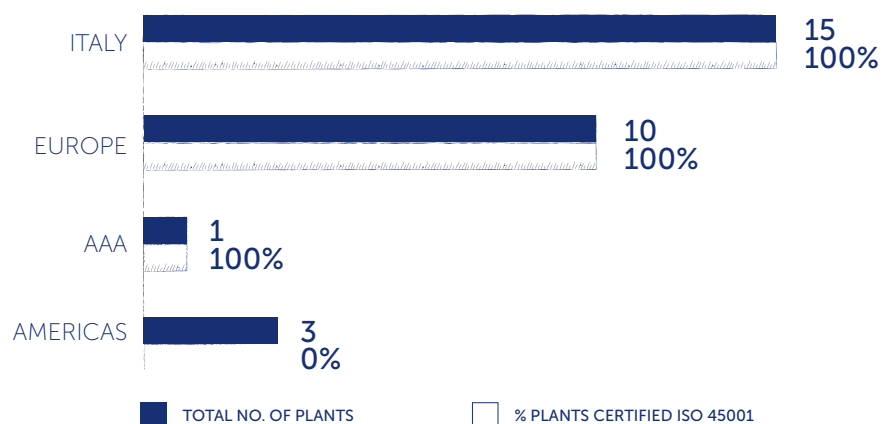


Among the main documents on this matter, we would like to mention the **Barilla Fire Safety Manual**: the first corporate guideline, developed over fifteen years ago, which contains all good corporate practices for the prevention of fires and explosions. Furthermore, Barilla has adopted Integrated Management Systems in its production facilities, in compliance with UNI ISO 45001, UNI EN ISO 50001 and UNI EN ISO 14001 standards. The Group has had a certification process for management systems for health and safety in the workplace for over ten years, which currently involves over 90% of the plants that have obtained external certification from an independent third party.

90% OF PRODUCTION PLANT
EMPLOYEES WORK IN SITES
THAT HAVE RECEIVED
THE OHSAS:45001:2018 CERTIFICATION

PLANTS CERTIFIED UNI ISO 45001:2018 WORLDWIDE



Barilla carries out **auditing activities** of various types (third-party verification audits, internal audits, and department audits) in order to ascertain compliance with the laws, local regulations and international standards on Health and Safety, Fire Prevention, the Environment, Energy.

On an annual basis, the HSEE team conducts audits³ in all production facilities; these activities generally include document inspections, site visits and employee interviews.

Specific audit activities are also carried out on contractors operating in Barilla plants, with the aim of verifying actual compliance with local laws and regulations in force. All contractor activities are monitored locally by the HSE Plant Manager/Professional.

The Group constantly monitors the company's health situation thanks to the supervision of the **Occupational Physician**, as a competent person. In fact, once employed, all Barilla employees are subject to a medical examination by the Occupational Physician of the reference plant. The examination is repeated according to the frequency defined by the competent person, based on the assessment of the risks, which every employee is exposed to with respect to their job.

In order to promote the health of its people, anti-flu vaccination campaigns are activated every year in all the Group's Italian plants and offices and if possible, even abroad, together with regular awareness campaigns on health and prevention (e.g. healthy eating habits).

To boost and spread a common and shared culture on health and safety, at all corporate levels and in an integrated manner, the Group insists on the importance of and the need to develop and promote occasions for dialogue and exchange of ideas, as well as specific communication and training plans.

Furthermore, Barilla endeavours to develop a participatory system for the constant and fruitful exchange of ideas, by means of shared reporting platforms and the figures of the **Workers' Representatives for Safety** (WRS). Specifically, the latter represent and protect workers' rights on safety at work, guaranteeing the improvement of quality at the workplace and of the physical and mental working conditions, promoting dialogue between the Company and the workers.

³ During 2022, more than 70 audits were carried out at plants to verify compliance with local occupational health and safety rules and regulations and alignment with the provisions of applicable regulations and certification standards.

Moreover, Barilla deems that worker training and information play a fundamental role in allowing them - during the performance of their tasks and duties - to adopt maximum care and diligence on aspects related to their health, to their safety, and to that of others. The Group provides **ad hoc training to all newly-hired personnel**, with particular focus on the main risk areas related to the tasks performed. Moreover, the emergency teams participate in specific courses regarding the prevention of fires, explosions, and first aid practices.

In the period 2021-2022, safety culture training courses were developed with the aim of increasing people's awareness of safety issues and culture. A total of **63,177 hours of training** were provided to Barilla's workforce on health and safety issues in 2022 (including training activities carried out in the plants by temporary workers and any practical tests).

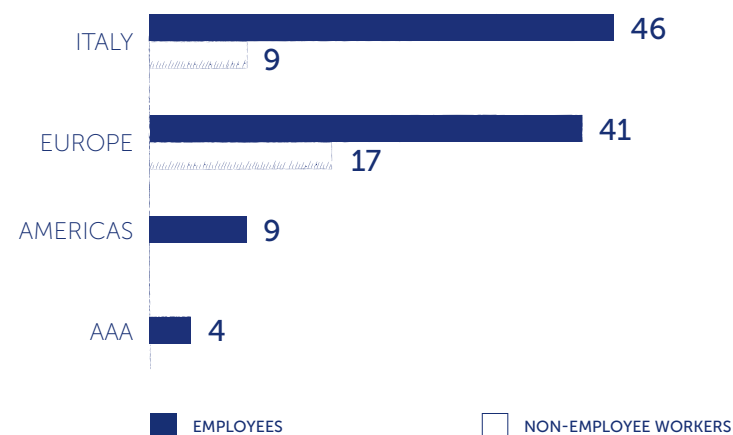
Since 2020, Barilla has been using *CSR Tool* to monitor the trend of accidents and the type of occupational diseases, affecting both its employees and non-employed workers. Furthermore, every year, targets are set at all Barilla plants for reducing the accident indices; this data is monitored on a monthly basis by an internal tool known as *Supply Chain Scorecard*, which makes it possible to analyse and compare the various plants based on specific pre-set KPIs (on topics relating to: Health and Safety, the Environment, Energy, Production, Complaints, etc.).

In 2022, a total of 100 accidents were recorded among Barilla employees (81 in 2021), of which 8 were classified as "serious", and 5 cases of occupational diseases (1 in Italy, 4 in the rest of Europe), mainly attributable to phenomena of discopathy, tendinopathy, shoulder injuries, carpal tunnel, etc. The cases of near misses, on the other hand, amounted to 9,185 (439 in Italy, 8,635 in the rest of Europe, 5 in "AAA" and 106 in America), approximately 8.8% less than 2021.

With regard to non-employed workers, there were 26 accidents, 5 of which classified as "serious", and no cases of occupational diseases.

No accident and/or occupational disease recorded during the year resulted in death. Thanks to its commitment to risk prevention and management activities, the Group has managed to achieve a 62% decrease in total accidents compared to 2010.

ACCIDENTS BY GEOGRAPHICAL AREA



The data relating to non-employed workers (mainly temporary workers) is indicative and, due to difficulties in obtaining information, does not include all the operating sites. Accidents (both for employees and non-employees) are mainly attributable to cases of: slipping and falling, bruises or crushing, impact with work equipment, accidents due to man-machine interactions (knocks or cuts) and uncoordinated movements.

OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2022	2021	2020
8.40	7.62	10.10

Rate of recordable accidents at work calculated as: (total number of recordable accidents/total number of hours worked) *1,000,000

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)		
2022	2021	2020
0.73	0.28	0.56

Rate of serious accidents at work calculated as: (total number of serious accidents at work/total number of employees) *1,000,000

ACCIDENT SEVERITY RATE		
2022	2021	2020
0.32	0.26	0.38

Severity rate calculated as: (total number of days of absence due to accidents/total number of hours worked) *1,000

ACCIDENT INCIDENCE RATE		
2022	2021	2020
1.35	1.18	1.31

Incidence rate calculated as: (total number of accidents/total number of employees) *100

OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR NON-EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2022	2021	2020
16.66	15.76	14.68

Rate of recordable accidents at work calculated as: (total number of recordable accidents/total number of hours worked) *1,000,000

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)		
2022	2021	2020
3.20	-	0.77

Rate of serious accidents at work calculated as: (total number of serious accidents at work/total number of non-employees) *1,000,000

POSTURAL AND FUNCTIONAL GYMNASTICS AND HATHA YOGA PROGRAMMES

Barilla, in order to improve the psycho-physical well-being of its people, **from 4 October to 20 December 2022 has activated a postural and functional gymnastics programme and a Hatha Yoga programme.**

Postural gymnastics is a set of exercises aimed at solving bad postural habits that can cause various problems and pain. These habits are often conditioned by excessive activity or a sedentary lifestyle, but also by jobs or other activities that involve incorrect postural postures.

Hatha Yoga is a form of oral yoga from India and Tibet that is based on a series of psychophysical exercises. **The sessions were conducted in presence from 6 to 7 p.m., outside working hours.**



TALENT, TRAINING, AND DEVELOPMENT

Barilla has defined **training paths to promote its People's professional growth**, enhancing knowledge and skills and investing in individual potential. In 2022 alone, this commitment materialised in over **139,121 hours of training** provided, with an investment of over **4 million Euros**.



The Group conceived **Barilla learning & development**, which provides training and development solutions covering a broad spectrum of competencies: leadership development, human skills, soft skills, business acumen, compliance training, leveraging multiple learning methodologies (synchronous vs asynchronous, classroom vs workshop, coaching, mentoring, etc.) and channels. **L&D** also provides support and guidance for working families, internal academies and the use of the *Learning management system*.

The Group's talent management system is designed to identify, **attract** and **assess** both **young** and **experienced** talent.

