	2
IMPORTACO FOOD SERVICE	7	2
IMPORTACO POLAND	2	0

CONTINUOUS IMPROVEMENT

The actions described above were focused on prevention and quality control throughout the value chain. However, it is also important for our customers for us to continuously improve the competitiveness of the products we offer them.

The *Continuous Improvement Project*, which aims to identify and reduce activities that do not contribute to the production process, was started in 2010 to provide value to the customer. This methodology is implemented in five Importaco Casa Pons production plants and in the Importaco Ingredients

production plant, enabling us to increase productivity steadily. The next step in this direction is to implement it in the Importaco Casa Pons snack production plant. In addition to this project, other improvements to improve productivity are also made.



Implementation of the Continuous Improvement System at the logistics centre



NUMBER OF IMPROVEMENT ACTIONS

IMPORTACO CASA PONS	407
IMPORTACO INGREDIENTS	306
IMPORTACO FOOD SERVICE	13
IMPORTACO POLAND	15

INNOVATION

A new image

In 2013 we modernized the packaging design, changing the image of all the products sold in Mercadona.



Innovation as a process

Importaco considers innovation as a form of management. Our commitment to customers is to observe and analyse the market to find opportunities that give them value and differentiation. That is why, every year, we attend

the most important trade fairs in the sector: International Trade Fair, Gulfood, Chengdu Food & Drink Fair, Anuga Fair, Sigep, Foodingredients, World Nut and Dried Fruit Congress, Snackex, International Sweets and Biscuits Fair and Expovicaman.

Importaco's *innovation process* consists of different phases to achieve products and services to meet customer needs. Opportunities are hatched in the *idea generation* phase. To support the process of developing new products and improving existing ones, this year we have conducted five workshops with multidisciplinary teams. In the *product development* phase, we implement the project through laboratory research and industrial tests at production plants. After these phases, the products are ready for launch.



NEW PRODUCT DEVELOPMENTS

	Projects implemented	Products launched	Products in development
IMPORTACO CASA PONS	35	8	191
IMPORTACO INGREDIENTS	8	2	7
IMPORTACO FOOD SERVICE	20	10	10
IMPORTACO POLAND	13	0	10

Some innovations developed require prior research. Therefore, the research team works proactively to provide solutions. The main tasks have been:

- Classification of the fat composition of nuts to find out how it affects the shelf life of the product
- Setting a new parameter for more accurate knowledge of the microbiological stability of raw materials
- Studying emerging technologies to reduce biological activity
- Studying a parameter to control rancidity in nuts

The research team works proactively to provide solutions

NUMBER OF IMPROVEMENTS IN PRODUCTS MARKETED

IMPORTACO CASA PONS	13
IMPORTACO INGREDIENTS	1
IMPORTACO FOOD SERVICE	5
IMPORTACO POLAND	1

CARING FOR CUSTOMERS

Every year, Importaco devotes space for the views of customers in various aspects. One of the most highly rated is the level of service, whose key points are: forecasting a planning purchases; production; and the capacity of production plants and warehouses.

Preparation of an order at the Importaco Casa Pons logistics centre



SURVEY RESULT

	Satisfaction level	Service level
IMPORTACO CASA PONS	90 %	99 %
IMPORTACO INGREDIENTS	81 %	97 %
IMPORTACO FOOD SERVICE	75 %	93.5 %
IMPORTACO POLAND	81 %	97 %

Our level of service is highly rated by customers

As a result of these surveys improvements have been implemented for the aspects given a lower rating. A total of 24 actions have been carried out in all the companies and these are primarily focused on improving customer service, increasing the speed of response to any request or incident, increasing the integration of the source of our raw materials and adapting processing and packaging to the markets.



The *Soy Vital* project was created to provide information to consumers about nuts and dried fruits and promote healthy lifestyles based on a healthy and balanced diet.

On the *Soy Vital* website, users can find recipes with nuts and dried fruits, tips to stay fit and activities to enjoy leisure time. This is an interactive website where consumers can post their own recipes, participate in surveys and answer nutritional queries. Last year the number of users increased by 60% and visits by 54%.



ACTIONS TAKEN IN THE SOY VITAL PROJECT

- Consumer surveys (8)
- "I am Vital" cooking workshops (4)
- Queries answered by experts (143)
- Recipes posted by the chef (5)
- Recipes submitted by users (100)
- Videos with tips from experts (23)
- Articles published on nuts and dried fruits (110)
- Questions answered on products sold in Mercadona (10)

# ENVIRONMENTAL SUSTAINABILITY



We are committed to the fight against climate change. Therefore, in our business strategy, we have established two courses of action, which will guide management plans from 2013 to 2015 and help us be more sustainable every day.

