



ANGEL CAMACHO  
ALIMENTACION

Sustainability  
Report

2014

2015

Adding **flavour** to your life



# Summary

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# [ 1 ] Message from the Executive Director



## ***“Our long-term vision defines our commitment to sustainability”***

It is with great satisfaction that I present this second Sustainability Report for Ángel Camacho Alimentación, a document which sets out the main results of the company's economic, social and environmental activity in 2014 and 2015. This document represents a continuation of the first report published in mid-2014, which marked a milestone for the table olive sector, the company's main activity.

This second Sustainability Report reinforces the company's long-term business strategy and consolidates its strategic objectives. Our economic achievements and product diversification have together positioned the company among the leaders of the global food industry. Ángel Camacho Alimentación is now an eminently international company with a clear global focus. It sells its products in 90 countries and has its own subsidiaries in key markets such as the United States, the United Kingdom and Poland.

Its solid evolution and results in recent years, together with its sustained growth, place the company in a privileged position to face the challenges of the future. The secret behind its success is the continuous improvement of products

and processes, along with the special attention given to relationships with customers, employees, suppliers and consumers. Sustainability, understood in an economic, social and environmental sense, has played a fundamental role in the decision-making processes of all business areas.

This has required a balance between local and global needs, improving responses to the growing demands of major customers while meeting the new needs of consumers around the world, and at the same time protecting the environment and people through quality employment, contributions to the local community and investments to optimise the consumption and use of natural resources. Commitment, Excellence, Simplicity, Teamwork and Integrity are the defining values identified in the company's strategic plan, marking the path to follow.

Our commitment to environmental protection is essential to ensure the future competitiveness, success and continuity of the company's activities. Optimum water management is a major priority due to the weather conditions in Andalusia, where the company's main production activities are located. Accordingly, respect for the environment and measurement, control and improvement of all the processes that can have a significant environmental impact are a constant concern for the company.

At an internal level, Ángel Camacho Alimentación is also working to integrate the company's values and principles in all its different areas, which reflect its status as a family-owned company with a long history yet with a fresh outlook and an emphasis on growth.

As in the first report, the Global Reporting Initiative (GRI) standards have been applied to add further value to the report and facilitate comparison with other organisations.

The company aims to continue to carry out its business activity in a sustainable, profitable and efficient manner. The report reflects this forward-looking, growth-based philosophy, and as such I hope that it is of interest to all those who wish to know a little more about our company.

### **Ángel Camacho Perea**

*Executive Director*









[ 2 ]

Who  
we are

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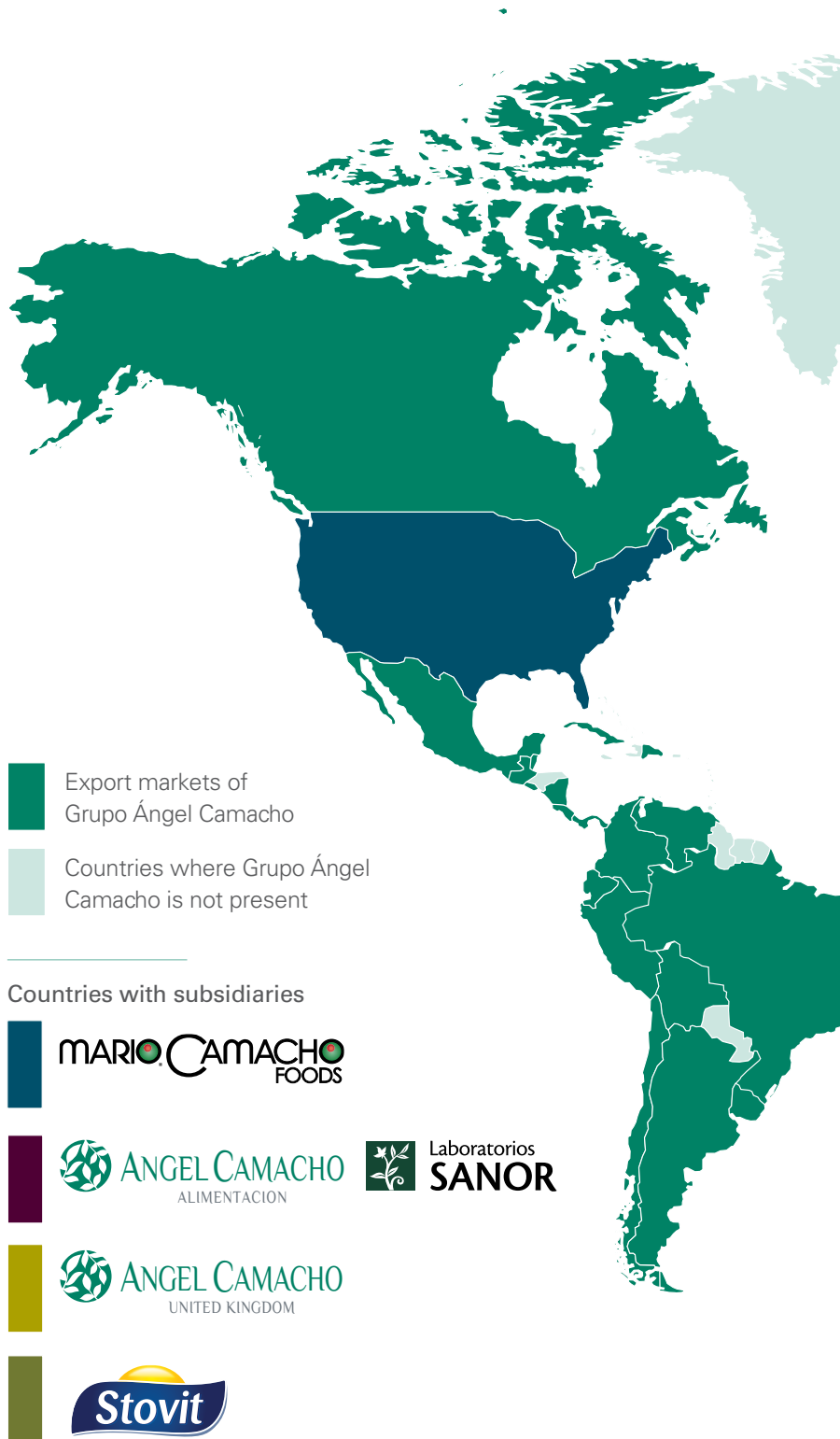
# [ 2.1 ] A globally-minded company

Grupo Ángel Camacho is a family-owned food company with a clear global focus, made up of a group of internationally renowned companies. With sales in more than 90 countries, today it is one of the world's leading table olive suppliers.

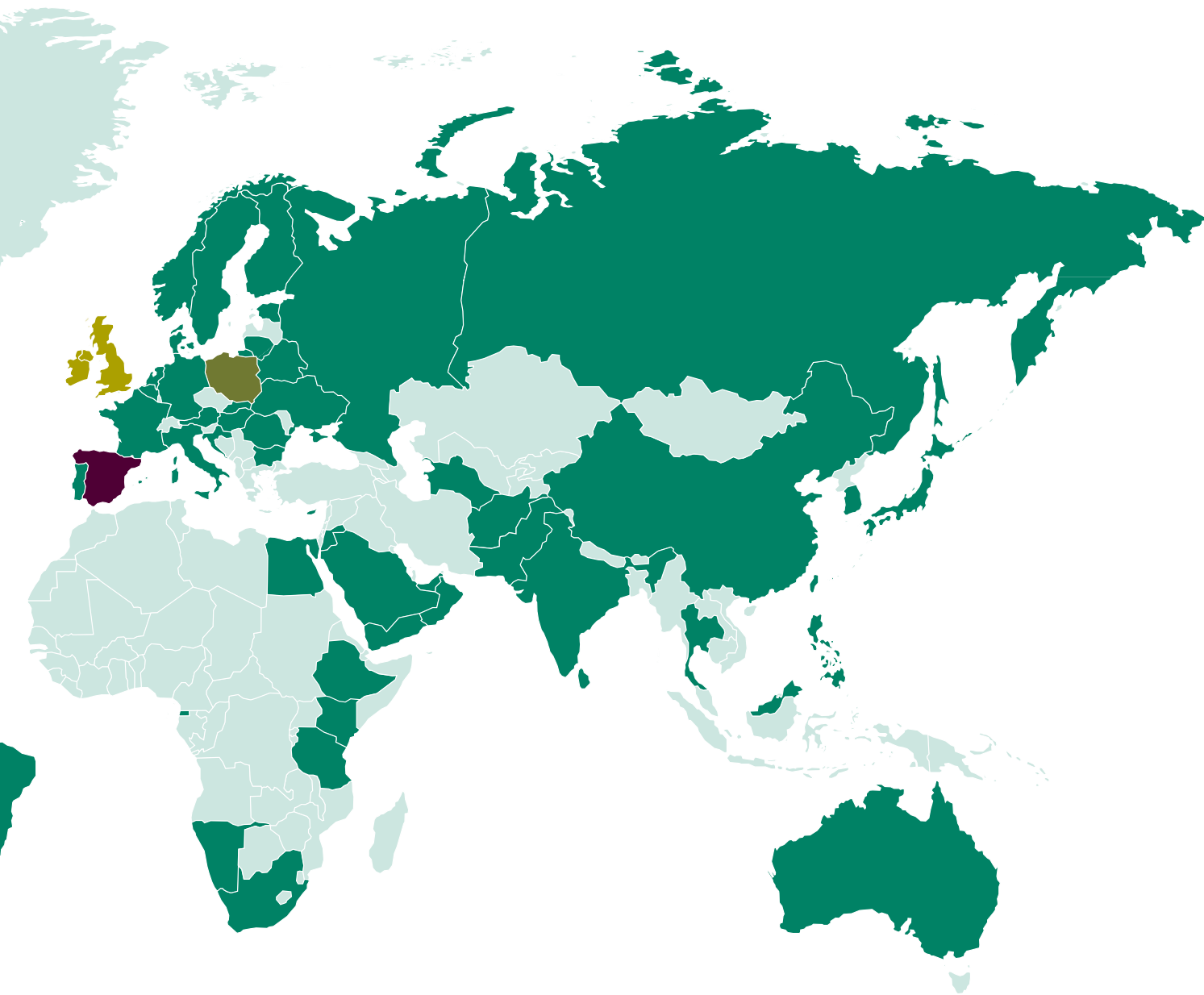
For more than 100 years, the company has been producing and distributing an extensive range of products, including table olives, olive oil and pickles under the Fragata and Mario brands, La Vieja Fabrica and Stovit preserves and marmalades and Susaron herbal teas.

The company is based in Morón de la Frontera in the province of Seville, a region with a long-standing tradition of olive growing which due to its production of table olives and volume of exports is among the most important zones for this activity in Spain.

The main company of Grupo Ángel Camacho is Ángel Camacho Alimentación (hereinafter ACA). This Sustainability Report reflects the activities of ACA in 2014 and 2015, although data has also been included for the Group as a whole in certain sections in order to provide a global overview of the company.







# Tradition and innovation

Santiago Camacho Román starts a family tradition with the marketing of olive oil and cereals in Morón de la Frontera (Seville). **Ángel Camacho S.A.** is constituted.



1897

Marca registrada  
**“FRAGATA”**

Creating of the **Fragata** brand. Nowadays Fragata is marketed in **90 countries**

1925



Ángel Camacho Alarcón, son of the founder, diversifies the company's activities and begins **export activity to EE.UU.**

1927



**Acquisition of Stovit Group**, a well-known Polish company producing jams and fruit preserves.



**Constitution of Mario Camacho Foods**, a U.S. subsidiary to cater to the North American market.

2007

**Certification ISO 14001-2004 (BVQi)**. The first olive company in the world to certify its environmental programme.

2005

**Foundation of Ángel Camacho UK**, the subsidiary that distributes the products in the UK.

2002



**Zero waste water.** Creation of an updated plant for treatment of industrial water.

2007

**Ángel Camacho exports to 95 countries.**

2012



ACA certifies the **carbon footprint** of its olives and jams. Joined the **United Nations Global Compact**.

2013





**Development of table olive processing technology.** The first pitting and stuffing machines.

**1955**



Own facilities and international expansion. Acquisition of the US distributor and packer **Specialty Food Packing & Importing Co. (Chicago, USA).**

**1980**



Constitution of agricultural companies to work over **1,100 hectares of olive groves.**

**1985**

Starting of olives packing in **glass jars.**

**1968**

**1977**

Transfer of olives **by way of tubes.**

**1980**



**"Pouch Pack" launching worldwide,** a revolutionary table olive packing.

**2001**

**Expansion of the table olive processing plant in Espartinas, Seville. Acquisition of Laboratorios Sanor,** a company based in León for processing and packaging of herbal teas.