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (ITALY)

	2022			2021		
	Man	Woman	Total	Man	Woman	Total
Executives	16.86	17.14	16.94	6.88	5.20	6.46
Managers	24.84	18.58	22.31	15.04	18.53	16.39
White-collar workers	22.89	19.32	21.39	23.37	24.72	23.91
Blue-collar workers	13.50	7.81	12.12	12.75	6.41	11.23
Sales Force	13.02	17.64	14.20	14.98	18.91	15.92

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (GROUP)

	2022			2021		
	Man	Woman	Total	Man	Woman	Total
Executives	22.45	29.54	24.50	9.13	17.32	11.30
Managers	19.54	20.92	20.13	15.77	17.84	16.60
White-collar workers	25.87	14.63	20.32	21.38	18.43	20.02
Blue-collar workers	16.75	11.91	15.54	14.25	10.66	13.36
Sales Force	10.11	10.77	10.32	10.85	10.96	10.88

RETENTION & ATTRACTION

Barilla identifies potential candidates through **various channels**, such as **university partnerships**, recruitment events, job advertisements and social media platforms. The company also uses data analysis to identify and engage passive candidates who have the potential to fit into the company culture.

Barilla focuses on **creating an appealing employer brand that attracts top talent**, emphasising its commitment to sustainability, diversity, inclusion and innovation, to attract candidates who share the same values. Barilla also offers a range of **benefits and development opportunities**, such as **training programmes, mentoring and career advancement opportunities**.

In addition, in order to evaluate the skills, experience, potential and suitability of job candidates to the corporate culture, the Company uses **behavioral interviewing and assessment techniques and simulations to evaluate problem solving, decision-making and leadership**.

For young talent, various entry programmes, such as internships, are offered to help them develop their skills and gain experience in the company.

As far as "experienced" talent is concerned, Barilla focuses on hiring candidates who have a successful track record in their previous roles and can bring a fresh perspective and new ideas to the organisation. Barilla also offers development opportunities, through **leadership and coaching programmes**, to help these talents progress in their careers and **contribute to the company's success**.

TALENT MANAGEMENT

Barilla has set up its own **Talent Management System** to guarantee its employees adequate professional growth. The evaluation is conducted annually and covers all staff members. During the evaluation, each employee is placed in a designated matrix that associates several recommended actions for growth and career advancement with each position in the matrix.

Barilla also uses the Talent Management System for the appointment and affirmation of people in leadership roles: employees who demonstrate exceptional performance and potential, and who are expected to hold leadership positions within the Group in the next five to ten years, are defined as Junior/Global Talents, and Barilla designs specific development paths for them.

In general, Barilla's Talent Management System is **designed to attract and retain the best talent, creating a culture of learning and development and offering opportunities for growth and advancement**.

3,370 BARILLA PEOPLE INCLUDED
IN THE ANNUAL PERFORMANCE
AND TALENT MANAGEMENT SYSTEM
(OF WHICH 41% WOMEN)

RECRUITMENT BY GEOGRAPHICAL AREA AND GENDER

	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	106	76	182	114	87	201	114	91	205
Rest of Europe	211	101	312	170	69	239	79	64	143
America	105	55	160	76	39	115	99	48	147
AAA	9	22	31	12	11	23	3	9	12
Rest of the World	45	30	75	13	33	46	6	11	17
Total	476	284	760	385	239	624	301	223	524

DEPARTURES BY GEOGRAPHICAL AREA AND GENDER

	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	189	61	250	158	45	203	159	34	193
Rest of Europe	165	108	273	154	57	211	91	70	161
America	100	50	150	70	39	109	75	33	108
AAA	10	15	25	15	10	25	24	18	42
Rest of the World	34	25	59	13	8	21	8	8	16
Total	498	259	757	410	159	569	357	163	520

RECRUITMENT BY GEOGRAPHICAL AREA AND AGE GROUP

	2022			2021			2020		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	84	93	5	121	77	3	87	111	7
Rest of Europe	118	179	15	90	129	20	51	84	8
America	62	75	23	48	48	19	63	67	17
AAA	18	13	0	8	15	0	7	5	-
Rest of the World	21	51	3	18	27	1	5	11	1
Total	303	411	46	285	296	43	213	278	33

DEPARTURES BY GEOGRAPHICAL AREA AND AGE GROUP

	2022			2021			2020		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	22	64	164	19	29	155	3	26	164
Rest of Europe	51	151	71	46	88	77	34	55	72
America	46	74	30	30	48	31	39	49	20
AAA	9	16	-	5	16	4	1	37	4
Rest of the World	8	31	20	1	19	1	2	13	1
Total	136	336	285	101	200	268	79	180	261

TURNOVER RATES BY GENDER

POSITIVE PERSONNEL TURNOVER RATE

2022			2021			2020		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
8.5%	11.1%	9.3%	6.9%	9.3%	7.6%	5.3%	8.7%	6.3%

Note: The figures relating to the positive staff turnover rate refer to employees with permanent contracts in the Barilla Group, excluding the Catelli Dry Pasta Business

NEGATIVE PERSONNEL TURNOVER RATE

2022			2021			2020		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
8.9%	10.1%	9.3%	7.3%	6.2%	6.9%	6.3%	6.4%	6.3%

Note: The figures concerning the negative staff turnover rate refer to employees with permanent contracts in the Barilla Group, excluding the Catelli Dry Pasta Business.

TURNOVER RATE BY AGE GROUP

POSITIVE PERSONNEL TURNOVER INDEX

2022			2021			2020		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
33.0%	15.4%	3.1%	32.8%	7.2%	1.3%	24.7%	6.6%	1.0%

NEGATIVE PERSONNEL TURNOVER INDEX

2022			2021			2020		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
14.8%	12.6%	19.0%	11.6%	4.8%	8.4%	9.1%	4.3%	8.2%

TRADE UNION RELATIONS

Barilla has developed a system of constructive and fruitful relations with **Trade Unions**, based on principles of fairness and on an open dialogue system.

The dialogue with the trade unions is structured on several levels:

- **EUROPEAN CORPORATE COMMITTEE (ECC):** The ECC is the trade union that promotes social dialogue between the Company and Trade Unions through information and consultation pathways. The role, the activities, the functions, and the means of operation of the ECC are laid down in a specific Trade Union Agreement signed by central Management and the Delegation of Representatives of the European countries in which the Company is present, also with production activities. The Trade Union Representatives of the ECC are appointed by the Trade Union Organisational Structures of the individual countries involved and are assisted by the sector's European Trade Union Federation.



- **NATIONAL TRADE UNION COORDINATION OF THE R.S.U. (UNITARY WORKPLACE UNION STRUCTURES):** The National Trade Union Coordination is the body of trade union representation at national level (Italy) of reference for general topics that transversally pertain to the Group's activities, with particular reference to the national economic and organisational dynamics that involve the Italian sites. The Trade Union Coordination is the trade union body delegated to discuss and sign agreements with an impact at national level. The Representatives of the National Trade Union Coordination are appointed by the National Trade Union Organisational Structures among the R.S.U. and are assisted by the Local Trade Union Secretariats.
- **UNITARY WORKPLACE UNION STRUCTURE (R.S.U.):** R.S.U.s are the trade union representation body of the individual site or organisational area, and are present in all Italian organisational units (Plants, Mills, Headquarters, Sales Areas). They are representative at local level and represent the trade union of reference for topics relating to the activities of the individual site or organisational area (for example: safety, organisation of labour, production performance, employment dynamics, training, application of contractual terms, discussion of site agreements). The R.S.U. Representatives are appointed through periodic election procedures organised by the Trade Unions and may be assisted by the Local Trade Union Secretariats.

During 2022, of the total hours worked, only **0.02%** were affected by strikes: it was possible to obtain this result only by carefully managing the relations with the trade union representatives.

COMMUNITY RELATIONS

“Supporting non-profit organizations close to communities in need is a concrete commitment for Barilla”

The intrinsic link with the community distinguishes the history of Barilla. Barilla has always been at the service of people, doing its job with passion and guaranteeing a quality future. The creation of links and the promotion of values that generate positive impact for the community characterize the Group's action.

Barilla has always supported and taken part in numerous initiatives and projects that promote access to food for disadvantaged communities or communities affected by natural disasters, food education, inclusiveness and local economic development. At the same time, Barilla has for years consolidated its relationship and support for local authorities, charities, local companies and non-profit associations, through sponsorships, financial and product donations.

Over 2,205,595 euros donated during 2022

Barilla guarantees that all activities are carried out in compliance with the law and transparency and to this end it has drawn up a specific policy, "Non-profit and charitable contributions", in which it has defined the roles and responsibilities, as well as the operating procedures for managing charity and donation activities.

Over 3,200 tons of food products donated during 2022

Over the years, Barilla gave its contribution to support communities in need. In particular, in the last three years it has worked to deal with the health emergency from Covid-19, to support the communities affected by the crisis in Ukraine and by the earthquake in Turkey and Syria, actively supporting institutions, associations and NGOs international (such as the Red Cross, UNHCR, UNICEF and Caritas International).

Among the donations made, the very last one of 1 million euro has been made to support people in Emilia-Romagna, heart and soul of this company, after the dramatic flood.

Over 591 hours of corporate volunteering in 2022



DONATIONS

85% of the total donations concerned the following non-profit organizations:

- Worldwide: Food banks network
- Europe: European Food Banks Federation
- Banque Alimentaire and Restos du Coeur in France
- Food Bankin Germany
- Sam-help, Gnosjohelper, OSS-help in Sweden
- America/United States: Feeding America, Food Bank in New York, Food Bank, Bancos de Alimentos in Brasil
- Italy: Banco Alimentare, Caritas, Emergency, Comunità di Sant'Egidio, Comunità di San Patrignano, Rete degli Empori Solidali, Pane Quotidiano, Elemosineria Apostolica, Croce Rossa/Protezione Civile
- AA&A: Food Bank Australia, TIDER Food Bank in Turkey



OUR SUPPORT TO THE POPULATIONS AFFECTED BY THE EARTHQUAKE IN TURKEY AND SYRIA



Barilla expresses its solidarity with the people affected by the terrible earthquake that occurred in Turkey and Syria in the first months of 2023. To deal with this catastrophe and respond to the urgent needs of the affected region, Barilla has launched a campaign with **Haya-ta Destek Derneği** (Life Support Association), an independent humanitarian NGO founded in 2005 that actively works in the field, with the aim of helping disaster-affected communities to meet their basic needs and rights.