The two courses of action are:

- More efficient use of natural resources: decreased energy consumption and waste revaluation.
- Improved environmental management in the company: ISO 14001 certification of all production plants.

## CONSUMPTION OF INGREDIENTS AND MATERIALS

We use two types of natural resources in our processes: ingredients used to manufacture the end product and packaging materials. Both the ingredients and the materials we use are recyclable. In the case of packaging materials, the most widely used are: plastic, cardboard, glass and metal.

Reducing the amount of materials used to manufacture our products is crucial, as it implies a decrease in the consumption of natural resources, thus benefiting the environment and reducing manufacturing costs. This year, the most important initiative was to change the packaging film, resulting in a 68% reduction in the consumption of this material, allowing us to save up to 33 tonnes of film. Other initiatives include: replacement of paper labels by direct marking with ink on the packaging and a 5% reduction in the weight of cardboard for one type of boxes. However, the amount of material used in 2013 was higher than in 2012 due to the increased sales volume of the company.

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### AMOUNT OF MATERIALS AND INGREDIENTS USED (INTONNES)

Oil 1,440  
 Paper/cardboard 875  
 Plastics (LDPE, PET, PVC) 866  
 Metals (aluminium and steel) 646  
 Glass 8,247

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**ENERGY CONSUMPTION**

Energy is consumed in production plants due primarily to the processes of: frying, roasting, packaging and storage. The amount of energy consumed in 2013 per kilo produced decreased by 4 %.

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**AMOUNT OF ENERGY CONSUMED IN KILOWATT HOURS**

Electricity 9,840,467  
 Gas 13,035,347  
 Biomass boiler 4,449,660  
 Diesel 71,629  
**TOTAL 27,397,102**

---

Our commitment to reducing energy consumption in our company includes all management areas, the actions taken in 2013 by our systems area being worthy of special mention:

- Replacement of computer servers for more productive ones with a 65% reduction in energy consumption.
- Implementation of a barcode identification system allowing a reduction in printer consumables in production plants.

**Our commitment to reducing energy consumption includes all management areas**

Energy efficiency project

The Energy Management System of Importaco Ingredients was certified under the ISO 50001 Standard in in 2009. This system seeks continuous improvement in the use of energy, reducing consumption, associated financial cost and greenhouse gas emissions. In 2013, energy consumption in this factory was reduced by 9.21%, with the resulting benefit to the environment. Moreover, at this factory we have an almond shell biomass boiler, which we use as a power supply. This supply system is environmentally friendly and sustainable because it does not use fossil fuels, thus avoiding the emission of greenhouse gases.

In order to strengthen our commitment to energy efficiency, in 2013, we implemented an energy audit system. The first factory to be audited was the nut production plant. In this audit, we established the indicators that related energy consumption by product and by process line. From the analysis of these consumptions, we have decided to install the equipment necessary to monitor consumption continuously and take the energy saving measures identified. Energy audits of the dried fruit, frozen dough and microwave corn factories will be conducted in 2014.

**The new energy audit system will allow us to be more sustainable**

Energy produced with solar panels

At three production plants we have photovoltaic installations. The energy generated has been used to supply 2,219 homes and has offset the monthly carbon dioxide emissions of 4,839 vehicles for one year. The production process of this energy does not emit carbon dioxide, and we have avoided releasing 1 tonne of sulphur dioxide and 1.5 tonnes of nitrates into the atmosphere.

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**CARBON DIOXIDE EMISSIONS IF THE ENERGY HAD BEEN GENERATED BY OTHER TECHNOLOGY**

Coal combustion 1001 Toneladas  
 Natural gas combined cycle 493 Toneladas  
 Oil 904 Toneladas  
 Hydroelectric 6 Toneladas

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WATER UPTAKE SOURCES

The water we use does not come from water uptake sources but from the municipal supply network. Most water is used for cleaning and is not recycled or reused. The waste water from production processes is sent to sewage treatment plants.

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**WATER CONSUMPTION 50 981 m<sup>3</sup>**

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In 2013, water consumption was reduced in two of the ten factories: 52% in the Importaco Casa Pons chocolate-coated nut factory, and 15% in Importaco Poland. However, overall water consumption has increased by 31% due to the launch of a new product that has required the installation of a new production line.