**1999**



**Construction of a new olives factory in Morón de la Frontera.**

**1996**

**Purchase of La Vieja Fabrica S.A.,** a company devoted to production of homemade-style fruit preserves.

**1994**



Launching of the **Susaron natural sweetener Sweet-Mate®** and the new range of **La Vieja Fabrica Creamy** preserves. Presentation of the first Sustainability Report.

**2014**



Launching of the new range of **La Vieja Fabrica hazelnut creams.**

Purchase of 100% Mario Camacho Foods and Laboratorios Sanor.

**2015**



Initiation of a process of industrial restructuring and modernization.

**2016**

# [ 2.2 ] Key figures

Ángel Camacho Alimentación is by far the company with the largest turnover in the Group. ACA had income of 164 million euros out of a total of 196.7 million euros posted by the Group in 2014 and 166 million euros out of a total of 209 million euros in 2015, thereby consolidating its position in the agrifood industry.

|                      | Ángel Camacho Alimentación |       | Grupo Ángel Camacho consolidated |       |
|----------------------|----------------------------|-------|----------------------------------|-------|
|                      | 2014                       | 2015  | 2014                             | 2015  |
| Sales                | 164.1                      | 166.2 | 196.7                            | 208.9 |
| EBITDA               | 8.5                        | 7.8   | 13.1                             | 14.2  |
| Profit before tax    | 3.4                        | 2.8   | 4.4                              | 6.5   |
| Total Assets         | 116.5                      | 113.5 | 162.7                            | 171.8 |
| Stockholders' Equity | 33.9                       | 35.8  | 60.9                             | 66.3  |

Figures in millions of euros

Olives sold in 2015 for the amount of **125.7 million euros** (93% PACKAGED PRODUCTS) 56,153 tonnes



Preserves sold in 2015 for the amount of **27.9 million euros** 12,571 tonnes





## ECONOMIC, SOCIAL AND ENVIRONMENTAL IMPACT

2014

**196.7 M€**

Sales\*

**240,048€**

Tax\*

**114.1 M€**

Exports\*

**284**

Suppliers  
(25% cooperatives)

**23.6 M€**

Salaries\*



2015

**208.9 M€**

Sales\*

**2.6 M€**

Tax\*

**122 M€**

Exports\*

**284**

Suppliers  
(25% cooperatives)

**26.1 M€**

Salaries\*

2010-2015

**35%**

Reduction CO<sub>2</sub> emissions  
% per kg packaged olives

**15.8%**

Water consumption  
reduction

**10.4%**

Electricity consumption  
reduction

**84.2%**

Diesel consumption reduction

**34.5%**

Biomass consumption increase



\*Economic and social impact 2014-2015 Ángel Camacho Alimentación and Grupo Ángel Camacho.

Environmental impact during 2010-2015 Ángel Camacho Alimentación. Relative data depending on production during the above period.

2014

**794**

Employees\*

**159,218€**

Investment in training\*

**83,200**

Kg of food donated

**80,000**

Beneficiary families  
of social contributions

**352**

Women in the workforce\*



2015

**795**

Employees\*

**130,237€**

Investment in training\*

**124,800**

Kg of food donated

**120,000**

Beneficiary families  
of social contributions

**336**

Women in the workforce\*

## [ 2.3 ] Our brands and products

Ángel Camacho Alimentación markets an extensive range of products under different brands. Each brand has its own unique personality and positioning to meet the needs of different customers and consumers.

The five most important brands are outlined below.



### **FRAGATA:**

Created in 1925, this is the company's global flagship brand for Spanish olives, olive oils and other Mediterranean specialty foods.



### **LA VIEJA FABRICA:**

A leading Spanish brand of preserves with a strong emphasis on craftsmanship and a perception of tradition, quality and confidence. The company recently began marketing hazelnut spreads under this brand.



### **MARIO:**

A brand for olives and other Mediterranean specialty foods aimed at the North American market.



### **STOVIT:**

Marketed by the company's Polish subsidiary, among other products it produces preserves and marmalades.



### **SUSARON:**

A brand offering an extensive range of functional herbal teas, together with other health products such as a 100% natural sweetener.





Fragata olives are preferred by consumers in more than

**90** countries around the world

## Olives, pickles and other Mediterranean specialty foods

Fragata is the ACA's flagship brand for a wide variety of Spanish olives and other delicious Mediterranean products such as pickles, capers, olive oils and condiments. The brand's star product is its table olives. Fragata is a leader in this segment due to its innovative flavours and diverse packaging possibilities. Fragata olives come pitted or whole, sliced, stuffed and seasoned with different flavours in a range of different formats to meet the needs of all consumers. In addition, Fragata also offers a selection of other specialty foods and pickles, including pickled onions and gherkins and garlic cloves, jalapeño peppers and piri-piri peppers in brine.



## Possibly the best preserves in the world

La Vieja Fabrica preserves are made according to a traditional recipe that has been used since 1834. This time-old tradition and the quality of the fruit selected ensure the home-style flavour that characterises the brand. La Vieja Fabrica has an extensive range that includes more traditional flavours, diet preserves, preserves enriched with fibre or with exceptionally creamy or select textures, and also preserves made with vegetables mainly used as an accompaniment for dishes. The La Vieja Fabrica brand has also launched an original range of hazelnut spreads that have no colourings, preservatives or hydrogenated fats.

**Made solely with  
the sugar of the fruit itself,  
La Vieja Fabrica  
Diet preserves are**

**perfect for those  
who want to  
look after their  
figure**





## Olives and Mediterranean specialty foods for the North American market

The company's US subsidiary has been marketing its products in North America under its flagship brand Mario since 1992. The Mario brand offers an extensive range of table olives and other Mediterranean products. Mario's product development strategy has converted it into a household name for North American consumers and it is at the forefront of its category in terms of innovation, product quality and growth. The Mario range includes among other products black, green and stuffed olives in cans, jars and packs, along with olive oil, pickles, etc.

**Mario is a**

**leading brand  
in the olive  
segment**

**for the North American  
market**



## Genuine preserves and marmalades

Our brand name 'Stovit' is a combination of two Polish words and means '100 vitamins'. Stovit is a leading brand in Poland, mainly for fruit preserves and marmalades which stand out due to their authentic ingredients and natural richness. Quality and innovation are the hallmarks characterising Stovit, a locally-focused brand which has managed to expand its scope.

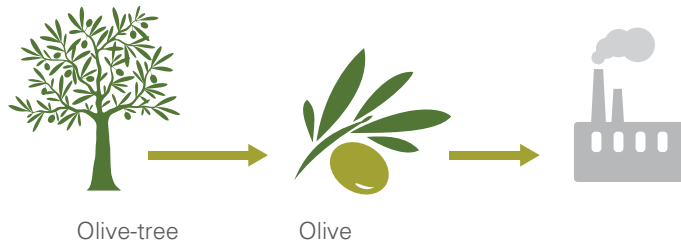
**The latest launch by Stovit 'Fruity  
by Nature' stands out due  
to the fact that**

**it is both healthy  
and innovative**

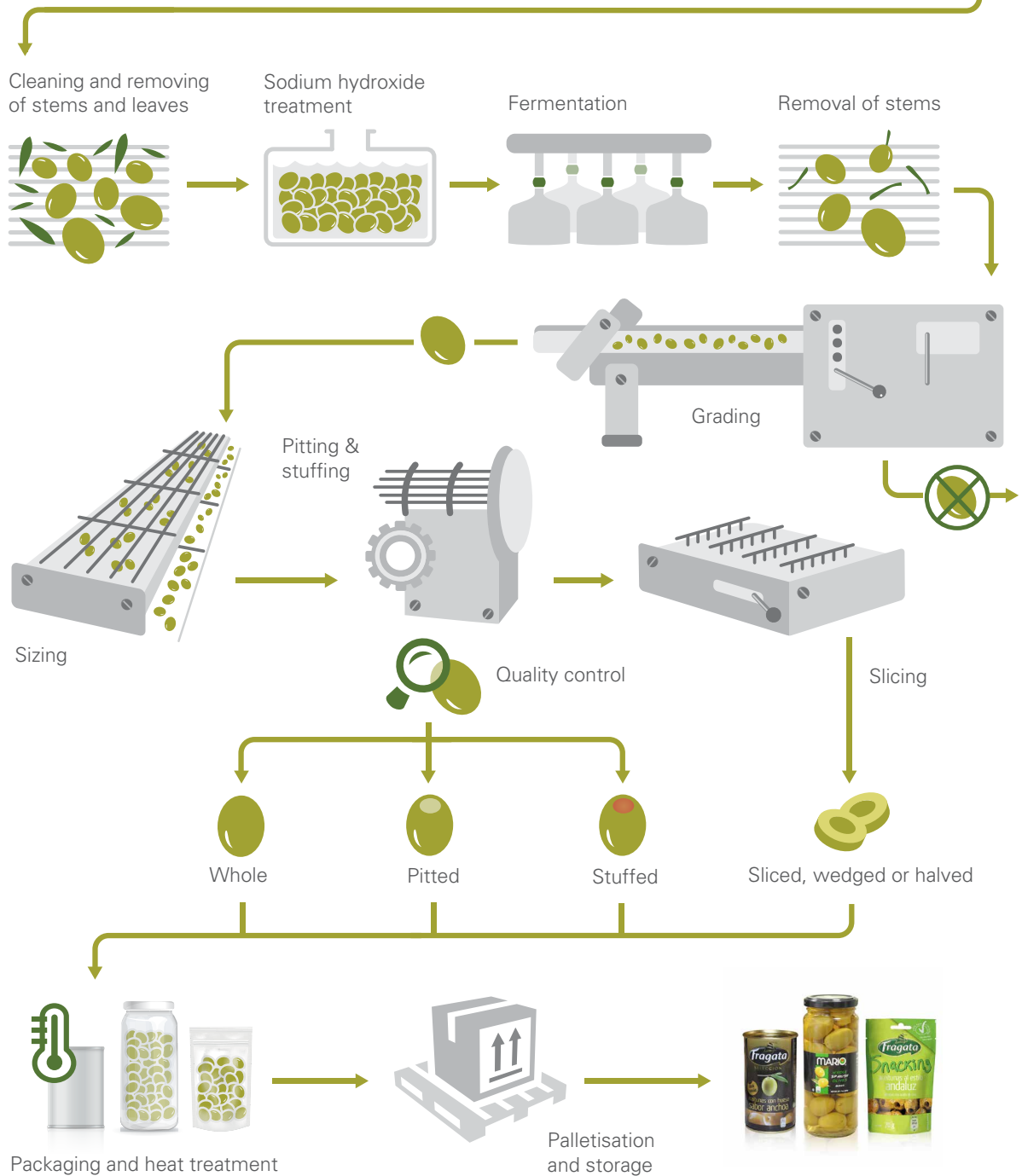


## Did you know?

Olives undergo a long process before reaching your table



### TABLE OLIVE PRODUCTION PROCESS





## Herbal teas and natural sweeteners to look after your body

The Susaron brand offers a selection of the best functional herbal teas, preparations made from medicinal plants, soluble drinks and an innovative new natural sweetener. Its Instanté soluble drinks combine the benefits of water, tea and other active ingredients to help you feel better. Meanwhile, Susaron Endulsana is the perfect substitute for sugar and other artificial sweeteners. This natural sweetener made from 100% fruit (grape, apple and carob) has no preservatives or additives and has not been subjected to any enzyme treatment or chemical modifications. It also helps to prevent diseases thanks to its low glycaemic index (GI).

### The functional properties

of Susaron herbal teas have been demonstrated by scientific studies carried out at Inbiotec, the Biotechnological Institute of León

### Did you know?

**ENDULSANA® NATURAL SWEETENER IS IDEAL FOR PERSONS ON DIETS WITH A LOW GLYCAEMIC INDEX.**



The glycaemic index is a ranking of carbohydrates in foods and their effect on blood sugar levels.

A low glycaemic index generates moderate blood sugar levels and keeps them constant over time.

The specific carbohydrate composition of Sweet-Mate® gives it a low glycaemic index of 40.6 (+/- 7.0) in comparison to other fruit sweeteners.







[ 3 ]

Long-term  
strategy

# [ 3.1 ] Business model

Ángel Camacho Alimentación began work on its strategic plan dubbed 'Plan 300' in 2013. This new strategy for 2014-2016 seeks to bring the whole company in line with common principles and objectives.

Key issues addressed include an update of ACA's strategy, mission and values.



## PLAN 300: STRATEGIC LINES

This new global framework defines eight strategic lines. Action plans have been developed for each of these lines with the necessary measurement indicators to achieve the objectives defined.