Barilla has been a partner of this organization for many years in various projects, in particular with reference to the **Refugee Programme**, with the aim of promoting professional development and integration in the workplace.



DYNAMO CAMP



Dynamo Camp is the first Recreational Therapy camp in Italy that for years has hosted and welcomed children and young people suffering from serious or chronic diseases and their families free of charge, for periods of vacation and fun with qualified assistance. The **main objective of the Dynamo Camp** is not simply entertainment, but to help sick children find serenity, light-heartedness and, above all, self-confidence, **making them feel "simply children"**.

Barilla, which has always been committed to providing support to charities, **opened applications during the year to allow its employees to participate in company volunteering with Dynamo Camp**.



BARILLA PORTE APERTE 2022 (Open Doors 2022)

With the aim of bringing people closer to its values and products, **Barilla has successfully developed an experiential path for external guests at the Pedrignano plant (Parma)**.



88 free guided tours were carried out **from June to November** with **1,502 people** (both individuals and students and members of associations, organizations and institutions); they carried out modular **storytelling courses** that included **elements from the Barilla Collection of Modern Art, the Barilla Historical Archive and the Barilla Pasta Plant of Pedrignano**, with excellent feedback from the participants (satisfaction index 97/100).



agriBosco Barilla

On 21 November 2021, on the occasion of **National Tree Day**, the **birth of "agriBosco"** was announced, a project made possible thanks to the collaboration between **Barilla, Legambiente and AzzeroCO2**.

The redeveloped area, located in Parma, near the company's pasta factory, consists of **23 hectares** of land that host **thousands of trees** and shows the **harmonious coexistence between sustainable agriculture and nature**, from which the brand's products are born.

On the occasion of **Cibus 2022**, Barilla has opened the doors of its **agriBosco** to both its employees and the local communities, who will be able to stroll through the sunflower fields from which Barilla obtains the oil for its products, among sustainably grown soft wheat and durum wheat. Visitors will also have the opportunity to explore the forest, characterized by **almost 3,000 trees of native species**, chosen in collaboration with the **Kilometro Verde deParma Forestry Consortium**. Everyone will be able to discover the agriBosco thanks to **thematic itineraries on sustainable agriculture, beekeeping or the protection of biodiversity and water saving**. Finally, children, schools, associations and curious adults will be able to carry out recreational and social activities, such as sharing the company's vegetable gardens and orchards.

According to AzzeroCO2 estimates, the Barilla agriBosco, with an extension of over 54,000 square meters, **will absorb 13,000 kg of CO_{2e}** each year for the next 100 years.

agriBosco



LEGAMBIENTE

Legambiente, the Italian environmental association, **supports companies in corporate volunteering activities**, organizing **ad hoc days for employees**.

The activity proposed to Barilla **concerned the cleaning of the Falcone Borsellino Park and the I Maggio Park (formerly Eridania)**, located in Parma. In particular, the collaborators of the brand were invited to take the field to participate in a half-day of corporate volunteering activities, aimed at cleaning the two aforementioned parks: the participants took care of collecting waste in the areas entrusted to them in "*plogging*" mode, a new eco-friendly trend which consists in collecting the rubbish found in one's path while one is engaged in jogging or other outdoor sporting activities.



WORLD DAY OF HAPPINESS

Banco Alimentare, a charitable organization with 7,600 affiliated charitable structures, **raises people's awareness of the value of food**, the importance of sharing and the problem of food waste. Barilla, in its constant commitment to supporting and helping communities, has always been a strategic partner for the quantity and variety of donated products and is in fact the first donor of food surpluses in quantitative terms.

The sensitivity of the people in Barilla, together with the Banco Alimentare network in support of those who are most fragile, it represents a fundamental element for giving others a small moment of happiness and joy, especially in times of difficulty. For this reason, the "**International Day of Happiness**" was held in March 2023, promoted by Mulino Bianco and Banco Alimentare: a **corporate volunteering day that involved 160 Barilla people, in 10 different Italian regions, in the preparation of parcels food destined for the most needy families, for a total of about 16 tons of donated products**.



A man wearing a light blue short-sleeved button-down shirt and a dark baseball cap stands in a field of tall, golden-brown grain. He is looking down at something in his hands. The background shows a line of trees and a bright sunset sky with soft clouds. The overall tone is warm and contemplative.

GOVERNANCE

WE LOOK AT
THE FUTURE WITH
PASSION AND
RESPONSIBILITY

CORPORATE GOVERNANCE

Barilla Group adopts an **administration and control** system based on the **conventional model** that includes:

BOARD OF DIRECTORS¹

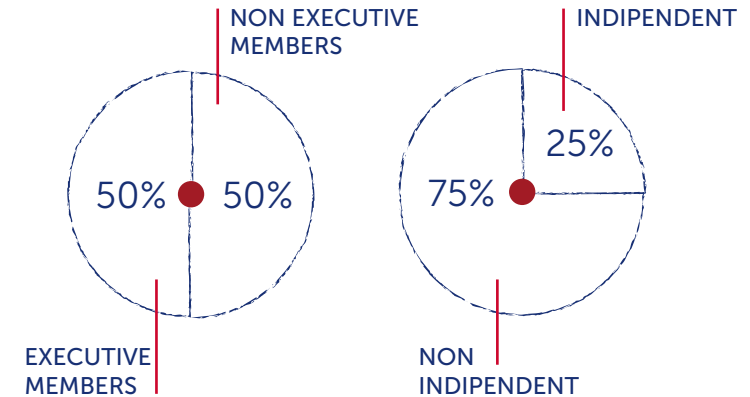
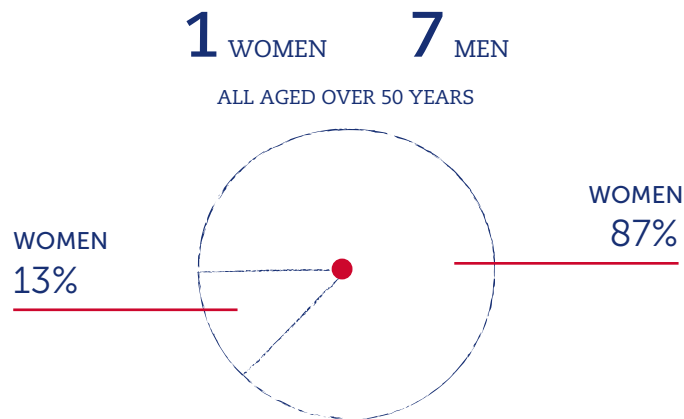
Composed of eight directors: four executive and four non executives (of which two non-independent). The BoD is responsible for management ordinary and extraordinary activities of the Company, defines the Guidelines of strategic direction, evaluates the adequacy of the organizational structure, administrative and accounting, and deals with the broader assessment of management performance.

BOARD OF STATUTORY AUDITORS

Made of five statutory auditors appointed for three financial years, it oversees compliance observance of the law, of the Articles of Association and on respect for the principles of proper administration.

SHAREHOLDERS' MEETING

It appoints the members of the Board of Directors and of the Board of Statutory Auditors and approves the Financial Statements.



1. The current members of the Council have been in office for one year. According to what is defined by the Statute, the duration of their mandate ranges from one to three years and is established from time to time by the Assembly at the moment of the appointment. The evaluation and appointment of the members take place in accordance with the framework Italian civil law, considering the possible causes of ineligibility (and forfeiture), as well as on the basis of shareholder agreements and the possession of specific skills. The members can be re-elected and, in the current composition, there are no members representing them of vulnerable or underrepresented social groups.

In addition, again according to the Articles of Association, the Board elects the President from among its members, where the assembly has not done so, and one or more Vice-Presidents who remain in office for the entire duration of their mandate as directors. In case of absence or impediment of the President, the replace, in order, the Vice-President and the most senior Administrator. To the current Prime Minister specific functions are reserved, including: the appointment and revocation of Executives; the approval of Budget and Business Plan (jointly with the General Manager); the approval of resolutions to be adopted by the subsidiaries, with the exception of specific matters (for which it is statutory the approval of the Board of Directors is required); as well as the legal representation of the Company. The offices of Chief Executive Officer and General Manager, held by the same individual, are: were reconfirmed on 17 June 2022.

In order to mitigate potential situations of conflict of interest, the Group has adopted a Code of Ethics, furthermore, all members of the Board, at the time of their appointment, are required to issue a declaration which certifies the non-existence of situations of conflict of interest (for more information, see paragraph "Code of Ethics" of this document).

Finally, it should be noted that in 2022 two committees with consultative functions were set up – Committee Compensation, dated 1 January 2022, and Strategy Committee, dated 27 October 2022 – in support of the Board of Directors on specific matters. The Strategy Committee is made up of 4 members, all men, of which 3 in an executive and non-independent role and 1 in a non-executive and independent role. The Remuneration Committee is made up of 4 members, all men, 2 of whom have an executive role and non-independent and 2 with a non-executive and independent role. He is among the members of this Committee also an expert external consultant on compensation matters.

GOVERNANCE OF SUSTAINABILITY

The **Chairman** and the **Vice-Chairmen** guarantee the correct understanding of the **Group's sustainability path**, in line with the values that guide the company.

Following these guidelines, the Management Committee (**Global Leadership Team**), comprised of the **CEO** and the **Directors** that report to him, defines **the development strategies and ascertains consistency with the established objectives**, assessing the progress made. Two dedicated work teams have been created to guarantee the correct implementation of the strategy and the monitoring of the progress made. Their existence also guarantees and supports the wider knowledge of governance bodies on sustainability.

The **Sustainability Board** manages, at Group level, the identification of strategies, guidelines as well as the identification of projects for sustainable development, but also the management of sustainability impacts and is composed of the relevant **C-Executives** and led by the **Chief Communication and External Relations Officer**.

The **Sustainability Experts Team**, a group of experts from all corporate departments, guarantees that the strategies identified are translated into activities and ensures coordination between the Group and brand activities and their implementation in the Countries where the Group operates

A dedicated professional figure has been appointed to guarantee the effective management of the process: the **Vice-President of External Relations**, Scientific Affairs and Sustainability, who reports to the **Chief Communication and External Relations Officer**.