**WASTE**

The waste generated at production plants comes mainly from the packaging of raw materials and, to a small extent, from the oil used to manufacture the products.

**AMOUNT OF NON-HAZARDOUS WASTE INTONNES<sup>1</sup>**

Organic 702  
 Cardboard 690  
 Inert 1047  
 Oil 138  
 Raffia 93  
 Wood 260  
 Scrap 2

**AMOUNT OF HAZARDOUS WASTE INTONNES**

Laboratory reagents 0,82  
 Truck batteries 2,80  
 Contaminated empty containers 1,14  
 Batteries 0,02  
 N-H solvents 1,51  
 Rags and absorbent materials 2,13  
 Aerosols 0,06  
 Fluorescent tubes 0,06  
 Mineral oil 1 626  
 Computers 0,802

<sup>1</sup>  
 All waste is recycled except inert waste and raffia, which are sent to landfills.

**EMISSIONS**

Emissions from production processes are captured and analysed according to current legislation. The result of these analyses is always satisfactory, since our industry is not very polluting and we do not emit substances that destroy the ozone layer.

**IMPORTACO CARBON FOOTPRINT (Tonnes of CO<sub>2</sub>)**

Electricity emissions 37 787  
 Gas emissions 30 503  
 Diesel emissions 219

**TRAINING AND AWARENESS**

Environmental training is essential to raise awareness of the importance of protecting and preserving the environment. Therefore, we include it in the *basic training* provided to all staff and newly hired people.

**ENVIRONMENTAL EXPENDITURE AND INVESTMENT (euros)**

Ecoembes 608 077  
 Waste management 139 826  
 ISO 14001 certifications 14001 5 727  
 Emission tests 2 575  
 Acoustic audit 600  
 Water treatment 103 395