## Good practices: Manifesto

In order to present Plan 300 to all ACA staff, a Manifesto was prepared which outlines the business model in a simple, visual manner for use as a tool to raise awareness and publicise the plan internally.



## CORPORATE GOVERNANCE

The company is 100% family-owned and the shares are currently held by the third and fourth generation of the Camacho family. Its corporate governance systems apply the most stringent levels of transparency and correct business management.

In 2014, ACA changed its management structure. The Board of Directors was replaced by a Sole Director to maintain the company's sustainability in a successful and effective manner.

### Family protocol

The company has a family protocol to regulate its internal management and the relationships between the family, the company and its owners. This protocol ensures

continuity to subsequent generations of the family, regulating aspects such as the incorporation of family members in executive posts, training and motivation of descendants and the dividend policy.

### Significant corporate changes

In 2015, ACA acquired the totality of the shares of its American subsidiary Mario Camacho Foods after it purchased the other 50% of the shares owned by third parties. ACA also acquired all the shares of Laboratorios Sanor S.A. following its purchase of the remaining 20% of the shares. In addition, the company's Argentinian subsidiary has ceased its activities in accordance with the strategic plan and the redefinition of objectives.

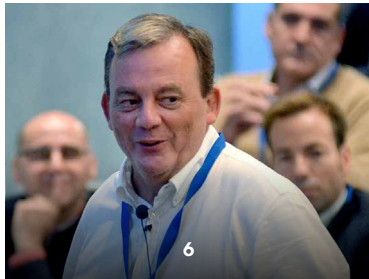


## MANAGEMENT COMMITTEE

The main role of the Management Committee is to carry the company into the future, supporting the achievement of its corporate objectives and ensuring its long-term continuity. It is chaired by the Executive Director, Ángel Camacho Perea.

### Main Functions

- To guarantee the viability of the business.
- To ensure compliance with the strategic plan.
- To develop talent and leadership.
- To define and enhance the corporate culture.
- To foster sustainability as an integral part of the business.



**1. Ángel Camacho Perea**  
Executive Director

**2. Ignacio José Martín Rodríguez**  
Finance Director

**3. Jaime Millán Verdugo**  
Operations Director

**4. Beatriz Camacho Cruz-Auñón**  
Subsidiary Company Director

**5. Juan Camacho Bilbao**  
Purchasing Director

**6. Jorge Mañas Avisbal**  
Sales Director

**7. Ignacio Martínez Escribano**  
IT Director

**8. Juan Carlos Sánchez Herrera**  
Marketing & Communication  
Director

## NEW ETHICAL CODE

The company values honesty, integrity and compliance with the highest ethical standards. In 2015, these principles were systematised following the drafting and implementation of an Ethical Code for all the staff. It includes the company strategy, mission and values and constitutes a key tool to ensure ethical and responsible behaviour by all staff when carrying out their daily activities.

### Compliance Committee

A Compliance Committee has also been constituted to ensure compliance with the Ethical Code. Its main role is to ensure that all company employees, including senior executives, act strictly in accordance with the principles and parameters established in the Ethical Code.

### Training

To ensure that all staff and associates fully understand the terms of the Ethical Code, an annual training plan has been developed to promote awareness of the different ethical principles and rules.

- In March 2015, the second Subsidiary Conference was held. This biennial event brings together all the senior executives of the company's subsidiaries to discuss strategic issues. This was the occasion chosen to present the draft Ethical Code. It was then subsequently adapted to the legislation and culture of the respective countries of each of the subsidiaries.
- In October 2015, the Ethical Code was formally presented before over 100 staff members during the 6th "Put Some Flavour in Your Life" Conference, an internal work meeting held at the San Telmo Institute in Seville.
- In November and December, 15 workshops were held on the same topic for all the company's employees at a national and international level.

## *Corporate Compliance*

**An informative session was also held to raise awareness among executives and area managers regarding the Corporate Compliance policy and prevention of illicit behaviour.**



The second Subsidiary Conference, March 2015

## [ 3.2 ] Commitment to sustainability

Ángel Camacho Alimentación focuses its sustainable development in three areas: economic actions with a long-term approach; social sustainability actions which add value to the local community; and environmental sustainability through effective and innovative management of resources.

Solid commercial capabilities, continuous improvements to products and the efficiency of processes and stable and mutually productive relationships with suppliers and customers together provide the basis for viable and balanced growth, with further support provided by the company's reinvestment policy.



In social terms, ACA is committed to local employment and contributes to the local community and its supply chain. In addition, through its main activity of table olive marketing it has taken a local product and granted it a global status by introducing it in a number of international markets.

The company is also committed to continuous improvement and innovation to control the environmental impact of its activity in the sectors in which it operates. Commitment to the environment and its protection are essential to ensure competitiveness and success. In particular, reduction of water consumption, recycling and optimum waste water management are top priorities due to the climate in Andalusia, which subjects the vegetation to hydric stress and constitutes one of the main environmental threats.

In general, ACA seeks to integrate sustainability as an integral part of all aspects of the business and the key to its continuity and future development.

### **INDUSTRIAL RESTRUCTURING**

In August 2015, ACA initiated a process of industrial restructuring and modernisation to further enhance its environmental and energy efficiency. The first phase constituted the construction of a new 6,000 m<sup>2</sup> warehouse, - with a capacity of up to 10,000 pallets.



## Recognition



### RECOGNITION BY THE CHAMBER OF COMMERCE OF SEVILLE

In 2014, the company was recognised by the Prince and Princess of Asturias as one of the companies that has contributed the most to promote Seville's image around the world. This award formed part of the campaign 'Thanking Seville's companies', organised over six months by the Chamber of Commerce.



### ANDALUSIA MANAGEMENT AWARD 2014 FOR CORPORATE SOCIAL RESPONSIBILITY

These awards recognise companies that have contributed with their efforts to improve Andalusian society and economy and which stand out due to their innovative approach, continuity of family-owned businesses and their capacity to develop even in times of crisis. This award recognised ACA's efforts in the area of social, environmental and occupational safety policies.

## PRINCIPLES GOVERNING COMPANY ACTIVITIES



Since early 2013 we have been a supporter of the United Nations Global Compact. The company complies with its terms and provides annual updates of its activities in the Progress Report.

The creation and implementation of the Supplier Guide in 2015 represented a further means of transmitting the principles of the Global Compact among the company's suppliers and a criterion for their selection.

# [ 3.3 ] Challenges and opportunities in the sector

In order to fully understand the company's activities, one needs to take into account the peculiar features of the food industry in which Ángel Camacho Alimentación operates and more specifically the table olive sector, which is of major importance to the company.

## THE FOOD INDUSTRY

This is the leading industrial sector in Spain, accounting for 90,168,000,000 euros in 2014, 20.5% of the net sales for Spanish industry as a whole, 4th in terms of turnover in Europe and 8th at a global level, according to the data of the Strategic Framework for the Food and Beverage Industry (FIAB and MAGRAMA, 2014) and the Industrial Business Survey (INE, 2015).

Exports in the food and beverage industry increased in 2014 by 5.9% to 24,018,000,000 euros, representing 10% of all Spanish exports.

This makes the Spanish food industry an important source of employment: it provides jobs for around 480,000 people and the unemployment rate in the sector is 21.1%, below the total average unemployment rate of the Spanish economy.

## THE TABLE OLIVE INDUSTRY

According to data published by ASEMESA (the Spanish Association of Table Olive Exporters and Manufacturers), production of table olives represented 22% of the national total for the Spanish agrifood sector in 2015, contributing GDP of around 1.2 billion euros.

The table olive industry is characterised by the complexity of the processes involved, the need to increase mechanisation and investment in R+D, strong competition from other producing countries and the challenge of ensuring sustainable management of resources. This context poses various key challenges:

- **Issues faced by traditional varieties:** The Manzanilla and Queen olive varieties are undergoing a complex situation due to their high production costs. ACA is working together with ASEMESA to facilitate mechanisation of harvesting tasks for these varieties.

- **Sector promotion:** It is necessary to increase sector visibility and promotion for Spain to maintain its leadership, through both private and public initiatives. - For various years the Interprofessional Table Olive Organisation (Interaceituna) has been promoting ambitious campaigns both in Spain and overseas to raise awareness and foster consumption of Spanish olives with the slogan "Olives from Spain". The aim is to consolidate our country's position as a world leader in this sector.



## Market leadership

- **Spain is the world's leading producer and exporter of table olives.**
- **In 2015, Spain produced 600,700 tonnes of olives, 22% of world production.**
- **Spain is the leader in all the main import markets, with Spanish olives being present in more than 160 countries.**

## Relevance of the sector

- **The table olive industry generates more than 8,000 direct jobs in Spain.**
- **It contributes a GDP of around 1.2 billion euros.**
- **Domestic consumption in 2015 totalled 180,000 tonnes, a 4% increase with respect to the previous year.**

• **Mechanised harvesting:** Mechanisation of olive harvesting is a crucial factor to ensure the sector's competitiveness. Achieving this requires public support for mechanised harvesting. Interaceituna is currently promoting projects in this area of major interest to the industry, working closely with Asemesa and Ángel Camacho Alimentación.

• **Environmental issues:** One of the major challenges for the table olive industry is the development of a joint environmental plan, as has already been proposed by the sector itself.

## MEMBERSHIP OF ASSOCIATIONS



**ASEMESA:** Spanish Association of Table Olive Producers and Exporters. Carlos Camacho, Strategy Director at ACA, is currently the Chairman of this entity.



**FIAB:** Spanish Food and Drink Industry Federation. Carlos Camacho is a member of the Board of Directors.



**ASOLIVA:** Spanish Olive Oil & Pomace Olive Oil Exporters Association



**FENAVAL:** National Federation of Processed Food Associations



**AECOC:** Association of Manufacturers and Distributors



**APD:** Association for Management Progress



**AETI:** Spanish Association of Teas and Infusions



**LANDALUZ:** Andalusian Food Industry Association



**CEA:** Andalusian Business Confederation



**SEVILLE CHAMBER OF COMMERCE**



**CES:** Seville Business Confederation



**ASEOGRA:** Seville Olive and Fat Business Association



ASOCIACIÓN  
DE EMPRESARIOS  
DE MORÓN

**AEMORON:**  
Moron Business  
Association



# [ 3.4 ] Highlights 2014 and 2015



## Business model

### NEW STRATEGY: *PLAN 300*

The 2014-2016 strategic plan defines the key strategic lines for Ángel Camacho Alimentación's business activity, along with the company's main values: Commitment, Excellence, Simplicity, Teamwork and Integrity.



## Customers and consumers

### NEW PRODUCTS

After listening to consumers, innovative new products were launched in the period from 2014 to 2015. These include the new range of La Vieja Fabrica Creamy preserves, La Vieja Fabrica hazelnut creams and the natural sweetener Sweet-Mate® by Susaron.



## Our people

### FIRST SURVEY OF THE WORK ENVIRONMENT

A survey of the work environment was carried out for the first time in 2014. The results have enabled definition of improvement plans and strengthening of the aspects that are valued most highly.

### LAUNCH OF PHASE 2 OF THE TALENT MAP

The second phase of this project which seeks to develop the skills of each of the professionals working for our company was started up in late 2014.

### CERTIFICATION OF OCCUPATIONAL HEALTH AND SAFETY SYSTEM

Ángel Camacho Alimentación has been granted certification under OHSAS 18001: 2007 on Occupational Health and Safety, making it a leader in this area within the sector.



## Corporate governance

### ETHICAL CODE

The Ethical Code was implemented across the company in 2015. All the staff received training and a Compliance Committee was established as a control mechanism.



## Environment

### **MAXIMUM SCORE IN THE CARBON DISCLOSURE PROJECT (CDP) BY WALMART**

ACA, through its subsidiary Mario Camacho Foods, obtained the maximum score as a supplier of Walmart under its project to measure the sustainability of its supply chain.

### **CERTIFICATION OF THE ENERGY MANAGEMENT SYSTEM**

In 2015, the company obtained certification under ISO 50001:2011 of its Energy Management System with the aim of carrying out continuous improvements to the same.

### **A LEADER FOR WATER AND CARBON FOOTPRINT MEASUREMENT**

Ángel Camacho Alimentación is a world leader and the first company in the world to calculate and verify the water footprint of packaged olives and the carbon footprint of its olives and preserves.



## Suppliers

### **PUBLICATION OF THE SUPPLIER GUIDE**

The company published this Guide in 2015 to define the minimum requirements that must be met by all suppliers to ensure the sustainability of the supply chain.