REMUNERATION POLICIES

The process relating to remuneration policies, with reference to the members of the administrative and management bodies, is entrusted to the Remuneration Committee, which is advisory in nature for the benefit of Barilla's Board of Directors and, considering that the Company has managerial and operational competences in remuneration matters, also for the other Group companies.

The tasks assigned to the Committee include:

- **formulating opinions on the remuneration of Executives** (or similar managers) in the fixed component (*base salary* and insurance benefits of other nature) and/or in the variable component, in whatever form expressed (*short term incentive and/or long term incentive* and/or *stock options* and/or other bonuses in correlation with the targets set and the company objectives);
- **formulating opinions and proposals on the remuneration of Key Executives and the levels reporting to them**, including the setting and reporting of targets against which performance is measured;
- **formulating opinions and proposals on the remuneration of the Directors** (including those with proxies) to be submitted to the Ordinary Shareholders' Meeting and the Board of Directors respectively;
- **periodically assess the adequacy and overall consistency of the remuneration systems** in place, including on the basis of comparisons with labour market practices and information derived from available benchmarks, if necessary also with the help of external consultants;
- **monitor the development and implementation of remuneration policies and practices**, propose and approve proposed by the Committee itself and approved by the Board of Directors, making recommendations where necessary.

CODE OF ETHICS

The commitment to spreading a culture based on ethical and responsible behaviour is embodied in **Barilla's Code of Ethics: a document intended to be a rational incentive to try to understand not only what is right to do, but also 'why' it is necessary to do it.**

The Code of Ethics² (hereinafter also referred to as 'the Code'), which is an integral part of the **Organisation, Management and Control Model** (hereinafter also referred to as 'the Organisational Model') adopted by the Group pursuant to **Legislative Decree No. 231/2001**, contains within it the values, guidelines and ethical principles to be followed by those working for the Company (Barilla People and *stakeholders*) in the daily management of activities and is published on the website (www.barillagroup.com.it) in the section "About Us" > "Code of Ethics".



2. The Code of Ethics was approved by the Company's Board of Directors on 27 February 2019.

In defining its values, the Code draws inspiration from: the UN Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the ILO (International Labour Organisation), the Earth Charter drawn up by the Earth Council and the principles set out in the UN Global Compact. The Code expressly includes a commitment to pursue a production model that respects Human Rights, the regenerative capacity of the Earth and the wellbeing of the community, promoting human development in an equitable and sustainable manner. In addition, the Document considers the **"Precautionary Principle"**, i.e. the principle that, in the event of doubt as to the harmlessness to the environment or health of a product or production method, the burden of proving that it is not harmful must be borne by the manufacturer.

The Code is shared with all Barilla People, at the time of hiring (in the form of a clause inserted in contracts, according to which each employee undertakes to comply) and through training, awareness-raising and communication activities, and with business partners, at the beginning of each relationship (in the form of a clause inserted in contracts, according to which each third party undertakes to comply).

Compliance with the Code of Ethics and the Organisational Model is guaranteed by the **Supervisory Body**, a collegial body consisting of two members from within the Group and an external one, appointed to guarantee the autonomy, independence, professionalism, and continuity of the Body's action.

In addition, Barilla has set up the **Group Ethics and Compliance Committee**, with the aim of strengthening the culture of ethics and corporate compliance and to ensure a homogeneous management model in the various Barilla sites worldwide

In order to make it possible for all Barilla People to report behaviours that are not in line with the Code of Ethics, the Policies, and the Procedures, or the applicable rules and regulations, the Group has adopted a **whistleblowing system**, which consists of a digital platform, a telephone line, and a dedicated e-mail account. The channels and connected activities are managed by the Group's Ethics and Compliance Committee. The operational methods and instruc-

tions on using the reporting channels are duly provided in the **Policy on Whistleblowing**, available to all personnel on the company's intranet. The Company undertakes to guarantee full confidentiality in the management of reports and does not tolerate any form of retaliation that may be a consequence of the report and of the related corrective actions. Over the course of 2022, 14 reports (20 in 2021) were made through the whistleblowing system, that led to, depending on the case, investigations and/or corrective actions or dismissal of cases that were found to have no grounds following due investigation.

The Code also regulates situations of **conflict of interest**; to this end, Barilla and its people undertake not to find themselves in situations of conflict or potential conflict. Any Company Officer who believes that he/she is in a situation of conflict between his/her personal interest, on his/her own behalf or on behalf of third parties, and the interests of the Company, must immediately inform his/her hierarchical superior, the Board of Directors, the Board of Statutory Auditors and/or the Supervisory Board/Ethics Committee, as appropriate, while the specific rules laid down in the Civil Code remain valid. In addition, members of the Board of Directors are required to disclose any interests they may have in the Company's operations, pursuant to the Civil Code and the Company's Code of Ethics³.

3. In particular, the members of the Board, at the time of appointment, are required to make a declaration that no conflict of interest situations exist. In the event that they have an interest in a certain transaction submitted to the Board of Directors for approval, they must inform the other members of the Board, the auditors and also the shareholders in advance if such a transaction is submitted to them for approval. This prior information, always in written form, must also be addressed to the Chief Legal, Corporate Affairs and Compliance Officer, as well as to the Regional Legal Counsel for companies belonging to the Western Europe Region, Central Europe Region, Northern Europe Region, Greater Eastern Europe Region, Americas Region. This obligation must be fulfilled orally if a member of the Board of Directors identifies the existence of an interest in a certain transaction only at the time of its resolution. The responsibility and duty of disclosure also exist when, the resolution being on the agenda of the board of directors, the board member leaves the meeting in which he/she should have participated. In accordance with the specific policy on the disclosure of conflicts of interest (Corporate Policy "Obligations to Disclose the Interests of Directors and Attorneys"), which came into force on 1 January 2018, the above provisions apply to individuals in a representative role, who are required to disclose the occurrence of such situations.

ANTI-CORRUPTION



Consistent with its 'Zero-Tolerance' approach, **the Barilla Group is constantly committed to implementing all measures necessary to avoid episodes of active and/or passive corruption and bribery.**

In particular, to supplement the governance tools adopted for the identification, prevention and control of corruption-related risks (such as the 231 Organisational Model and the Code of Ethics) Barilla has defined specific Policies:

ANTI-CORRUPTION POLICY

It lays down precise behaviour guidelines for all Barilla People. To support this policy, an IT tool has been implemented in purchasing processes that identifies suppliers who have been involved in episodes of corruption.

ANTI-FRAUD POLICY

It is aimed at strengthening knowledge and awareness of the risk of fraud within the company and strengthening the internal management and prevention control system. The document also defines the roles and responsibilities of each company role in relation to the identification and management of any episodes of fraud.

GIFT MANAGEMENT AND ENTERTAINMENT POLICIES

Two documents that define specific guidelines on the management of gifts given and received, establishing in particular a maximum value threshold above which it is not allowed to receive or offer gifts.

POLICIES ON NON-PROFIT AND CHARITABLE CONTRIBUTIONS

It identifies the requirements that the nonprofit and charity organisations must meet in order to receive products and donations from Barilla. Any initiative requiring a donation over € 10,000 must be notified for approval to the relevant contact people of the Human Resources and Communications and External Relations departments.

Potential risks or cases of corruption must be reported through the whistleblowing channels put in place by the Company. With regard to corruption cases relating to France, in compliance with the provisions of Law 2016-1691 - *Sapin II*, the Group has set up a specific e-mail inbox (alerte.ethique@barilla.com).

Also during 2022, the Group recorded no incidents of corruption either related to employees or business partners.

An additional prevention measure against the risk of committing the crime of corruption is represented by personnel awareness and training activities on this topic. Group-wide, anti-corruption training courses for new recruits are planned for 2022.

THE ASSESSMENT OF PROCESSES AT RISK OF CORRUPTION

In Italy, as part of the risk mapping activities related to Legislative Decree No.231, Barilla evaluated:

- **37 corporate processes** (in line with the previous year), approximately 82% of the total mapped processes, as **most exposed to the potential risk of corruption towards the Public Administration**;
- **32 corporate processes** (in line with the previous year), approximately 71% of the total mapped processes, as **most exposed to the potential risk of bribery among private individuals**.

To ascertain the adequacy of the internal control system for the purposes of mitigating the risk of committing "231" crimes, specific control activities were carried out on the following processes in 2022:

- purchase of raw materials;
- purchase of finished products by co-packers;
- purchase of logistics services;
- purchase of marketing services;
- tax and fiscal obligations;
- travel expenses;
- treasury.

ANTI-COMPETITIVE BEHAVIOUR

Barilla is committed to operating in full compliance with competition laws in order to protect the competitiveness of the market and in view of the fact that consumers will ultimately benefit from a market characterised by free competition, thus stimulating research into new, innovative, sustainable and more efficient production methods.

For the proper management of the issue and its related impacts, in addition to the Code of Ethics and the Organisational Model, Barilla has formalised **Antitrust Guidelines**. In particular, an **antitrust compliance system** has been implemented, through which Barilla aims to prevent conduct that harms free competition. This compliance system starts with the training of Barilla people, up to the punctual verification of the processes identified as most at risk. In addition, the company has a specific person within the legal department to provide support on issues relevant to antitrust.

The effectiveness of the actions implemented by the Group is evaluated on a case-by-case basis in relation to any critical issues that emerge.



RISK MANAGEMENT

Barilla adopts an **Integrated Risk Management Model** (Enterprise Risk Management - ERM) that guarantees a full and updated mapping of all potential risks that the Group is exposed to.

Such risks are measured and classified by means of specific evaluation metrics that make it possible to prioritise them, guaranteeing that they are correctly managed and constantly monitored.