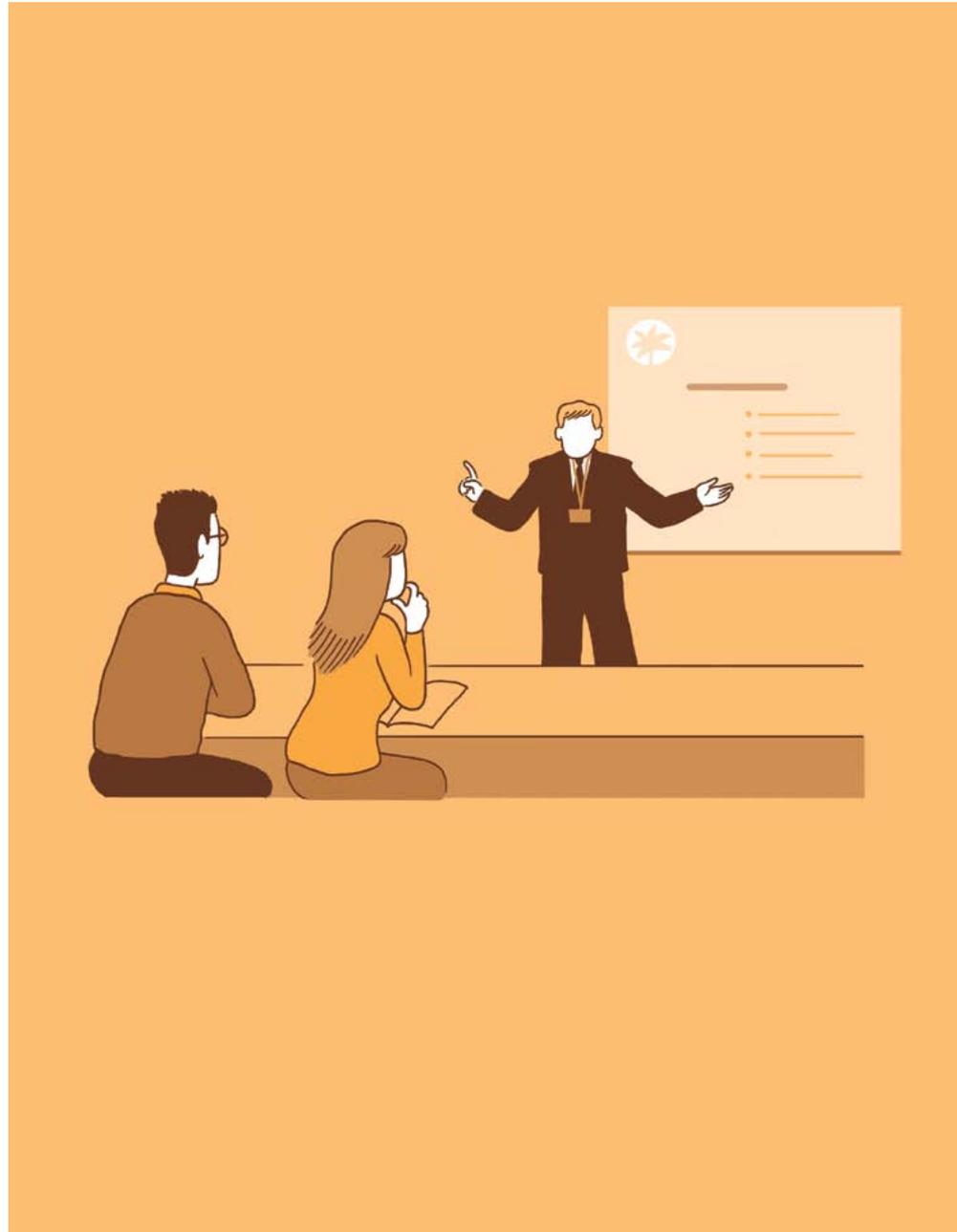
Importaco Ingredients biomass boiler



Photovoltaic installation



## OUR CONTRIBUTION TO SOCIETY



Importaco's commitment to society is to create value in outreach projects.

The three lines that have guided the actions carried out in 2013 are:

- Being part of institutions related to our business
- Sharing our knowledge
- Supporting committed and supportive institutions

### COLLABORATION WITH ASSOCIATIONS, FOUNDATIONS AND INSTITUTIONS

#### EDEM. Escuela de Empresarios

Business school located in Valencia and established as a private non-profit foundation. Its mission is to train businessmen, executives and entrepreneurs and promote leadership, entrepreneurship and the culture of hard work.

Francisco Pons, Chairman of Importaco, is 2nd Vice-Chairman of the Business School Foundation. Importaco collaborates with the school by providing teachers in different subjects.

#### AVE. Asociación valenciana de empresarios

Voluntary, non-profit association that brings together 100 of the major employers of the three provinces of Valencia.

Francisco Pons, Chairman of Importaco, is a member of the Board of Directors of the association.

#### Instituto de la Empresa Familiar

State non-profit organization that brings together a hundred leading companies in their sectors. It works to improve the economic, legal and fiscal environment of Spanish family businesses.

We are members and attend the National Family Business Congress organized by the Institute on an annual basis.

#### AECOC

Business association that helps improve the efficiency and sustainability of relationships between production and distribution companies, bringing added value to the consumer by identifying opportunities for improvement throughout the chain.

We are members and attend the Annual AECOC Congress and support *the AECOC initiative against food waste*.





**Fundación Étnor**

Non-profit organization founded in 1991 to promote acknowledgement, dissemination and respect for the ethical values inherent to economic activity and the quality of public and private organizations and institutions.

After our support for the institution as sponsors and collaborators, in 2013, Francisco Pons was appointed Chairman of the Foundation.



→ Francisco Pons, Chairman of Importaco, during his appointment as Chairman of the Etnor Foundation

**FEDACOVA**

The mission of the Agri Business Federation of the Region of Valencia is to represent the food industry of the Region of Valencia.

We are members and Amparo Pons, Corporate General Manager of Importaco, is a member of the Executive Committee.

**SHARING OUR KNOWLEDGE**

In order to share our knowledge of business management applied to the food sector, we conduct training sessions, take on trainees and collaborate with various research centres.

We have taken on 40 trainee students from secondary schools and university.

We collaborate with the AINIA research institute to combine the latest discoveries in nutrition with the improvement and development of new products.



→ Francisco Pons, Chairman of Importaco, during the 15x15 course

→ → Guillermo Gassó, Purchasing Manager of Importaco, during the ABC of logistics operations course

→ Juan Antonio Pons, General Manager of Importaco, and Guillermo Feo, Purchasing Manager of Importaco, with MBA Junior students

→ Participants in the Ethical Breakfast

Training sessions given by workers in different training centres:

- Session in the Food Technology Specialist course at the Polytechnic University of Valencia
- 15x15: 15 days with 15 leading EDEM employers
- Session in the ABC of EDEM operations and logistics
- Session in the EDEM MBA Junior
- Training on the Border Inspection Post for inspectors from Brussels
- Participation in the *Ethical Breakfasts* programme organized by the Étnor Foundation
- Participation in the conference on *Strategic sectors in sustainable terms* organized by the Spanish Global Compact Network
- Participation in the conference on *Co-manager Dialogue* organized by the journal “Corresponsables”, Étnor Foundation and the Polytechnic University of Valencia



OUR MOST SUPPORTIVE COLLABORATION

Collaboration with local charity associations is also one of our priorities. Therefore, we donate food to local associations for the needy. In 2013, we donated 8,303 kilos to the following local institutions:

Valencia Food Bank

Non-profit organization whose goal is to recover surplus food from our socitey and redistribute it to those in need, preventing waste or misuse.