## Community

### **ASSISTANCE FOR MORE THAN 200,000 FAMILIES**

Working together with the Food Bank Foundation of Seville, ACA donated around 208,000 kg of food to some 200,000 Andalusian families in the period from 2014 to 2015.

### **SPONSORSHIP OF SPORTS ACTIVITIES**

The company embraces sport and the values it represents such as constant improvement, teamwork and effort through its sponsorship of the local basketball team in Morón de la Frontera (Seville) and the "Vuelta a España" Cycling Race.



**SUSARON**  
Infusiones y Tisanas

ANGEL C  
La S...



[ 4 ]

Commitments  
providing  
added value



# [ 4.1 ] Customers and consumers: innovation and diversification

Ángel Camacho Alimentación works with more than 2,000 customers located in the more than 90 countries where its products are marketed. As a consequence of this international, export-oriented focus, the company's customer profile is very diverse, ranging from small local stores to major world operators such as Walmart, Tesco and Carrefour.

Customers all around the world have increasing interest and expectations regarding environmental aspects. Accordingly, over the last two years the company has increased its efforts to raise awareness of its sustainable management actions.

The company's first Sustainability Report in 2013 represented a milestone for publication of relevant information regarding sustainability actions at ACA. This current report, which is published every two years, is part of the company's ongoing efforts to achieve this objective.



## THE RELEVANCE OF LABELLING

All the labelling used complies with the legislation of the countries to which the products are exported or where they are marketed. Similarly, sample labels are sent to each customer before use so that they may be reviewed and approved and if necessary they are submitted to the local authorities.

During 2014 and 2015, the company revised and updated all of the labelling for its different brands in the European Union as a consequence of the entry into force of the new Regulation (EU) N° 1169/2011.

## Management of Food Quality and Safety

**The company has a very demanding Food Quality and Safety Management System that provides total guarantees for our customers and consumers. The system is based on the following guidelines :**

- **Satisfaction of all the express and implied requirements of our products relating to quality, legal and safety norms and third-party audits required by customers.**
- **Permanent, ongoing identification of all the processes necessary to improve the execution of our different activities.**
- **Establishment of food quality and safety management objectives, aimed at achieving the company's strategic goals in a dynamic and effective manner.**
- **Involvement and inclusion of all staff in the continuous improvement process for the Food Quality and Safety Management System implemented.**
- **Availability of the necessary resources to achieve the objectives set.**

## CERTIFICATIONS OF EXCELLENCE

Ángel Camacho Alimentación has been granted the most demanding and prestigious certifications at a national level to certify the quality control system guaranteeing its food safety.

The company has certification from ISO, IQ Net, BRC and IFS of its quality control systems and products and it ensures compliance at all times with the requirements of the above standards. This represents peace of mind for customers of the company.



The environment is also an aspect of major importance to the company. ACA adopts all the necessary measures to ensure that the processes involved in its activities respect the environment.

The section “The environment: sustainable management of resources” in this report provides an exhaustive summary of the environmental management system and the certifications obtained for the preparation and packaging of all the company’s products.

## SATISFACTION AND LISTENING TO CUSTOMERS

In order to gauge the satisfaction of its customers, ACA carries out periodic online surveys regarding basic aspects of the business model:

- **Communication:** ease of communication, resolution of general enquiries, resolution of claims.
- **Products:** range, quality, packaging, labelling, wrapping.
- **Service:** compliance with delivery times, quality of loading and transport, customer service.
- **Documentation:** compliance with the terms of delivery, clarity and conformity.

**ANGEL CAMACHO**  
ALIMENTACION

**Su OPINIÓN cuenta ...  
participe y ayúdenos a  
Poner sabor a su vida**

**Your OPINION counts ...  
participate and help us to  
Add flavour to your life**

**ENCUESTA SATISFACCIÓN CLIENTES**  
Nuestro objetivo es proporcionarle la experiencia de cliente más positiva posible. Si no está satisfecho con nuestro actual servicio en cualquiera de sus aspectos, estaríamos encantados de realizar los ajustes apropiados. Por favor, tome un momento para completar nuestro breve cuestionario y evalúe su nivel de satisfacción con las áreas clave de nuestro servicio al cliente. Si necesita asistencia adicional, por favor póngase en contacto con [info@acamacho.com](mailto:info@acamacho.com).

**CUSTOMER SATISFACTION SURVEY**  
Our goal is to deliver the most positive customer experience possible. If you are dissatisfied with our current performance in any way, we would be happy to take the appropriate adjustments. Please take a moment to complete our brief questionnaire and rate your satisfaction level with the key areas of our customer service. If you need any additional assistance, please contact [info@acamacho.com](mailto:info@acamacho.com).

**Para empezar, haga clic aquí  
To get started just click on the link**  
<https://goo.gl/XTbLHd>

o copiar el enlace y pegarlo en su navegador de Internet / or copy and paste the link in your internet browse.

**Gracias por tomarse el tiempo para compartir sus comentarios.  
Thanks for taking the time to share your input.**

**Fragata LA VIEJA FÁBRICA SUSARÓN Stovit MARIO**

Customers rate each of these areas on a scale of one (disappointed) to 5 (very satisfied).

In 2015 the evaluation of the different aspects analysed was very positive, with an average of 4.2 out of 5. This result confirms the continuation of the upward trend in recent years in this area.

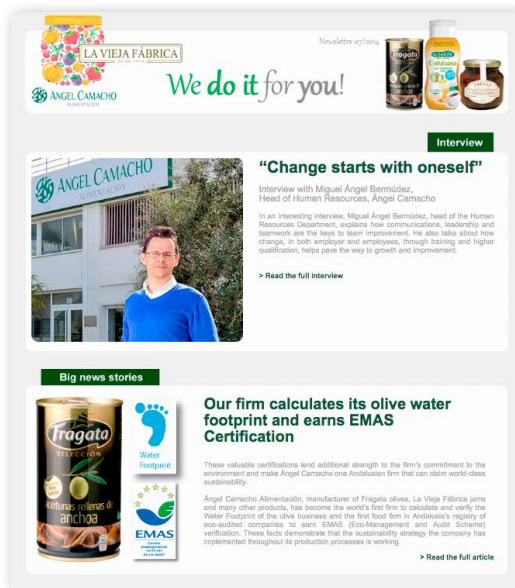
## SERVICE AND DIFFERENTIAL TREATMENT

ACA considers customer service and loyalty and responses to queries and claims to be vital. The company has a claim management protocol which establishes responsibilities, systems and criteria to address and control claims and the return of products sold, along with disagreements due to the actions of suppliers.

As part of its continuous improvement strategy, the company has also implemented a Customer Service training plan for employees. This training consisted of a series of courses regarding tools and skills to achieve greater customer satisfaction.



## Keeping in touch



Every three months, the company publishes a newsletter for all its customers, suppliers and employees with all the company's latest news, promotions and launches. The ACA website and social networks are also used to publish company news, joint projects and activities.

Periodic meetings and visits are held with customers to offer presentations of the business and its products and facilities, providing an opportunity to analyse their needs and suggestions.

## INTEGRATING CONSUMERS IN PROCESSES

In order to meet the new needs of modern-day consumers and exceed their expectations, ACA is continuously innovating to offer healthier products for diabetics, with no gluten or with lower fat, salt and sugar content, among others.

The company is constantly working to incorporate these requirements, tastes and trends in the production and innovation process via qualitative and quantitative research, tastings, surveys and monitoring of procedures.

Ángel Camacho Alimentación works with academic partners to perform monthly sensory analysis so that it is the consumers themselves who validate new launches, innovations and improvements to current products.

Based on the suggestions made, the company defines launches of new products and modifications or improvements to existing ones. ACA is working daily through its different brands so that consumers can appreciate the constant improvements being made.



## NEW PRODUCTS IN 2014 AND 2015

After listening to consumers, ACA decided to launch two new product ranges under the La Vieja Fabrica brand during 2014-2015 in a bid to meet the needs and demands identified.

One of these was the first range of 'creamy' preserves to be released on the market. Its special texture without chunks of fruit or seeds was developed in accordance with the tastes of 36% of the public surveyed.

A new hazelnut spread was also released in three varieties following positive responses to the tests carried out.

## [ 4.2 ] Our people: protection and professional development

Protecting employees and their professional development is one of the key objectives of human resource management at Ángel Camacho Alimentación. By fostering training, work-life balance and a culture of risk prevention, the company helps to protect the welfare and increase the satisfaction of those who form part of the company.



Assistants to the 6th "Adding flavour to your life" conference, October 2015

### Highlights 2014

- First Survey of the Work Environment.
- Leadership and Communication development project for the management team.
- Teleworking project pilot test.
- Start-up of the Staff Portal.
- 60% increase in training investment
- Release of the campaign "Know your Risks"

### Highlights 2015

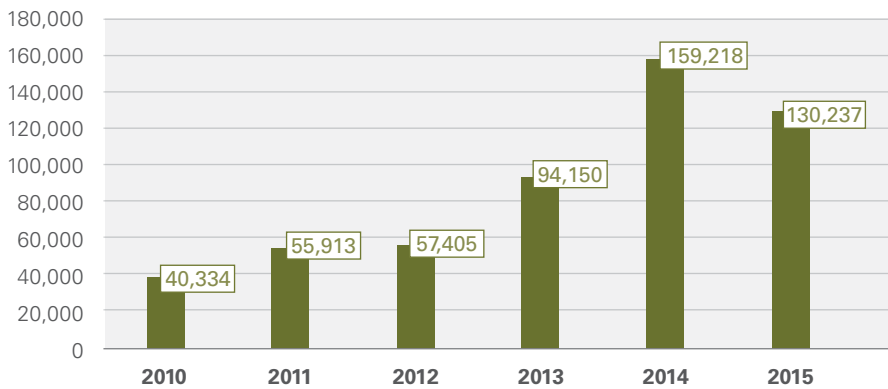
- Certification under OHSAS 18001: Occupational Health and Safety Management System.
- Preventive leadership skills training.
- Leadership and Communication development project for middle management.
- Launch of phase 2 of the Talent Map.
- Drafting, approval and training regarding the Ethical Code.
- Publication of the results of the first Survey of the Work Environment and action plan.

## STAFF COMPOSITION

Within the Group, the staff of Ángel Camacho Alimentación is the most numerous. Most workers have a permanent seasonal contract due to the seasonal nature of the company's activity.

| GRUPO ÁNGEL CAMACHO WORKFORCE |            |            |            |            |            |            |
|-------------------------------|------------|------------|------------|------------|------------|------------|
| Headquarters / subsidiary     | 2014       |            |            | 2015       |            |            |
|                               | Women      | Men        | Total      | Women      | Men        | Total      |
| Ángel Camacho Alimentación    | 193        | 318        | 511        | 188        | 335        | 523        |
| Grupo Ángel Camacho           | 26         | 35         | 61         | 31         | 34         | 65         |
| A. Camacho UK                 | 2          | 3          | 5          | 3          | 2          | 5          |
| Laboratorios Sanor            | 20         | 5          | 25         | 16         | 5          | 21         |
| Mario Camacho Foods           | 13         | 16         | 29         | 12         | 13         | 25         |
| Stovit Group                  | 94         | 49         | 143        | 82         | 53         | 135        |
| Agricultural companies        | 4          | 16         | 20         | 4          | 17         | 21         |
| <b>TOTAL</b>                  | <b>352</b> | <b>442</b> | <b>794</b> | <b>336</b> | <b>459</b> | <b>795</b> |

## INVESTMENT IN TRAINING



## SUPPORT FOR TRAINING

At Ángel Camacho Alimentación learning and know-how are of vital importance. Over the last two years, the company has increased its investment in training. The investment made in 2014 and 2015 exceeded the total for the four preceding years.

**23.27**

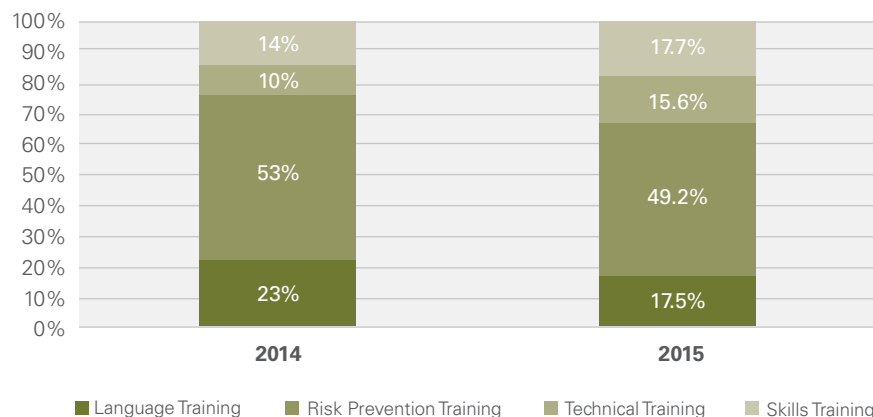
Hours of training per employee in 2014

**17.54**

Hours of training per employee in 2015

Technical, language and risk prevention training are all of crucial importance. Over the last two years, there has been an increase in skills training to improve the leadership and communication skills of the upper and middle management team.