The ERM Model is based on two components:

- the **Risk Governance Model**, which defines the roles and responsibilities of the actors involved in the process, required to ensure the correct identification and management of the main risks that might hinder the attainment of the corporate objectives;

- the **Risk Management Process**, which entails conducting an annual risk assessment, which is the means of identifying, assessing the risks and classifying them by priority. All identified risks are entered into a database, the **risk register**, which is updated annually. Following the assessment, the Group defines the action plan for the management and treatment of the identified risks, as well as the related monitoring and reporting activities.

The ERM Model envisages that a Risk Owner be associated with each corporate area exposed to risk; they are responsible for the activities pertaining to the management, monitoring, and reporting of the risks identified in the area under their purview.

Top Management is periodically updated by the Risk Owners on the Group's risk profile and discusses the most critical risk scenarios, as well as the effectiveness of the mitigation and containment measures taken. The results of the annual risk assessment activities are brought to the attention of the Board of Directors.

The latter, together with the Global Leadership Team, plays an active role in defining the risk governance system, in identifying and validating the main corporate risks, and in defining and validating action plans to address, contain and minimise the mapped risks. If it deems it necessary, the Board of Directors may request more frequent updates of the Risk Management process.

THE ERM PROJECT

The aim of the ERM project is to **constantly review the risk management model adopted by the Group**, adjusting the governance, methodological, and operational aspects of its risk management system to emerging or evolving scenarios that can derive from internal (for example, organisational changes) and external (for example, evolution of the social, economic, and political context) factors.

In 2022, enterprise risk management activities focused on the following aspects:

- performing the annual risk assessment campaign aimed at updating the Group's risk profile (including ESG risks) with the direct involvement of Top Management;
- supplementation of the risk management and sustainability processes in light of the significance of ESG risks in the short and long term;
- carrying out a risk analysis pilot within the Supply Chain, in order to identify key exposures, as well as actions and areas to be monitored with reference to the Group's supply chain, considering that chain disruptions have characterised the circumstances in past years and still present uncertainties for years to come;
- carrying out scenario analyses/ in-depth analyses on specific risks identified as significant for the Group in the short, medium and long term.

The analysis carried out envisaged the identification and assessment⁴ of potential risks that can affect sustainability activities in the following fields: corruption and fraud, the environment (with focus on climate change), human resources, human rights, products, and supply chain. Consistently with the previous year, among the risks identified in 2022, the Company paid particular attention to risks related to climate change and resource scarcity, as well as to repercussions arising from the geopolitical and macroeconomic environment.

All the identified risks take into account interactions with the main external stakeholders (including customers, suppliers, consumers, competitors, the scientific community, international institutions, communities, trade associations and the media).

4. The "overall" assessment of the residual risk (or "net" risk), that is to say the risk that remains after the measures adopted (set of controls and mitigation actions aiming to reduce the inherent or "gross" risk), is indicated for each risk macro-category.

RISKS CONNECTED TO CORRUPTION AND FRAUD⁵



Barilla adopts a "Zero Tolerance" approach to all unethical attitudes and to violations of the regulatory framework in force.

RISKS	POLICY	MANAGEMENT APPROACH
Risks related mainly to the administrative liability of legal persons in case of violation of anti-corruption rules and regulations	• Code of Ethics: it provides guidelines and assigns roles and responsibilities for the prevention, identification, and investigation of potential and actual fraud • Anti-Corruption Policy: aimed at promoting ethical behaviour and combating any conduct linked to corrupt phenomena • Anti-Fraud Policy: it aims to raise awareness and knowledge of risks of fraud and to improve the internal control system for their identification (applicable to both employees and third parties) • Policy on the management of gifts and gratuities	• Whistleblowing system available to all stakeholders for reporting any cases of corruption or fraud • Regular audit activities on various corporate processes, especially on the personnel recruitment process • Monitoring of suppliers for compliance with high qualification levels

POSSIBLE IMPACTS

- Reputational loss or damage
- Monetary and/or restrictive sanctions

ESG IMPACTS



For more information on the management approach, please see the paragraph "Anti-corruption" of this document.

5. Taking into consideration the business sector in which Barilla operates (the food industry), the Group is less exposed to the risk of corruption than other sectors. Nevertheless, as Barilla is a multinational Group that operates, directly or indirectly, at a global level in several countries, the perception and assessment of such risk may vary from one country to the next.



ENVIRONMENTAL RISKS

Barilla is committed to **reducing the environmental impact** of its products on the planet.

RISKS

Risks related mainly to the use and consumption of energy and water resources in the Barilla establishments, to the waste disposal processes, and to the use of non-renewable raw materials (such as plastic) in product packaging

POLICY

- Code of Ethics: provides indications with regard to Barilla's commitment to the Earth. In all its activities, the Group must apply the "precautionary principle", as well as a preventive approach towards the environment and its biodiversity
- HSE Corporate Policy

MANAGEMENT APPROACH

- Integrated Safety, Environment and Energy Management System
- Evaluation and monitoring of the Environmental Impact of the products throughout their life cycle (Life Cycle Assessment)
- Development of solutions aiming at circularity and the reduction of waste
- Use of product packaging conceived and designed to be recycled

POSSIBLE IMPACTS

- Reputational impact
- Alterations to the environment (direct and/or indirect, positive and/or negative) with possible consequences on the local communities
- Monetary and/or restrictive sanctions

ESG IMPACTS

RESIDUAL RISK



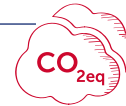
ECONOMIC GOVERNANCE



SOCIAL



ENVIRONMENTAL



Barilla monitors its activities carefully and works to **reduce its impact in terms of CO_{2eq}**.

RISKS

Risks mainly related to the increased likelihood of extreme weather phenomena, structural temperature increases and changes in precipitation patterns, as well as related to the negative impact on the environment in terms of emissions from the Group's activities

POLICY

- HSE Corporate Policy

MANAGEMENT APPROACH

- Subscription of Science-Based Targets
- Ad hoc physical climate risk assessment on major plants
- Modernisation and maintenance of systems, in order to prevent/mitigate the impact of business interruptions
- Assessment of new strategies for the procurement of the most critical raw materials (e.g. durum wheat, basil)
- Interventions aiming to reduce the environmental footprint of the company's logistics operations (*)

POSSIBLE IMPACTS

- Price volatility
- Interruption of operations
- Drought and severe damage to crops
- Environmental impact in terms of emissions

ESG IMPACTS

RESIDUAL RISK



ECONOMIC GOVERNANCE



SOCIAL



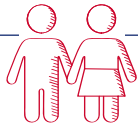
ENVIRONMENTAL



For more information on the management approach, please see the paragraph "Environment" of this document.

(*) including: conversion of road transport to rail transport (from factory to factory); increase in the use of intermodal transport between pasta factories in Italy; use of low-emission trucks (Euro 5-6) for logistics providers; experimentation with the use of liquid natural gas vehicles.

RISKS CONNECTED TO PERSONNEL MANAGEMENT



Barilla believes that its **people** are its **greatest asset** and must be **preserved**; that is why it undertakes to guarantee their safety, training, and professional growth.

RISKS

Risks that mainly concern:

- protecting the health and safety of people at work
- the attraction and retention of talent and the protection of diversity and inclusion

POLICY

- "Zero-Accident" plan
- Specific policies and procedures to guarantee the safety of our employees
- Policies and procedures for the management of human resources
- Career development plans
- Code of Ethics
- United Nations corporate code of conduct against LGBTQ+ discrimination

MANAGEMENT APPROACH

- ISO 45001 certified production systems
- Support to international mobility and travel alert
- Training in OHS
- Monitoring of satisfaction levels and promotion of employer branding initiatives
- Encouraging remote working (Work @ Barilla project)
- Presence of a Global D&I Board
- Specific initiatives in D&I

POSSIBLE IMPACTS

- Loss of key resources
- Ability to attract talent
- Disputes with our employees on health and safety
- Reputational loss or damage

ESG IMPACTS

RESIDUAL RISK



ECONOMIC GOVERNANCE



SOCIAL



ENVIRONMENTAL

-

RISKS CONNECTED TO THE VIOLATION OF HUMAN RIGHTS



Barilla undertakes to **impose respect of the fundamental rights of every person** when carrying out its activities and along the entire supply chain.

RISKS

Risks connected to the violation of human rights

POLICY

- Code of Ethics: it lays down the Group's values and principles based on the United Nations' Universal Declaration of Human Rights, on the International Labour Conventions and Recommendations issued by the ILO (International Labour Organization), on the Earth Council's Earth Charter, and on the principles set forth in the Global Compact proposed by the UN

MANAGEMENT APPROACH

- Barilla has adopted a programme for the implementation of a more structured auditing process to check and monitor the performance of suppliers with regard to "social" sustainability principles, especially in countries that are deemed to be at higher risk of violation of human rights

POSSIBLE IMPACTS

- Violation of Human Rights
- Monetary and/or restrictive sanctions
- Reputational loss or damage

ESG IMPACTS

RESIDUAL RISK



ECONOMIC GOVERNANCE



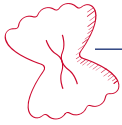
SOCIAL



ENVIRONMENTAL

-

RISKS CONNECTED TO PRODUCTS - QUALITY AND FOOD SAFETY



Barilla is committed to continuously improving its control mechanisms put in place to **prevent the risks related to the products' quality and safety.**

RISKS

Risks arising from possible non-conformity of products, mainly related to changes in the relevant regulations or causes attributable to employees, suppliers or co-packers.

The main risks that emerged were contamination by mineral oils, pesticides and furans.

POLICY

- Monitoring plan for finished products and main raw materials used
- Road Map for pesticide reduction in Pesto
- Task force for pesticide reduction in durum wheat

MANAGEMENT APPROACH

- "Global Quality, Food Safety & Techregulatory" department which has the specific task of identifying and assessing the impact of product quality and safety risks, taking into account existing and emerging risks
- Specific Risk Assessment activities
- Training courses in the production and supply chain to prevent infestations
- Planning of new tests to minimise furan in certain products (e.g. Wasa and Ragù)

POSSIBLE IMPACTS

- Consumer health and safety
- Consumer satisfaction
- Loss of or damage to reputation
- Monetary and/or restrictive sanctions

ESG IMPACTS



For more information on the management approach, please see the paragraph "Quality and safety" of this document.