→  
Jose Ramón Peiró, Logistics Manager of Importaco, and Aniceto Juliá, Shift Manager in the delivery of food to the Food Bank

Cáritas de Paiporta

In Spain, Caritas plays a major role in the support and social promotion of various social groups in precarious situations and/or at risk of social exclusion.

Paula Project

Initiative to raise funds for diabetes research. This foundation is financed by public funds and private donations from companies or individuals.

Casa Quiquet

Restaurant that offers an annual charity meal for the most disadvantaged families in our area. This year we participated by donating presents for children.



In addition to donating food to the various associations, we carry out other charity actions on an annual basis:

ONG Projecte Niquia

Fundraising activities organized by the Importaco workers for the Niquia Association, in which 2,186 Euros were raised, which will be used to fund school meals for needy children

Valencia Blood Transfusion Centre

The campaign to collaborate with the Valencia Blood Transfusion Centre organized annually by the Importaco Joint Prevention Service



## PROFILE OF THE REPORT

This report covers the most important events occurring in 2013 at Importaco Casa Pons, Importaco Ingredients, Importaco Food Service and Importaco Poland. This year we have started to include information in the chapters, *Profile of the Organization* and *Corporate Governance*, on Aguas de Cortes, Helados Estiu and Foener, and this information will be expanded every year. The Report is published on an annual basis, the last report being published in April 2012.

The report was prepared by the social responsibility area of Importaco. For any queries, please contact:

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GLOBAL REPORTING INITIATIVE INDICATORS

This report contains some of the basic Content of the Guide for the preparation of GRI reports.

Global Compact Principles

Importaco is attached to the Global Compact of the UN. The GRI index of the Report lists the different parts of the document that are related to each of the Principals of the Global Compact. Therefore, this Report also serves as a Progress Report.

- Principle 1. Businesses should support and respect the protection of internationally recognized fundamental human rights, within their sphere of influence.
- Principle 2. Businesses should ensure that they are not involved in the violation of human rights.
- Principle 3. Businesses should uphold freedom of association and the effective recognition of the right to collective bargaining.
- Principle 4. Businesses should uphold the elimination of all forms of forced or compulsory labour.
- Principle 5. Businesses should uphold the abolition of child labour.
- Principle 6. Businesses should uphold the elimination of discrimination in employment and occupation.
- Principle 7. Businesses should take a precautionary approach to enhance the environment.
- Principle 8. Businesses should undertake initiatives to promote greater environmental responsibility.
- Principle 9. Businesses should encourage the development and diffusion of environmentally friendly technologies.
- Principle 10. Businesses should work against corruption in all its forms, including extortion and bribery.

GLOBAL REPORTING INITIATIVE INDEX

General Basic Content/ Page or direct answer/ Global Compact

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G4-2 / Main effects, risks and opportunities / P. 5, 6

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- G4-3 / Name of the organization / P. 17
- G4-4 / Most important brands, products and services / P. 17
- G4-5 / Location of the organization's headquarters / P. 18
- G4-6 / Countries where the organization operates and countries where it carries out significant operations / P. 18
- G4-8 / Markets it makes use of / P. 17
- G4-9 / Size of the organization / P. 17
- G4-10 / Number of employees by employment contract and sex / P. 57
- G4-11 / Percentage of employees covered by collective agreements / 100 % / Principle 1 and 3
- G4-13 / Any significant change that has taken place during the reporting period regarding size, structure, stock ownership or the organization's supply chain / N/A
- G4-15 / External initiatives of an economic, environmental and social nature that the organization endorses or has adopted / P. 17, 39
- G4-16 / List of the national or international promoting organizations and associations which the organization belongs to / P. 81, 82

Identifie material aspects and boundaries

General Basic Content/ Page or direct answer/

- G4-22 / Describe the consequences of the restatements of the information provided in earlier reports and their causes / N/A
- G4-23 / Mark every significant change in the scope and coverage of each aspect regarding previous reports / N/A