## TYPES OF TRAINING





## ACA LEADERSHIP AND COMMUNICATION TRAINING FOR MIDDLE MANAGEMENT

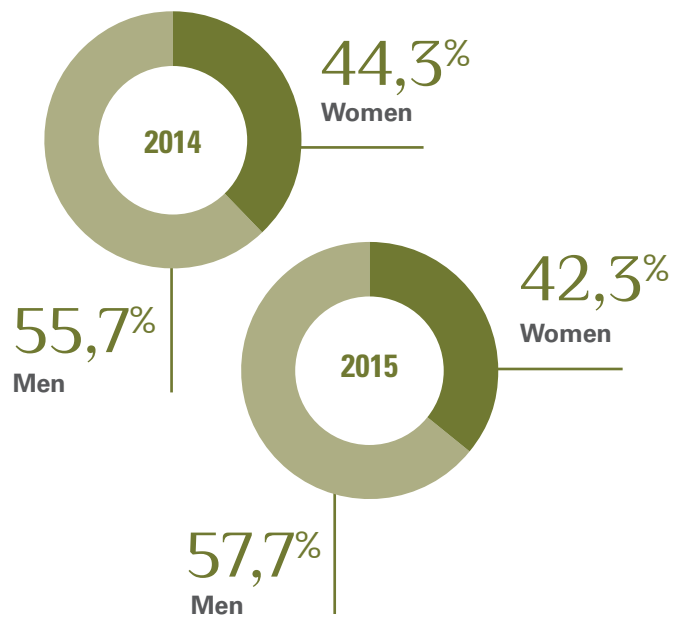
In 2015, the employees also received training regarding the new Ethical Code and Lean Manufacturing for its implementation in production processes. Both these projects were presented applying a very practical methodology involving coaching and role-play to improve understanding and make the content more attractive.



## WORK-LIFE BALANCE AND DIVERSITY

The company promotes equality and diversity in its workforce. Its employment policy and its approach to human resources are based around the principle of non-discrimination.

## PROPORTION OF MEN AND WOMEN IN THE WORKFORCE



The latest analysis of the company's staff indicates that there is a balanced presence of men and women, especially if we take into account that the majority of these activities have traditionally been carried out by men. The Human Resources Department is continuously working to incorporate women in the production area.

## Good practices: Teleworking project

**In September 2014, ACA began a 1-year teleworking pilot programme in the commercial area. After its conclusion, both the teleworkers and their superiors rated the experience very positively. The main advantages highlighted were the time saved travelling to work, better concentration due to the lack of interruptions and an improved balance between the professional and personal lives of the workers.**

## RISK PREVENTION CULTURE

Ángel Camacho Alimentación is firmly committed to occupational health and safety. For more than 10 years it has been implementing important preventive actions to continuously improve working conditions and reduce accidents.



### Risk prevention milestones

- **“Know your Risks” campaign** 2014
- **Adaptation of machinery in accordance with Royal Decree 1215/1997**

2015

- **OHSAS 18001 Certification**
- **Emergency plan, training of emergency teams**
- **Training in preventive leadership for middle management**
- **Evaluation of psychosocial risks**
- **Evaluation of machinery risks**

### Accidents

ACA had an accident index of 4.46 points in 2015, higher than the previous year (3.47 points) but lower than the average for the sector of 5.9 points. There were 23 accidents requiring sick leave in 2015, compared to 18 in 2014. Meanwhile, there were 70 incidents that did not require sick leave in 2015, compared to 84 in 2014.

## CUSTOMER SATISFACTION

In December 2014, a Survey of the Work Environment was carried out for the first time in order to evaluate the opinion of the company’s staff. There was a very high participation rate with more than 80% of the employees taking part, reflecting the high degree of worker commitment.

After analysing the results of the survey in 2015, an action plan has been set in motion to work on the aspects where a need for improvement has been identified, such as communication, leadership and motivation.

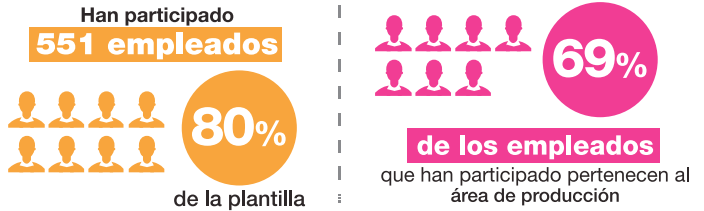
The plan was started up via work groups in order to involve the workers and make them participants in the drafting and application of the changes introduced.

### Improvement actions in 2015:

- Programme focusing on development of Leadership and Communication skills for department heads.
- Delivery of new products to all of the employees in the production area.
- Participation at sports events and draws giving away tickets to the “Vuelta a España” cycling race, games of the Fragata Olives Morón Basketball team and various concerts in the Maestranza Theatre in Seville.
- Organisation through the company of the Christmas lottery (a measure requested by the employees).
- Promotion teamwork: Participation by the employees in The Mud Day, a team-based obstacle race the aim of which is to test the limits of the participants and exceed them.

# Resultados encuesta de CLIMA LABORAL

Realizada en diciembre de 2014



## Índice de satisfacción



## Conclusión

Lo más satisfactorio:  
La Compañía y el Trabajo

**+80%**

Lo más insatisfactorio:  
La Motivación

**57%**

(considera que no se están haciendo los esfuerzos necesarios en motivación)

La empresa ha analizado en profundidad los resultados y ya está trabajando en mejorarlos. Si alguien quiere más información sobre esta encuesta puede solicitarlo al departamento de Recursos Humanos. Agradecemos vuestra participación.

**ANGEL CAMACHO**  
Lo hacemos por ti

**60%**

of employees satisfied

**85%**

positive evaluation of Health and Safety

**82%**

feel proud to work for the company

**80%**

participation

**69%**

of the participants were employees from the production area



## TALENT MAP

Recognising the importance of its human resources and their contribution to the company's development, ACA has started up a Talent Map. The objective of this measure is to provide updated information regarding the functions and roles of the company's employees, as well as helping people to learn a little more about their colleagues, their professional profile, their interests and their motivations in order to identify training and development needs.

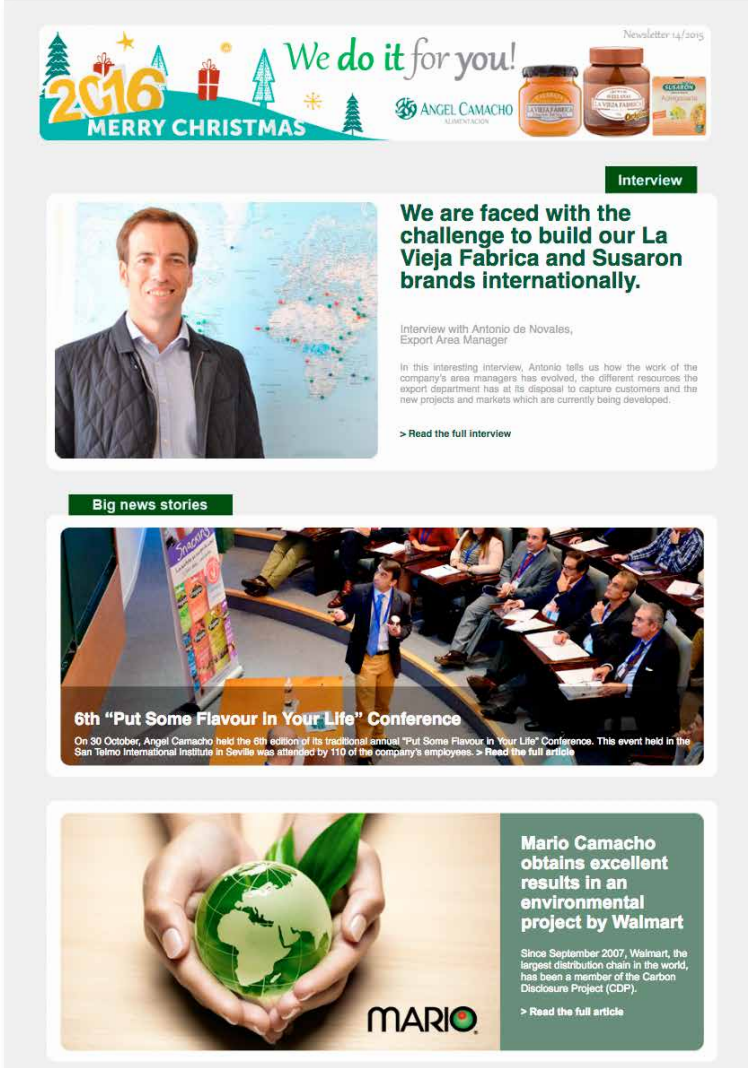
In 2015, the focus has been on individual development through personalised action plans supervised by superiors who provide guidance and assistance. The ultimate aim upon completion of this project is to implement a task management system.

## INTERNAL COMMUNICATION

In 2014 and 2015, the company increased the frequency of its internal newsletter, which outlines the company's main new developments. This newsletter is sent by e-mail and is also published in printed form for delivery to workers at the different manufacturing sites. It is also available on the noticeboards of the company's facilities.

### New Intranet

Since 2014, ACA has a new intranet for internal communication which allows sharing of useful information and access to content such as policies, procedures, news and photographs.



The screenshot shows a newsletter page with a festive Christmas header. The header includes the text "2016 MERRY CHRISTMAS" and "We do it for you!". Below the header, there are three product images: "ANGEL CAMACHO" jam, "ANGEL CAMACHO" honey, and "ANGEL CAMACHO" almond butter. The main content area features an "Interview" section with a photo of Antonio de Novales, Export Area Manager, and a headline: "We are faced with the challenge to build our La Vieja Fabrica and Susaron brands internationally." Below this is a "Big news stories" section with a photo of a conference and a headline: "6th 'Put Some Flavour In Your Life' Conference". The final section is titled "Mario Camacho obtains excellent results in an environmental project by Walmart" and features a photo of hands holding a globe.

Newsletter 14/2015

**2016 MERRY CHRISTMAS** We do it for you!

ANGEL CAMACHO

**Interview**

**We are faced with the challenge to build our La Vieja Fabrica and Susaron brands internationally.**

Interview with Antonio de Novales, Export Area Manager

In this interesting interview, Antonio tells us how the work of the company's area managers has evolved, the different resources the export department has at its disposal to capture customers and the new projects and markets which are currently being developed.

> Read the full interview

**Big news stories**

**6th "Put Some Flavour In Your Life" Conference**

On 30 October, Angel Camacho held the 6th edition of its traditional annual "Put Some Flavour In Your Life" Conference. This event held in the San Telmo International Institute in Seville was attended by 110 of the company's employees. > Read the full article

**Mario Camacho obtains excellent results in an environmental project by Walmart**

Since September 2007, Walmart, the largest distribution chain in the world, has been a member of the Carbon Disclosure Project (CDP).

> Read the full article

MARIO

## [ 4.3 ] The environment: sustainable management of resources



Ángel Camacho Alimentación is strongly committed to the environment. For decades now, controlling the environmental impact of its activity has been a priority for the company. The company carries out continuous improvement of its natural resource management with the aid of new technologies and performs systematic monitoring with external verification and certification.

The following is a summary of the global strategy and main results in this area. For further information please refer to the annual Environmental Report, which specifically sets out the results of the company's sustainable management actions.

### **Environmental and Energy Policy**

The principles of sustainable management are included in the company's Environmental and Energy Policy. This policy is promoted by Management and is assumed by the entire organisation, along with suppliers and service providers. In order to ensure compliance, the objectives, programmes and measures implemented are periodically reviewed.



## Environmental and Energy Policy Declaration

The Management of Grupo Ángel Camacho, a company which produces and distributes an extensive range of products, including table olives, olive oils, preserves and herbal teas, is fully committed to continuous improvement of the environment and energy use and is convinced that Environmental and Energy Management Systems are the best tool to achieve this goal, basing its Environmental and Energy Policy on the following guidelines:

- All company employees are responsible for the proper environmental management of the activities and processes in which they participate.
- Continuous updating of training to ensure that staff members understand the environmental importance of their operations and the consequences of deficient actions.
- Promotion of efficient use of water, electricity and fuel.
- Commitment to compliance with environmental and energy regulations, as well as other environmental and energy

commitments assumed with clients, suppliers, associations, etc.