RISKS CONNECTED TO PRODUCTS - NUTRITION



Barilla carefully **monitors** that the **nutritional profile** of products is **in line with the Group's 'Holistic Wellness' strategic pillar**, as well as changes and **new trends in** consumer preferences.

RISKS

Risks originating mainly from the evolution of consumer preferences and from new food trends (e.g. people are more interested in the quality and the nutritional characteristics of products and ingredients)

POLICY

- Nutrition Guidelines, periodically reviewed by the Barilla Health and Wellbeing Advisory Board (group of external experts): promote individual well-being through a healthy diet and lifestyle

MANAGEMENT APPROACH

- Full and transparent nutritional information
- Definition of goals for improving the nutritional profile
- Monitoring processes by means of specific KPIs, in line with the Nutritional Guidelines

POSSIBLE IMPACTS

- Consumer satisfaction
- Loss of or damage to reputation

ESG IMPACTS



For more information on the management approach, please see the paragraph "Nutrition" of this document.

RISKS CONNECTED TO SUPPLIER MANAGEMENT



Barilla constantly endeavours to promote **sustainable and respectful agricultural and farming practices**, collaborating with the entire production and supply chain.

RISKS	POLICY	MANAGEMENT APPROACH
Risks mainly related to: i) the unavailability/price volatility of high quality raw materials; ii) the development of supply chains that do not comply with Barilla's sustainability requirements; iii) increased exposure to business interruptions due to 'non-physical damage' (e.g. cyber threats), as well as the interruption of storage and/or transport processes due to cyber security incidents occurring to logistics providers)	• Supplier scouting, assessment, qualification, and monitoring procedures • Sustainable Agriculture Code • Carta del Mulino • Carta Harrys • Carta del basilico • Cultivation Specifications on Sustainable Cultivation Practices and Pesticide Use • Cyber Security plan for systems	• Periodic operational audits on the supply chain • Fraud risk assessment campaigns to identify the most critical product risk categories and to implement prevention plans • Procurement strategies for the most critical supplies, with regard to both products and packaging • Improvement of the production and supply chain traceability system and transparency on agricultural practices, through the use of technological tools enabling farmers to keep track of their products (ongoing) • Training and raising awareness on cyber security • Security by Design: definition of contractual responsibilities with partners, internal engineer team, and cyber security experts

POSSIBLE IMPACTS

- Unavailability of critical supplies
- Lack of transparency on agricultural practices
- Interruption of operations
- Reputational loss or damage

ESG IMPACTS

RESIDUAL RISK



ECONOMIC GOVERNANCE



SOCIAL



ENVIRONMENTAL



For more information on the management approach, please see the paragraph "Production and supply chains" of this document.

In recent years, supply chain management has been impacted by multiple consecutive shocks, the main effects of which are: shortages of raw materials and packaging due to the demand shock linked to the pandemic and later the Russian-Ukrainian conflict; soaring shipping tariffs and trade disruptions resulting from border blockades and closures, as well as shortages of transporters and logistics operators; and rising energy costs in the context of the 2022 energy crisis. In order to prevent and mitigate possible logistical and production disruptions, the Group maintained stocks of raw materials and packaging, adopted alternative transport methods, increased its production capacity in order to meet possible peaks in demand, and paid more attention to one-off supplies and dependencies.

The risks identified, duly singled out, assessed, and managed, can become a competitive advantage and be, therefore, seen as true opportunities for development, growth, and improvement. In consideration of these points and of the continuous evolution of the Enterprise Risk Management models, Barilla has adopted a programme for supplementing its framework, aiming to manage risks and take advantage of opportunities, especially with reference to ESG topics.



TAX RESPONSIBILITY

The fiscal strategy (so-called "Tax Strategy") is the document - formally approved by the BoD - that deals with the implementation of goals referring to taxation. The strategy is based on the following principles: **attention to non-corporate values and the ability to turn stability and preventive certainty of the correct revenue scheme into better business performance**. The content of the strategy is shared with directors and employees.

Moreover, the strategy defines the **tax risk appetite** of the Company, based on factually pursuing preventive certainty and on what is known as the "more likely than not" principle, founded on the desire to prevent the launch of unnecessary tax litigation or, however, tax litigation that, based on a prior assessment, could have an unfavourable outcome for the company.

The development and continuous implementation of the strategy at Barilla are guaranteed by the presence of adequate policies and procedures, suitable organisational solutions and structures, communication tools, as well as consistent and proportional means, in conformity with the established risk appetite.

In order to ensure tax management aligned with its risk appetite, the Group decided to adopt a Tax Control Framework (TCF), which contributes to risk control and inefficiency management.

TAX STRATEGY

The principles described in the tax strategy are reflected in the following aspects:

RISKS AND REPUTATION: control and management of the risks also with the aim of protecting the reputation of the Company and the brands.

VIRTUOUS CORPORATE CULTURE: promoting, on all company levels, the importance of transparency, honesty, fairness and compliance with the regulations, and the related control activities.

EFFICIENCY: efficient management of the tax cost linked to business activities, optimising the tax variable in the substantial and formal compliance with the laws, the principles and the aims of the fiscal system.

COMPLIANCE: guaranteeing the integrity of the tax fulfilments and the correct determination of taxes, in accordance with the deadlines and associated requirements.

GOOD FAITH AND TRANSPARENCY IN RELATIONS WITH THE TAX AUTHORITIES: establishing relationships with the tax authorities based on good faith and transparency, also by means of constant dialogue, so as to be recognised as a reliable counterparty.

BEST USE OF INTERNAL RESOURCES: continuous development of the awareness of tax topics by the resources involved and development of the management of risks related thereto.

In compliance with the aspects above, Barilla is committed to pursuing the preventive certainty of the tax positions and preventing any unnecessary tax disputes from being initiated. Furthermore, in line with the Strategy, Barilla is committed to transparency and to seeking the most appropriate solutions in order to ensure the best use of internal resources.

The Tax Control Framework is the useful tool to achieve prevention and mitigation of possible impacts from the occurrence of tax risks. The TCF is considered to be the set of tools, of organisational structures, of company regulations and rules aimed at ensuring – through an effective identification, measuring, managing and monitoring process of the main tax risks – a condition of the business that minimises the risk of operating in violation of tax rules, ensuring an approach of transparency and mutual collaboration in relations with the Financial administration. This tool is designed to intercept risks arising from changes affecting the company, regulatory changes and practices affecting the tax variable, also taking into account established case law.

Tax Risk Management is the process of making the TCF 'effective', i.e. ensuring the proper management and control of tax risk. The process is broken down into sub-processes that ensure its continuous improvement and adaptability to major changes in the company's structure and business model (adaptability to the internal context) or changes in tax legislation (adaptability to the external context).

Within the **internal control and tax risk management system**, roles and responsibilities have been assigned according to three levels of control:

- **first-level control, or "line control":** represented by the individual operational lines that, on a daily basis, implement the so-called 'line controls', as defined by corporate policies and procedures, in the performance of the activities pertaining to them;
- **second-level control:** entrusted to the Tax Risk Management Department⁶, responsible for monitoring activities (so-called Tax Assessment), and aimed at verifying the effectiveness and efficacy of controls to protect against tax risks;

6. The Tax Risk Management Department prepares annual summary reports with the results of its activities, which are submitted by the TCF Committee to the Managing Director. The Chief Executive Officer, after having shared the results and carried out the assessments within his competence on the adequacy of the TCF as a whole, shall, at least once a year, communicate the findings to the Board of Directors for the fulfilment of its responsibilities also in accordance with the Tax Strategy.

- **third level control:** entrusted to Group Internal Audit and aimed at assessing the functionality of the overall tax risk management and control system, as well as identifying anomalous trends, violations of procedures and regulations, in line with the activities carried out by this Department on the Company's overall internal control and risk management system.

Barilla also has a **TCF Committee** with an advisory and proposing role, as well as a supervisory role, concerning TCF activities and processes.

The Group maintains collaborative relationships with the Tax Authorities, based on compliance with principles of good faith, lawfulness, and transparency, confirming the virtuous way of carrying out its business activities that has always characterised Barilla and that is applied to all its stakeholders. The consolidation of this relationship has and will continue being conducive to a suitable level of certainty on the proper handling of tax issues, through a constant, transparent, and preventive dialogue.





METHODOLOGICAL NOTE

The **Sustainability Report** is the main reporting tool on the environmental and social performance of Barilla Group. The achieved results and the path defined for the years ahead have been published annually since 2008, and provide a full picture of Barilla commitment.

The Report, prepared on a voluntary basis, is drafted "*in accordance with the GRI Standards*", the non-financial reporting standards defined by the *Global Reporting Initiative - GRI*¹. To date, the GRI Standards are the most widespread and prominent international standards on non-financial reporting.

The scope and quality of reporting reflect the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. Reporting is also based on the fundamental concept of materiality, i.e. it reflects the issues in respect of which Barilla generates or could generate the most significant impacts on the economy, environment and people, including human rights. In this regard, Barilla has sought to strengthen and structure its materiality analysis process in recent years. In early 2023, when this report is published and in view of the publication of the new GRI 3 standard: Material Topics 2021, an update of the material topics was initiated according to the logic of impact materiality. For more information on the methodology used, the process performed and the results, please refer to the section "Materiality Analysis".

The reported data and information refer to fiscal year January 1 - December 31 2022², in line with the period of the Consolidated Financial Statements, unless stated otherwise. Where available, comparative data referring to previous years have been reported in order to present the Group performance trend over a longer time horizon. For an accurate representation of performance to be provided, privilege was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators, only using estimates in limited cases and duly indicated.

The reporting period matches that of the Consolidated Financial Statements of the financial year ended on 31 December 2021; any period limitations are specified in the document. The data relating to production aspects refer to the Group's companies operating in Italy, Canada, France, Sweden, Germany, Greece, Turkey, the United Kingdom, Russia, the USA and Mexico. The data pertaining to the distribution and sale of products include, in addition to the above, also Austria, Belgium, Croatia, Denmark, Norway, Holland, Poland, Slovenia, Spain, Switzerland, Arab Emirates, Brazil, Australia, China, Romania, Japan and Singapore.