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- G4-28 / Reporting period / P. 87
- G4-29 / Date of the last report / P. 87
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- G4-31 / Provide a point of contact to address any questions that may arise about the content of the report / P. 87

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- G4-34 / Governance structure of the organization / P. 24
- G4-38 / Composition of the highest governing body and its committees / P. 24, 25
- G4-39 / Indicate whether the person presiding over the highest governing body also occupies an executive position / P. 24
- G4-42 / Highest governing body and senior management functions / P. 24, 25

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- G4-56 / Values, principles, standards and rules of the organization, such as codes of conduct or ethical codes / P. 28, 29

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- G4-EC1 / Direct economic value generated and distributed / P. 31

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- G4-EN1 / Materials by weight or volume / P. 75 / Principle 8

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- G4-EN3 / Internal energy consumption / P. 76 / Principle 8
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Water

- G4-EN8 / Total water uptake according to the source / P. 77 / Principle 8
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G4-EN28 / Percentage of products sold which are recovered at the end of their lifespan / P. 75 / Principles 8 y 9

## Regulatory compliance

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## General

G4-EN31 / Breakdown of costs and investments for environmental protection / P. 79 / Principles 8 y 9

## Environmental assessment of suppliers

G4-EN32 / Suppliers which were examined according to environmental criteria / P. 40 / Principle 7

## Environmental Complaint Mechanisms

G4-EN34 / Number of environmental complaints which have been filed, addressed and solved through formal complaint mechanisms / N/A

Category: social performance labour practices and decent work

## Employment

G4-LA1 / Total number of recruitments and average employee turnover / P. 55, 57 / Principle 6

G4-LA2 / Social benefits for full-time employees / P. 57 / Principle 6

G4-LA3 / Rates of return to work and retention after maternity or paternity leave, broken down by sex / 100 % / Principle 6

## Relations between workers and management

G4-LA4 / Minimum notice periods for operational changes / 15 days / Principle 3

## Health and safety at work

G4-LA5 / Percentage of workers represented in formal health and safety committees / 50 % / Principle 3

G4-LA7 / Workers whose job has a high incidence or risk of disease / N/A

## Training and education

G4-LA9 / Average annual hours of training per employee / P. 52

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G4-LA11 / Percentage of employees receiving regular assessment of their performance and professional development / P. 55

## Equal pay for men and women

G4-LA13 / Ratio between the basic salaries of men and women / P. 56 / Principles 1 y 6

## Assessment of supplier labour practices

G4-LA14 / Suppliers examined based on criteria relating to labour practices / P. 40 / Principle 2

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G4-LA16 / Number of complaints about labour practices which have been filed, addressed and solved through formal complaint mechanisms / N/A

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## Investment

G4-HR2 / Employee training on policies and procedures related to human rights / P. 53 / Principle 1

## Non-discrimination

G4-HR3 / Number of discrimination cases and corrective measures taken / N/A / Principle 6

## Assessment

G4-HR9 / Centres which have undergone tests or impact assessments on human rights / P. 40 / Principle 2

## Human Rights Complaint Mechanisms

G4-HR12 / Number of complaints on human rights which have been filed, addressed and solved through formal complaint mechanisms / N/A

Society

## Regulatory compliance

G4-SO8 / Monetary value of significant fines and number of non-monetary sanctions for noncompliance with laws and regulations / N/A

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G4-PR1 / Significant products and services whose impacts regarding health and safety have been assessed to promote improvements / P. 61, 62, 64, 66 / Principle 1

G4-PR2 / Incidents resulting from non-compliance with regulations or with voluntary codes concerning the impacts of products and services on health and safety / N/A / Principle 1

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G4-PR3 / Information and labelling of products and services / P. 65 / Principle 8

G4-PR4 / Number of breaches of regulations and voluntary codes concerning information and labelling of products and services / N/A / Principle 8

G4-PR5 / Results of surveys measuring customer satisfaction / P. 72

## Marketing communications

G4-PR6 / Sale of banned products or products in dispute / N/A

G4-PR7 / Number of cases of non-compliance with regulations and voluntary codes concerning marketing communications / 0 breaches

## Customer Privacy

G4-PR8 / Number of complaints based on the violation of privacy and leakage of customer data / 0 complaints

## Regulatory compliance

G4-PR9 / Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services / N/A

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Paper used in this publication has the certificates PEFC y FSC. Contributes to environment respect.