- Commitment to compliance with environmental and energy requirements when purchasing products and services and for the design of new facilities.
- Definition and implementation of operational control guidelines, both for our own employees and personnel of sub-contractors whose activity can have significant environmental impact.
- Continuous improvement via maintenance of effective Environmental and Energy Management Systems.
- Commitment to diffusion of our Environmental and Energy Policy at all levels.

The Management and all the organisation's employees assume a commitment to incorporate this philosophy of respect for the environment in their work activities, continually seeking to improve effectiveness and efficiency within the company while minimising environmental and energy impacts.



## MANAGEMENT SYSTEM

In order to ensure the efficiency of the company's processes and operations, an Environmental Management System was established in 2005 in accordance with the ISO 14:001:2004 standard, along with an Energy Management System certified in 2015 in accordance with ISO 50:001:2011.

The company has also created an Energy Efficiency Committee. This multidisciplinary group is responsible for monitoring the Energy Management System. Its role is to identify and evaluate projects, justify investment and estimated savings, verify correct implementation of measures and monitor achievements.

### Key indicators

The evaluation of ACAs environmental achievements takes into account the following aspects:



Our evaluations have determined that the only significant environmental impacts are the consumption of resources such as water, electricity and solid fuels, along with effluent generation and production of a small amount of hazardous waste. The use of biomass as the main fuel is one aspect with a positive environment impact.

The data displayed is relative depending on the production over the last five years and indicates a significant improvement in the efficiency of production processes.

## ENVIRONMENTAL INDICATORS

### Carbon Footprint 2010-2015

#### ACTIONS

One of the most important projects was the replacement of the diesel boilers with biomass boilers. The biomass used is mainly produced in the company facilities using the stones of the olives themselves. The efficiency improvements of the biomass boiler generate important savings in the consumption of olive pulp per tonne of packaged product. The actions aimed at reducing electricity consumption have also led to an important reduction in the footprint.



## MANAGEMENT SYSTEMS

More and more committed to continuous improvement and differentiating ourselves from the competition

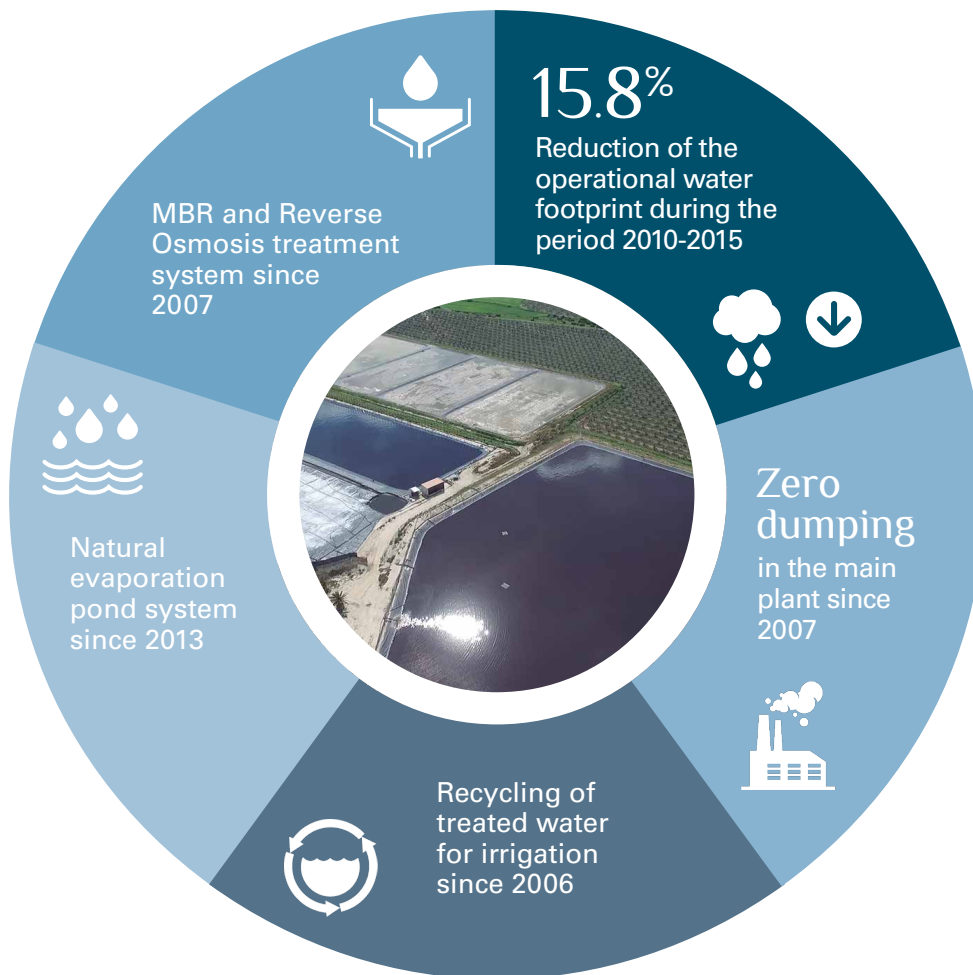




## ACTIONS

The company's water filtering and recycling system allows water management at the source, avoiding mixtures that complicate its classification and final management and thereby reducing the water footprint. The reduction of water consumption in production processes has also led to a reduction in the operational water footprint.

## Water Footprint 2010-2015



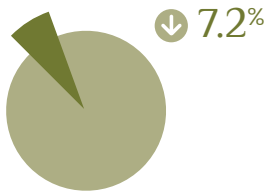
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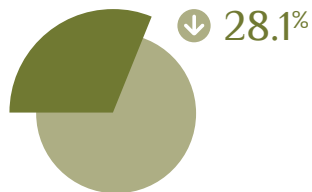


## OTHER MAIN INDICATORS

### PRODUCTS

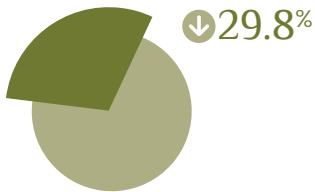


Decrease in salt consumption  
(% per tonne of packaged product).

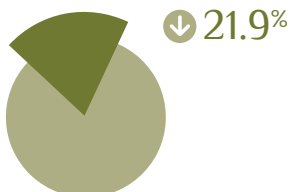


Decrease in caustic soda (sodium hydroxide)  
(% per tonne of packaged product).

### WASTE AND DISCHARGES/EFFLUENT



Reduction in the production of non-hazardous waste  
(% per tonne of packaged product).



Reduction in the generation of hazardous waste (% per tonne of packaged product).

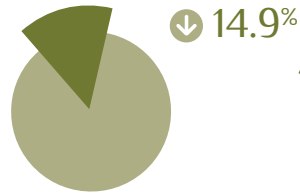


Decrease in effluent  
(% per tonne of packaged product).

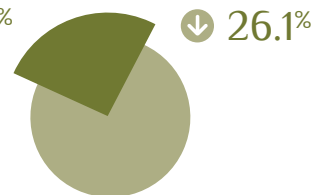


Recycling of organic waste for preparation of biodiesel and biogas.

## PACKAGING AND WRAPPING



Decrease in packaging consumption  
(% per tonne of packaged product).



Decrease in wrapping material (% per tonne of packaged product).

## Good practices



**Publication of the Guide to Good Environmental and Energy Practices in 2015. The purpose of this document intended for employees and partners is to promote continuous improvement and respect for the environment.**

## CERTIFICATIONS OBTAINED



### EMAS – Eco-Management and Audit Scheme

This is a voluntary EU standard with major international prestige. It recognises organisations that have implemented an EMS (Environmental Management System) and have assumed a commitment to continuous improvement, with verification via independent audits.

ACA is also the first food company to be included in the Andalusian Register of Eco-audits, in compliance with the requirements of Regulation (EC) No. 1221/2009.



### The Water Footprint Network – Water footprint

Ángel Camacho Alimentación is a world leader and the first company in the world to calculate and verify the water footprint of its packaged olives. The methodology applied is in accordance with The Water Footprint Network 2011.



### Carbon footprint

ACA has also become a world leader for calculation and verification of the carbon footprint of olives and preserves, following the methodology established by PAS 2050:2011 guidelines and the Greenhouse Gas Protocol.



### ISO 50001 – Energy Management System

Obtained in 2014, this international standard certifies systematic monitoring and control of energy management and a commitment to continuous improvement in this area.



### ISO 14001 – Environmental management system

In 2005, ACA was the first company in the industry to obtain certification of its environmental management system in accordance with the requirements of this international standard.



### Andalusian Autonomous Government-Environmental Quality Seal

In 2014 we were the first company in the sector to have the honour of receiving this award granted by the Ministry of the Environment of the Andalusian Autonomous Government.

## IMPORTANT PROJECTS WITH MAJOR CUSTOMERS

### Maximum score in the CDP by Walmart

The company's North American subsidiary, Mario Camacho Foods, participated as a supplier, together with ACA's Environmental Department, in the evaluation project by the US supermarket chain Walmart under the Carbon Disclosure Project (CDP). This study consisted of an analysis of the different ratios of each of the suppliers that make up the supply chain. Mario Camacho Foods obtained level A, a category only reached by 1.8% of the participating suppliers, as well as receiving maximum scores for the rest of the indicators and doubling the average for the rest of the participating suppliers.

| Category   | Score achieved | Average rest of suppliers |
|--|----------------|---------------------------|
| <b>Global</b>  | <b>Level A</b> |                           |
| Evaluation of the quality and thoroughness of the responses given by companies | 99 out of 100  | 60                        |
| Strategy, risks and opportunities  | 98 out of 100  | 52                        |
| Emission management  | 100 out of 100 | 55                        |

### Target 2020 in the Carbon Capture Tool by Tesco

ACA is collaborating with this UK supermarket chain in a significant project to achieve a 30% reduction in the carbon emissions of its products by 2020.

## PARTICIPATION IN EXTERNAL INITIATIVES

### Endorsement of the Water Mandate in 2015

In 2015, the company endorsed this unique initiative launched to assist companies with the development, implementation and diffusion of water sustainability policies and good practices.



### The CEO Water Mandate

### Collaboration for sustainability of the sector

The Ministry of Agriculture, Food and the Environment (MAGRAMA) selected ACA to participate in a working group together with other Spanish food and drink companies with the aim of testing the new e-SIAB tool for evaluation of the sustainability of the agrifood industry. The aim of this system is to assist companies with analysis of their sustainability strategy, detect areas for improvement, control their evolution and carry out comparative studies across the sector.

### Participation in European Commission project

The company participated as an expert in the study by the European Commission 'The water-energy-food nexus: foresight for research and innovation in the context of climate change.' The objective of this analysis is to offer recommendations for the Horizon 2020 Project research and innovation programme of the European Union.

### 8th National Congress of Environmental Impact Assessment

ACA participated at the CONEIA Congress held in Madrid. Pedro Cruces Camacho, Environmental and Engineering Manager, presented the company's achievements in the field of environmental protection, with special emphasis on analysis of the carbon footprint and the preparation of the sustainability reports.



# [ 4.4 ] Suppliers: responsible supply chain

Due to its global dimension, Ángel Camacho Alimentación is present in multiple countries via the products it markets and the relationships it has with different suppliers that make up the company's value chain.

In 2014 and 2015 the total number of suppliers increased to 284, half of which supplied raw materials. In the area of table olives, 25% of these were cooperatives. The rest included packaging and wrapping materials and other services such as transport, couriers, labelling, consultancy, cleaning, laundry, etc.

## SUPPLIER GUIDE

In order to regulate this range of suppliers, in 2015 the company prepared a Supplier Guide. This obligatory guide establishes the minimum requirements for all partners who wish to work with ACA.

**The Supplier Guide lays down indispensable requirements that all ACA suppliers must meet.**

The ultimate aim of this document is to foster application of the company's long-term strategy by suppliers, who are considered to be a fundamental link in the production chain.

By accepting the guidelines and principles of the guide, suppliers agree to comply with the legislation of the country where the raw materials are acquired. In addition, it establishes a relationship based on principles of integrity, equity, ethical conduct and mutual confidence. The guide also sets out the different certifications and audits that suppliers must undergo.

Compliance with this framework results in greater market competitiveness and guarantees respect for basic principles such as sustainability, quality, food safety and environmental protection.