This Report was written with the technical-methodological assistance of KPMG Advisory S.p.A..

For more information on this Report, please send a request to: mediarelations@barilla.com.

Finally, it should be noted that this Report also considers the disclosures required by Norway's Transparency Act (LOV-2021-06-18-99), the Norwegian Transparency Act - effective since 1 June 2022 - which requires companies with specific characteristics to ensure respect for human rights and decent working conditions. The relevant disclosures can be identified within the Report in the chapters "Supply Chains" and "Risk Management".

1. In particular, for the purposes of this report, the **GRI Universal Standard version 2021** - for general disclosures - the **GRI 13 Agriculture, Aquaculture and Fishing Sectors 2022** and the **GRI-G4 Food Processing Disclosure** (it should be noted, in fact, that the GRI- sector standard for food and beverages is present in the updated list of the 40 sectors for which GRI is developing a work programme for the development of sector standards, is not yet available in its updated version) - for the specific disclosures associated with the identified material topics - as well as the **GRI Topic Standards versions 2016 and subsequent** - for some specific disclosures associated with the identified material topics not included in the sector standards.

2. With respect to the scope of reporting, in line with the figures presented in the Consolidated Financial Statements as of 31 December 2022, on 29 December 2022, the Group finalised the sale of the subsidiary Harry's Restauration SAS, which produces and markets bakery products in France, with sales to third parties amounting to EUR 5.9 million in 2022 and where 37 people were employed. The French subsidiary was sold to Project France SAS, which belongs to Morato Group. In January 2023, an agreement was signed with the US company B&G Food Inc. to acquire the 'Back to Nature' business. This business, which will be included in the reporting scope as of the next Report, includes the eponymous brand founded in 1960, distributed mainly in America, which offers a portfolio of plant-based, no-GMO products, mainly referred to the categories of biscuits, crackers, nuts and granola. The Group thus reinforces its long-term strategy to build a strong multi-brand bakery platform in the US, where it is already the market leader in the crispbread category under Wasa brand.

The table below presents the Group material topics, clustered by macro-category of reference, the associated *inside-out* impacts and the related scope.

RECONCILIATION TABLE OF MATERIAL TOPICS & ASSOCIATED IMPACTS (Inside-out perspective)

Macro Category	Material Topics	Inside-Out Impacts	Type of Impacts	Scope/Value Chain
GOVERNANCE	Governance, Ethical business, and Integrity	Cases of corruption, bribery and conflicts of interest with possible negative (reputation and economic) impacts on the stakeholders involved (e.g. suppliers, customers, partners, etc.).	Negative - Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Promotion of a culture based on communication, ethics, transparency and protection of whistleblowers, with positive impacts in terms of increasing the trust of employees and collaborators, as well as greater freedom of expression of employees and collaborators, thanks also to whistleblowing reports.	Positive - Current	
		Effectiveness of governance in disseminating corporate values and ethical principles, with positive impacts in terms of increasing the trust of internal and external stakeholders.	Positive - Current	
		Collusion with potential competitors, abuse of market dominance or exclusion of potential competitors, with possible negative impacts on market logic.	Negative - Potential	
		Management of employee personal data processing activities in compliance with the requirements of the applicable legislation, with positive impacts in terms of privacy protection.	Positive - Potential	
HOLISTIC WELLNESS	Products	Contamination of food with harmful bacteria (e.g. salmonella, listeriosis, viruses and parasites), with possible negative impacts on consumer health.	Negative - Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Enabling physical and economic access to safe, nutritious and acceptable food within a given culture, with positive impacts on food security.	Positive - Current	
	Innovation	Products able to respond to emerging trends in the food sector, with positive impacts in terms of meeting the needs of customers and end users.	Positive - Current	- Suppliers - Production - Retailer - Consumer
	Raw materials	Continuity of supply chain relationships also through increased supplier satisfaction, with positive impacts in terms of generating and securing timely cash flows; as well as increased welfare of local communities through the inclusion of locally based suppliers in their supply chain.	Positive - Current	- Suppliers - Consumer
		Traceability in terms of identification of the origin of products and raw materials, actors involved and supply chain as a whole, with positive impacts in terms of customer and end-user satisfaction, as well as advantages in the tracking and the possible recall of non-compliant products.	Positive - Current	

RECONCILIATION TABLE OF MATERIAL TOPICS & ASSOCIATED IMPACTS (Inside-out perspective)

Macro Category	Material Topics	Inside-Out Impacts	Type of Impacts	Scope/Value Chain
HOLISTIC WELLNESS	Animal welfare	Promotion of practices and policies to ensure the protection and welfare of animal species by all suppliers of raw materials of animal origin, with positive impacts in terms of awareness, information and training on these issues for these suppliers and all employees involved in supply chain management.	Positive - Current	- Suppliers - Consumer
	Traceability and transparency	Business practices aimed at ensuring easy and reliable access to product information and complaint handling, with positive impacts in terms of improving the customer experience.	Positive - Current	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Business practices aimed at ensuring adequate quality of product information, with positive impacts in terms of informed and conscious customer choices.	Positive - Current	
		Increased involvement of consumers and end-users, also by means of transparent and open dialogues on social media, with positive impacts in terms of ensuring stakeholders' freedom of expression.	Positive - Current	
	Marketing and labels	Wrong marketing strategies/practices, with possible negative impacts in terms of loss of customer/consumer confidence.	Negative - Potential	- Retailer - Consumer
ENVIRONMENT	Climate change	Strengthen resilience and adaptation to climate change risks by taking appropriate measures to prevent or minimise the impacts generated by our supply chain and production activities and by contributing, in concert with other stakeholders, to the development of project proposals to be translated into climate change adaptation actions and initiatives.	Positive - Current	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
	Consumption	Promoting energy efficiency, self-production of energy from renewable sources, the study of alternatives to the use of fossil fuels, resulting in improved energy performance and reduction of negative environmental impacts, such as generation of emissions into the atmosphere and contribution to climate change.	Positive - Current	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Ensure proper water resource management in the premises and throughout the network, promoting practices to ensure efficient use of water, containing consumption, limiting waste and ensuring constant attention to water-stressed areas. This resulting in a reduction of negative environmental impacts.	Positive - Current	
		Continuous monitoring and control of water by engaging in continuous reduction of the discharge of harmful substances (nitrates, phosphates and pesticides etc.).	Positive - Current	

RECONCILIATION TABLE OF MATERIAL TOPICS & ASSOCIATED IMPACTS (Inside-out perspective)

Macro Category	Material Topics	Inside-Out Impacts	Type of Impacts	Scope/Value Chain
ENVIRONMENT	Biodiversity	Protect the health of people and the surrounding environment by minimising the marketing and use of persistent organic pollutants (POPs), pesticides, nitrogen compounds, phosphorous etc.	Positive - Potential	• Suppliers • Production
		Protect wildlife and floral species in the productive environment and promoting actions for the protection of biodiversity.	Positive - Potential	
	Circularity	Research, integrate and foster circular economy principles in the business model, promoting practices aimed at the proper management of natural resources (e.g. reduction/ simplification of packaging materials and initiation of experiments in recovery chains) and the valorisation of waste, with benefits in terms of minimising waste depletion.	Positive - Potential	• Suppliers • Production • Retailer • Consumer
		Research, integrate and foster circular economy principles in the business model, promoting practices aimed at proper waste management with benefits in terms of minimising waste production and a commitment to start the recovery/ recycling process.	Positive - Potential	
	Packaging	Search for the best types of products packaging, able to guarantee the highest quality and safety and, at the same time, with the lowest possible environmental impact.	Positive - Potential	• Suppliers • Production • Retailer • Consumer
COMMUNITY	Education	Dissemination of sustainable and balanced lifestyles and correct eating practices (with special attention to the youngest), with positive impacts in terms of food education and information.	Positive - Potential	• Retailer • Consumatore
	Support to communities	Employment and/or adoption of further practices aimed at supporting the community and territory (e.g. ensuring income, housing, food, water and sanitation, environmental and social protection, etc.), with positive impacts in terms of value creation for the territory and economic inclusion.	Positive - Potential	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer • Consumer
		Exploitation of natural resources, impoverishment of territories and/or failure/insufficiency in listening to the needs/requests of local communities, with possible negative impacts in terms of their quality of life and the socio-economic development of their territories.	Negative - Potential	

RECONCILIATION TABLE OF MATERIAL TOPICS & ASSOCIATED IMPACTS (Inside-out perspective)

Macro Category	Material Topics	Inside-Out Impacts	Type of Impacts	Scope/Value Chain
COMMUNITY	Human Rights	Dissemination of a corporate culture aimed at ensuring secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance and respect for working hours and overtime, with positive impacts in terms of workforce satisfaction in the value chain.	Positive - Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer
		Accidents, injuries and illnesses at work, with possible negative impacts in terms of health and safety of the value chain workforce.	Negative - Potential	
		Protect labour practices with regard to the workforce in the value chain (e.g. forced or compulsory labour, child labour) - with a focus on the sugar and cocoa supply chains, as well as migrant workers and temporary labour - with possible positive impacts in terms of safeguarding human rights within the value chain, as well as on people's psycho-physical health and child development.	Positive - Potential	
		Gender and pay equality for work of equal value, employment and inclusion of persons with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with possible positive impacts on the motivation and satisfaction of the value chain workforce.	Positive - Potential	
BARILLA PEOPLE	Human Resources	Secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance (including smartworking) and adherence to working hours and possible overtime, with positive impacts on workforce motivation, well-being and satisfaction.	Positive - Current	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer
	Health and safety	Accidents, injuries and illness at work, with possible negative impacts in terms of health and safety of the workforce.	Negative - Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer
	Diversity and Inclusivity	Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with positive impacts on motivation, well-being and workforce satisfaction.	Positive - Current	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer
		Forced or child labour practices, with negative impacts in terms of violating the human rights of employees and co-workers.	Negative - Potential	