## What do we expect from our suppliers?

### LONG-TERM STRATEGY

**Suppliers are a link in the production chain. Short-term relationships never go anywhere; we require long-lasting relationships.**

### QUALITY AND RELIABILITY

**Suppliers who are unable to offer guaranteed quality will not be accepted and the level of service must be reliable in terms of delivery dates and amounts.**

### FLEXIBILITY AND CAPABILITIES

**All suppliers must be capable of adapting to variations in demand, have the necessary capacity, be equipped with sufficient stock and have a solid financial situation.**

### COMPETITIVENESS

**Very good prices, or more accurately, good total costs.**

### CAPACITY TO INNOVATE AND INVEST

**To launch new products on the market and research and develop new solutions.**

### CAPACITY TO PROPOSE COST REDUCTIONS

**Constant exploration of the market and the value chain in order to eliminate inefficiencies and achieve savings.**

## INITIATIVES TO PROMOTE SUSTAINABILITY AMONG SUPPLIERS

ACA promotes various initiatives with its suppliers, mainly linked to environmental responsibility.



## Good practices: packaging of La Vieja Fabrica preserves

**In 2015 the company implemented a project to reduce the environmental impact of the packaging used for its La Vieja Fabrica preserves, resulting in important savings of plastic and paper use and a reduction in energy consumption in the plant.**

### RESULTS

#### MEASURE

Reduction of the tray thickness.

26.3% reduction in the weight of shrink-wrap

Substitution of disposable cardboard separators with reusable plastic separators.

Recycling of the plastic wrapping used for transport and protection of the elements used in the plant.

#### SAVING

- The number of pallet movements has been reduced by half, whether for internal or external transport.
- 13.5% reduction in tray weight.

- Annual saving of 7 tonnes of plastic.
- Reduced energy consumption in the preserves plant.

- Savings of 90 tonnes of paper per year.

- Plastic is not thrown away: it is recycled by the company's waste manager to manufacture new packaging material.
- Recycling of approximately 39.5 tonnes of plastic.

# [ 4.5 ] Community: supporting local development

ACA contributes to the local community through different initiatives to support the development of the local environment.

## Main impacts and contributions

### GENERATION OF EMPLOYMENT



Commitment to local employment.

### LOCAL PROCUREMENT



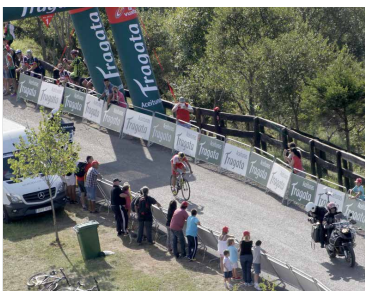
Policy of procurement (raw materials, packaging, labelling) in the local area.

### SOCIAL INVESTMENT



Donations of food to various local and provincial organisations.

### SPORTS SPONSORSHIP



Support for the local basketball team in Morón de la Frontera (Seville) and the "Vuelta a España" cycle race.

### ACADEMIC AGREEMENTS



Collaboration with the University of Seville and - San Telmo International Institute in Seville.

## LOCAL EMPLOYMENT

Andalusia and particularly the province of Seville where ACA is located is the main zone for production of table olives, the company's original and main product. ACA has maintained its headquarters and production facilities in this zone, reflecting its commitment to local development at all levels. The company generates employment, a fundamental aspect to ensure the sustainability of the local environment which maintains the dynamic nature of the local economy and assures the welfare and quality of life of the locals, as well as providing professional development through on-the-job training.

## PROCUREMENT

The majority of purchases of raw materials and other products (packaging, labelling, etc.) are made locally, with priority being given to Seville province in order to contribute to the local economy and its development.

## SOCIAL INVESTMENT

For 20 years now, ACA has been collaborating with the Seville Food Bank Foundation and other local entities in Morón de la Frontera which periodically receive deliveries of large amounts of food. During 2014 and 2015, the company donated approximately 208 tonnes (300,000 units) of food to around 200,000 families in the zone. In 2014 the Foundation awarded ACA a prize in recognition of its support over the years.



200,000

beneficiary families  
in the local area



### Other initiatives:

#### CAMPAIGN TO COMBAT FOOD WASTE

ACA participated in the initiative "La alimentación no tiene desperdicio, aprovéchala" to combat food waste coordinated by the Spanish Association of Manufacturers and Distributors (AECOC) and which has been endorsed by more than 250 companies. Its aim is to reduce food waste in the different stages of the value chain.



#### "ANDALUCES COMPARTIENDO" (ANDALUSIANS SHARING)

This is an initiative promoted by the Cajasol Foundation and the Andalusian Food Industry Association (Landaluz). It currently involves 27 major companies and brands providing products for persons in need.





## SPORTS SPONSORSHIP

Sport requires constant improvement, teamwork, commitment and effort, values which ACA seeks to promote and which form part of its daily work activities.

Accordingly, the company is proud to sponsor the following sports initiatives:



### MORÓN DE LA FRONTERA BASKETBALL TEAM .

Fragata has been the official sponsor of the local basketball team since 2014. This town is the site of the company headquarters and various of its plants and accordingly it is the place of residence of the majority of the employees, as well as being the home town of the Camacho family.



### “VUELTA A ESPAÑA” CYCLING RACE .

Fragata is also an official sponsor of the “Vuelta a España” cycling race. ACA supports cycling as it involves effort, commitment and constant improvement and is also environmentally friendly, values the company seeks to foster through its sustainable management of environmental resources and impacts.

## AGREEMENTS WITH ACADEMIC INSTITUTIONS

Training and generation of know-how are key aspects for the company. In this sense, the company collaborates with the University of Seville and mid-level and advanced vocational training centres (in Morón de la Frontera and other nearby towns) so that the students of these centres can carry out internships with the company.

The company’s Executive Director, Ángel Camacho Perea, is patron of the San Telmo International Institute in Seville, a prestigious business school with which the company cooperates to carry out different courses for executives, workshops and annual internal training sessions.

# [ 4.6 ] Contribution to Sustainable Development Goals

ACA is firmly committed to sustainability as reflected in the Sustainable Development Goals (SDGs) defined by the United Nations in its '2030 Agenda for Sustainable Development'.



The 17 Sustainable Development Goals (SDGs) are of universal application and are based on the previous Millennium Development Goals (MDGs) to combat poverty which were to be achieved by 2015. The new SDGs consist of global sustainable development goals which go much further than the MDGs, addressing the root causes behind poverty and the universal need for human development.

The company contributes directly to the following goals through its activities and strategic projects.



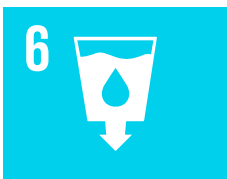
**Goal 3: Health and well-being**

Development of healthy products in all respects that aim to improve people's health and well-being. Special focus on well-being, with the production and marketing of an extensive range of functional herbal teas and a 100% natural sweetener.



**Goal 5: Gender Equality**

Promotion of staff gender balance, with a decisive commitment to incorporating women in production tasks more traditionally occupied by men.



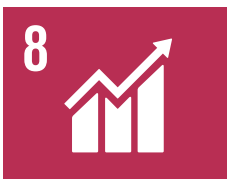
**Goal 6: Clean water and sanitation**

A key resource for the company, the main plant has zero waste and recycles all the water processed.



**Goal 7: Clean, accessible energy**

One of the company's strong points due to its biomass produced from olive stones.



**Goal 8: Decent work and economic growth**

Emphasis on people's needs, training and risk prevention, along with norms of conduct via the recently implemented Ethical Code.



**Goal 9: Industry, innovation and infrastructure**

The main plant is currently being updated and restructured to make it more effective and cleaner.



**Goal 12: Responsible production and consumption**

Definition of principles in this area through initiatives such as the Supplier Guide.



**Goal 13: Climate change**

Consideration of the situation of hydric stress in Andalusia, where the company's main sites are located, as a key factor influencing its activities.



ANGEL CAMACHO  
ALIMENTACION





# [ 04 ]

About this Sustainability  
report

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# [ 5.1 ] Materiality analysis

When preparing this Sustainability Report the guidelines of the Global Reporting Initiative (GRI) version G4 were applied, including analysis of relevant areas to be reported in accordance with the strategy, stakeholders and the context in which the company operates.

These relevant areas were identified through a process which began with consultation and analysis of different sources of information. Based on this, a list of priority areas was defined.

The areas were scaled based on two critical sustainability aspects: impact on our business and impact on our stakeholders.

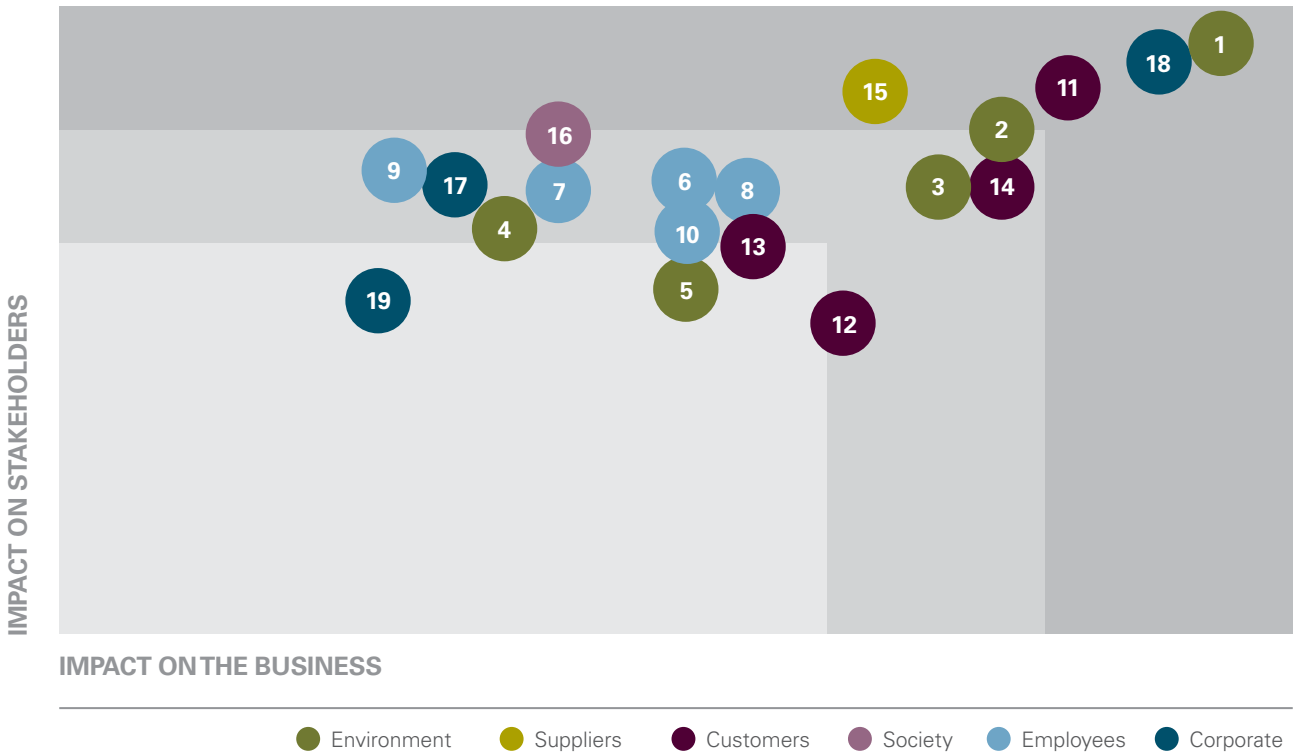
The result is reflected in the list of relevant areas set out below. These areas are organised according to their relevance as high, intermediate or average.

## Identification process

### SOURCES ANALYSED

- **Company mission and values**
- **Strategic Plan 2014-2016 (Plan 300)**
- **Annual Environmental Report, Water Mandate, Sustainability Map, Energy Management System**
- **Ethical Code**
- **Task Management Action Plan, Results of the Work Environment Survey, Travel Policy**
- **Certifications received**
- **Supplier Guide**
- **Guide to good practices on social networks**
- **Content published in the Sustainability Report 2013**
- **Corporate website (content, press releases published, etc.)**

## LIST OF RELEVANT AREAS



| HIGHLY RELEVANT AREAS             |   |
|-----------------------------------|---|
| 1                                 | Sustainable water management and water footprint      |
| 18                                | Long-term strategy                                    |
| 11                                | Innovation and diversification of products            |
| 2                                 | Energy consumption and carbon footprint               |
| 15                                | Responsible supply chain                              |
| AREAS WITH INTERMEDIATE RELEVANCE |   |
| 14                                | Listening to customers (sustainability and consumers) |
| 3                                 | Recycling of organic waste for fuel                   |
| 8                                 | Risk prevention culture                               |
| 13                                | Technological leadership                              |
| 6                                 | Employee motivation and commitment                    |
| 10                                | Professional training and development                 |
| 7                                 | Task management                                       |
| 12                                | Product quality                                       |
| 16                                | Supporting local development                          |
| 4                                 | Eco-efficiency in packaging and wrapping              |
| 17                                | Corporate ethics                                      |
| 9                                 | Balancing of personal and professional lives          |
| AVERAGE RELEVANCE AREAS           |   |
| 5                                 | Environmental management training for employees       |
| 19                                | Raising sector awareness regarding sustainability     |

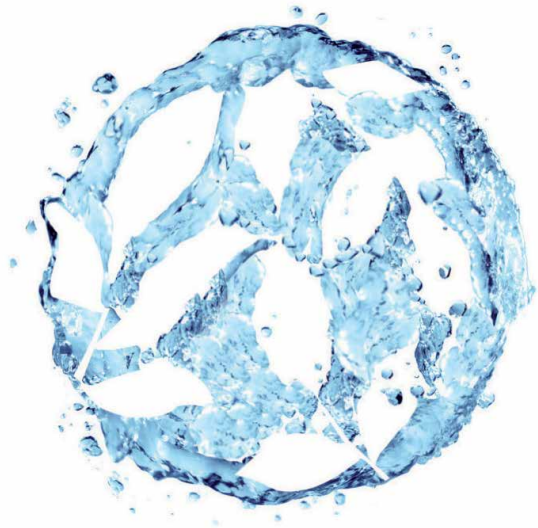
## [ 5.2 ] Scope and coverage of the Report

This is the second sustainability report to be published, corresponding to the 2014-2015 financial year of the company Ángel Camacho Alimentación. The environmental section includes data relating to the period from 2010-2015 to allow appreciation of evolution in the medium term of the company's sustainable management activities. Certain indicators provide data for Grupo Ángel Camacho in order to provide a global overview of the company group and its results. In all cases, the corresponding references are provided.

When preparing this document, the key principles of comparability, precision and balance have been taken into account with the aim of offering significant data regarding the tasks performed in a traceable and coherent manner.

The Report includes the company's own sustainability indicators, which cover all its production activities and are based on measurements and records collated during the production process (water and energy consumption, materials and others), consolidated financial and personnel records and information verified by third parties (water footprint and carbon footprint).

The guidelines for the preparation of Sustainability Reports under the Global Reporting Initiative (GRI) version G4, opción "esencial" have been applied, including details of all the essential indicators required.





# [ 5.3 ] GRI Indicators G4

| BASIC GENERAL CONTENT   | PAGE   |
|---|--|
| STRATEGY AND ANALYSIS   |  |
| <b>G4-1</b> Message from the Executive Director   | <b>Pg. 4-5</b> Message from the Executive Director   |
| ORGANISATIONAL PROFILE  |  |
| <b>G4-3</b> Name of the organisation  | Ángel Camacho Alimentación, S.L.   |
| <b>G4-4</b> Brands, products and services   | <b>Pg. 14-19</b> Our brands and products   |
| <b>G4-5</b> Headquarters  | <b>Pg. 67</b> Contact details  |
| <b>G4-6</b> Countries with operations   | <b>Pg. 8-9</b> A globally-minded company   |
| <b>G4-7</b> Property regime and legal status  | <b>Pg. 23</b> Corporate Governance   |
| <b>G4-8</b> Market presence   | <b>Pg. 8-9</b> A globally-minded company   |
| <b>G4-9</b> Dimensions of the organisation  | <b>Pg. 12</b> Key figures<br><b>Pg. 38</b> Staff composition   |
| <b>G4-10</b> Employment   | <b>Pg. 38</b> Staff composition<br><b>Pg. 39</b> Work-life balance and diversity                             |
| <b>G4-11</b> Percentage of employees covered by collective bargaining agreements  | All the employees are covered by a collective agreement valid for the period from 2013 to 2017.              |
| <b>G4-12</b> Organisation supply chain  | <b>Pg. 51-52</b> Suppliers: responsible supply chain   |
| <b>G4-13</b> Significant changes during the period covered by the Report  | <b>Pg. 23</b> Corporate Governance<br><b>Pg. 26</b> Industrial restructuring                                 |
| <b>G4-14</b> Precautionary approach or principle  | <b>Pg. 26</b> Commitment to sustainability   |
| <b>G4-15</b> Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses. | <b>Pg. 27</b> Principles Governing Company Activities<br><b>Pg. 50</b> Participation in external initiatives |
| <b>G4-16</b> Memberships of associations  | <b>Pg. 29</b> Membership of Associations   |

| BASIC GENERAL CONTENT   | PAGE  |
|---|---|
| <b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>   |   |
| <b>G4-17</b> Entities included in the consolidated financial statements                                     | <b>Pg. 12</b> Key figures   |
| <b>G4-18</b> Explain the process defining the report content and the Aspect Boundaries                      | <b>Pg. 60-61</b> Materiality Analysis<br><b>Pg. 62</b> Scope and coverage of the report |
| <b>G4-19</b> List all the material aspects identified in the process for defining report content.           | <b>Pg. 60-61</b> Materiality Analysis   |
| <b>G4-20</b> Aspect Boundary for each material aspect, report the Aspect Boundary within the organisation.  | <b>Pg. 60-61</b> Materiality Analysis   |
| <b>G4-21</b> Aspect Boundary For each material aspect, report the Aspect Boundary outside the organisation. | <b>Pg. 60-61</b> Materiality Analysis   |
| <b>G4-22</b> Effect of any restatements of information provided in previous reports.                        | There have been no such restatements.   |
| <b>G4-23</b> Significant changes from previous reporting periods.   | There have been no such restatements.   |
| <b>STAKEHOLDER ENGAGEMENT</b>   |   |
| <b>G4-24</b> List of stakeholder groups engaged by the organisation.  | <b>Pg. 26</b> Commitment to sustainability  |
| <b>G4-25</b> Report the basis for identification and selection of stakeholders.                             | <b>Pg. 26</b> Commitment to sustainability<br><b>Pg. 60-61</b> Materiality Analysis     |
| <b>G4-26</b> Organisation's approach to stakeholder engagement  | <b>Pg. 26</b> Commitment to sustainability  |
| <b>G4-27</b> Key topics and concerns that have been raised through stakeholder engagement                   | <b>Pg. 60-61</b> Materiality Analysis   |
| <b>REPORT PROFILE</b>   |   |
| <b>G4-28</b> Reporting period   | <b>Pg. 62</b> Scope and coverage of the report  |
| <b>G4-29</b> Date of most recent previous report  | 2013  |
| <b>G4-30</b> Reporting cycle  | <b>Pg. 62</b> Scope and coverage of the report  |
| <b>G4-31</b> Contact point for questions regarding the report   | <b>Pg. 67</b> Contact details   |
| <b>G4-32</b> GRI Content Index  | <b>Pg. 63-66</b> GRI Indicators G4  |
| <b>G4-33</b> External verification  | There has been no external verification   |

| BASIC GENERAL CONTENT   | PAGE                               |
|---|------------------------------------|
| GOVERNANCE  |                                    |
| <b>G4-34</b> Governance structure of the organisation   | <b>Pg. 23</b> Corporate Governance |
| ETHICS AND INTEGRITY  |                                    |
| <b>G4-56</b> Describe the organisation's values, principles, standards and norms of behaviour | <b>Pg. 25</b> New Ethical Code     |

| MATERIAL ASPECTS                                      | MANAGEMENT FOCUS AND GRI INDICATORS   | OMISSIONS |
|---|---|-----------|
| Sustainable water management and water footprint      | <b>G4-EN9 and G4-EN10:</b> pg. 46-47 Environmental Indicators<br><b>G4-EN10:</b> pg. 49 Certifications obtained   | -         |
| Long-term strategy                                    | <b>MANAGEMENT FOCUS:</b> pg. 22 Business model<br><b>G4-2:</b> pg. 28-29 Challenges and opportunities in the sector   | -         |
| Innovation and diversification of products            | <b>MANAGEMENT FOCUS:</b> pg. 14-19 Our brands and products<br><b>G4-EC7, G4-EN7, G4-EN27 and G4-EN28:</b> pg. 46-47 Environmental Indicators<br><b>G4-PR3:</b> pg. 34 The relevance of labelling  | -         |
| Energy Consumption and carbon footprint               | <b>MANAGEMENT FOCUS:</b> pg. 43 The environment: sustainable management of resources<br><b>G4-EC2:</b> pg. 28-29 Challenges and opportunities in the sector and pg. 46 Carbon footprint<br><b>G4-EN19:</b> Pg. 46-47 Environmental Indicators<br><b>G4-EN22 and G4-EN23:</b> pg. 48 Other main indicators | -         |
| Responsible supply chain                              | <b>MANAGEMENT FOCUS:</b> pg. 51 Suppliers: responsible supply chain<br><b>G4-EN33:</b> pg. 52 Initiatives to promote sustainability among suppliers<br><b>G4-LA15 and G4-HR9:</b> pg. 51 Supplier Guide   | -         |
| Listening to customers (sustainability and consumers) | <b>MANAGEMENT FOCUS:</b> pg. 34 Customers and consumers: innovation and diversification<br><b>G4-PR1:</b> pg. 36 Integrating consumers in processes<br><b>G4-PR5:</b> pg. 35 Satisfaction and listening to customers  | -         |
| Recycling of organic waste for fuel                   | <b>MANAGEMENT FOCUS:</b> pg. 43 The environment: sustainable management of resources<br><b>G4-EN19:</b> pg. 46-47 Environmental Indicators<br><b>G4-EN22 and G4-EN23:</b> pg. 48 Other main indicators  | -         |

| MATERIAL ASPECTS                                  | MANAGEMENT FOCUS AND GRI INDICATORS  | OMISSIONS |
|---|--|-----------|
| Risk prevention culture                           | <b>MANAGEMENT FOCUS and G4-LA6:</b> pg. 40 Risk prevention culture   | -         |
| Technological leadership                          | <b>MANAGEMENT FOCUS:</b> pg. 43 The environment: sustainable management of resources<br><b>G4-2 and G4-EC2:</b> pg. 28 Challenges and opportunities in the sector and pg. 46 Carbon footprint  | -         |
| Employee motivation and commitment                | <b>MANAGEMENT FOCUS:</b> pg. 37 Our people: protection and professional development<br><b>G4-LA12:</b> pg. 39 Work-life balance and diversity<br><b>G4-LA10:</b> pg. 42 Talent map and pg. 48 Good practices   | -         |
| Professional training and development             | <b>MANAGEMENT FOCUS and G4-LA9:</b> pg. 38 Support for training<br><b>G4-LA10:</b> pg. 42 Talent map and pg. 48 Good practices   | -         |
| Task management                                   | <b>G4-LA 11:</b> Pg. 40 Customer satisfaction  | -         |
| Product quality                                   | <b>MANAGEMENT FOCUS:</b> pg. 14-19 Our brands and products and pg. 35: Certifications of Excellence<br><b>G4-PR3:</b> pg. 34 The relevance of labelling<br><b>G4-PR5:</b> pg. 35 Satisfaction and listening to customers   | -         |
| Supporting local development                      | <b>MANAGEMENT FOCUS:</b> pg. 53 Community: supporting local development<br><b>G4-SO1:</b> pg. 53 Community: supporting local development   | -         |
| Eco-efficiency in packaging and wrapping          | <b>MANAGEMENT FOCUS:</b> pg. 14-19 Our brands and products and pg. 35: Certifications of Excellence<br><b>G4-PR3:</b> pg. 34 The relevance of labelling  | -         |
| Corporate ethics                                  | <b>MANAGEMENT FOCUS:</b> pg. 25 New Ethical Code<br><b>G4-36:</b> pg. 45 Management System<br><b>G4-38 and G4-39:</b> pg. 24 Management Committee<br><b>G4-49:</b> pg. 25 New Ethical Code<br><b>G4-56:</b> pg. 22 Business model<br><b>G4-57 and G4-58:</b> pg. 25 New Ethical Code<br><b>G4-SO4:</b> pg. 23 Corporate Governance | -         |
| Work-life balance                                 | <b>MANAGEMENT FOCUS and G4-LA12:</b> pg. 39 Work-life balance and diversity  | -         |
| Environmental management training for employees   | <b>MANAGEMENT FOCUS:</b> pg. 43 The environment: sustainable management of resources<br><b>G4-LA10:</b> pg. 48 Good practices  | -         |
| Raising sector awareness regarding sustainability | <b>G4-57:</b> pg. 25 New Ethical Code  | -         |

Information relating to certain indicators (water and carbon footprints) has been verified by third parties and not specifically for this Report.



#### **CONTACT DETAILS**

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Read the full report at  
[www.acamacho.com](http://www.acamacho.com)