GRI INDEX



Statement of use		Barilla Group reports in accordance with GRI Standards for the period 1.01.2022 - 31.12.2022				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022				
GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organisational Details	Who we are > Group Profile				
	2-2 Entities included in the organisation sustainability report	Annex > Methodological Note				
	2-3 Reporting Period, Frequency and Contact Channel	Annex > Methodological Note				
	2-4 Review of Information	Annex > Methodological Note <i>There were no significant restatements of information reported in previous years.</i>				
	2-5 External Assurance	<i>This report is not subject to external assurance.</i>				
	2-6 Activities, Value Chain and Other Business Relations	Who we are > Group Profile Who we are > Brands Supply chains > Raw materials Supply chains > Animal welfare Annex > Methodological Note <i>The organisational structure of the Group identifies Barilla Initiative S.p.A. and Barilla International Ltd, which are active, through their subsidiaries, in the production and marketing of pasta, sauces and bakery products at national and international level, as operating sub-holdings, in addition to the companies IKRG LLC and IKRG LLC OC1, intended for the development and management of the Restaurants project.</i>				

*(G4 Sector Disclosures Food processing)

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-7 Employees	Who we are > Group Profile People and communities > Barilla People The information on employees with non-guaranteed hours is only available for Italy.	Requirement b) III	Not available information	There is currently no process in place to track the number of employees with non-guaranteed hours for the Group foreign countries. Barilla is committed to reporting this figure in future years.	
	2-8 Workers who are not employees	The information is only available for Italy.	Requirement (a), (b) and (c)	Not available / incomplete information	There is currently no process in place to track the number of non-employees for the Group foreign countries. Barilla is committed to reporting this figure in future years.	
	2-9 Governance Structure and Composition	Governance > Corporate Governance	Requirement (c) IV and VII	Confidentiality constraints	This information has been omitted for reasons of confidentiality	
	2-10 Appointment and selection of the highest governing body	Governance > Corporate governance There are no further criteria for appointment and selection other than those mentioned in the above section.				
	2-11 President of the highest governing body	Governance > Corporate governance				
	2-12 Role of the highest governing body in monitoring impact management	Our way of doing business > Materiality analysis Governance > Governance of Sustainability				
	2-13 Delegation of Responsibility for Impact Management	Governance > Governance of Sustainability				
	2-14 Role of the Highest Governance Body in Sustainability Reporting	Our way of doing business > Materiality analysis Governance > Governance of Sustainability				
	2-15 Conflicts of Interest	Governance > Code of Ethics				
	2-16 Communication of Critical Concerns	The most critical matters and/or the most significant violations are always reported to the Board of Directors either for mere information or to seek approval when required by law or the company's articles of association	Requirement (a), (b)	Confidentiality constraints	This information has been omitted for reasons of confidentiality	

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governing body	Governance > Governance of Sustainability				
	2-18 Performance evaluation of the highest governing body	<i>In 2022, a performance assessment of the Board was carried out for the first time by the directors and auditors themselves.</i>	Requirement (b), (c)	Confidentiality constraints	<i>This information has been omitted for reasons of confidentiality</i>	
	2-19 Remuneration Policies	Governance > Corporate Governance	Requirement (a) II, III, IV and V	Confidentiality constraints	<i>This information has been omitted for reasons of confidentiality</i>	
	2-20 Process for Determining Remuneration	Governance > Corporate Governance				
	2-21 Annual Total Compensation Report	Governance > Remuneration policies	Requirement (a), (b) and (c)	Confidentiality constraints	<i>The constraint is due to a change in top management and the consequent internal re-organisation. Barilla is committed to reporting this figure in future years.</i>	
	2-22 Sustainable Development Strategy Statement	Intro > The joy of food for a better life > Gianluca Di Tondo, CEO				
	2-23 Commitment	Governance > Code of Ethics				
	2-24 Incorporating Commitments	Governance > Code of Ethics				
	2-25 Processes to Make up for Negative Impacts	Governance > Code of Ethics Governance > Risk Management Our way of doing business > Stakeholder				
	2-26 Mechanisms for Seeking Advice and Raising Concerns	Governance > Code of Ethics Governance > Anticorruption				
	2-27 Compliance with Laws and Regulations	<i>During 2022, 2 fines were received 2 financial penalties (Castiglione - waste water & Pedrignano - waste water) with a total value of 13,000 Euros</i>				
	2-28 Associations	Our way of doing business > Stakeholder				
	2-29 Approach to stakeholder engagement	Our way of doing business > Stakeholder				

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-30 Collective bargaining Agreements	100% of Barilla employees in Italy are covered by collective bargaining agreements The information is only available for Italy. Over the next few financial years, the Group is committed to supplement this disclosure.	Requirement (a) and (b)	Not available information	There is currently no process in place to track the number of employees covered by collective labour agreements for the Group foreign countries. Barilla is committed to reporting this figure in future years.	
	3-1 Process to Determine Material Arguments	Our way of doing business > Materiality analysis				
	3-2 List of material topics	Our way of doing business > Materiality analysis				
MATERIAL TOPIC - ANIMAL WELFARE						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Supply chains > Animal welfare				13.11.1
	301-1 Materials used by weight or volume	Supply chains > Animal welfare				
	-		Requirement 13.11.2	Not available information	There is currently no process in place for defining the percentage of the production volume divided, according to origin, between sites of the organisation certified according to third-party animal health and welfare standards. Barilla is committed to reporting this figure in future years.	13.11.2 Report the percent- age of production volume from the organ- isation sites certified to third-party animal health and welfare standards and list these standards
	-		Requirement 13.11.3	Not applicable	The required information concerns aquaculture organisations.	13.11.3 Report the survival rate of farmed aquatic animals and the main causes of mortality

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - ANIMAL WELFARE						
GRI 3: Material Topics 2021	FP9 Percentage and total of animals raised and/or processed, by species and breed type	Supply chains > Animal welfare				
	FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Supply chains > Animal welfare				
	FP11 Percentage and total of animals raised and/ or processed, by species and breed type, per housing type	Supply chains > Animal welfare				
	FP12 Policies and practices on the use of antibiotics, anti-inflammatories, hormones and/or growth-promoting treatments	Supply chains > Animal welfare				
MATERIAL TOPIC - CLIMATE CHANGE						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Environment > Production				13.1.1
	305-1 Direct GHG emissions (Scope 1)	Environment > Production				13.1.2
	305-2 Indirect GHG emissions from energy consumption (Scope 2)	Environment > Production				13.1.3
	305-3 Other indirect GHG emissions (Scope 3)	The Group has set itself the goal of reducing GHG emissions by 26%, by 2030, per tons of finished product (compared to 2017). For more details please refer to the website https://sciencebasedtargets.org/companies-taking-action	Requirement 13.1.4	Not available / incomplete information	The calculation methodology for the Scope 3 emissions is being refined. Barilla is committed to provide information over the next few years.	13.1.4
	305-4 Intensity of GHG emissions	Environment > Production				13.1.5
	305-5 Reduction of GHG emissions	Environment > Production				13.1.6

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - CLIMATE CHANGE						
GRI 3 – Material Topics 2021	305-6 Emissions of ozone-depleting substances (ODS)	-	Requirement 13.1.7	Not available / incomplete information	There is currently no process in place for the assessment of emissions of ozone-depleting substances (ODS). Barilla is committed to provide information over the next few years.	13.1.7
	305-7 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant emissions	-	Requirement 13.1.8	Not available / incomplete information	There is currently no process in place for the evaluation of nitrogen oxides (NOX), sulphur oxides (SOX) and other significant emissions. Barilla is committed to provide information over the next few years.	13.1.8
	3-3 Managing material topics	Annex > Methodological Note Environment > Production				13.2.1
	201-2 Financial implications and other risks and opportunities due to climate change	Environment > Production				13.2.2
MATERIAL TOPIC - CIRCULARITY						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Environment > Packaging				13.8.1
	301-1 Materials used by weight or volume	Environment > Packaging				-
	301-2 Materials used from recycling	Environment > Packaging				-
	301-3 Recovered or reclaimed products and related packaging materials	Environment > Packaging				-
	306-1 Waste generation and significant waste-related impacts	Environment > Production				13.8.2
	306-2 Management of significant waste-related impacts	Environment > Production				13.8.3

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - CIRCULARITY						
GRI 3 – Material Topics 2021	306-3 Generated Waste	Environment > Production				13.8.4
	306-4 Waste not intended for disposal	Environment > Production				13.8.5
	306-5 Waste intended for disposal	Environment > Production				13.8.6
MATERIAL TOPIC - PACKAGING						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Environment > Packaging				13.8.1
	301-1 Materials used by weight or volume	Environment > Packaging				-
	301-2 Materials used from recycling	Environment > Packaging				-
	301-3 Recovered or reclaimed products and related packaging materials	Environment > Packaging				-
MATERIAL TOPIC - CONSUMPTIONS						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Environment > Production				-
	302-1 Energy consumed within the organisation	Environment > Production				-
	302-3 Energy intensity	Environment > Production				-
	302-4 Reducing energy consumption	Environment > Production				-
	3-3 Managing material topics	Environment > Production				13.7.1
	303-1 Interaction with water as a shared resource	Environment > Production				13.7.2
	303-2 Management of impacts related to effluent	Environment > Production				13.7.3
	303-3 Water withdrawal	Environment > Production				13.7.4
	303-4 Effluent	Environment > Production				13.7.5
	303-5 Water consumption	Environment > Production				13.7.6

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - DIVERSITY AND INCLUSION						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note People and communities > Barilla People Governance > Corporate Governance <i>For futher details please refer to the Group Code of Ethics available on the website.</i>				13.15.1
	405-1 Breakdown of governing bodies and employees by diversity indicators	People and communities > Barilla People Governance > Corporate Governance				13.15.2
	405-2 Ratio of basic wages and remuneration between women and men	<i>Since 2020, the Group has achieved parity gender pay, according to the principle "Gender Pay Equality". For more details, see the website: https:// www.barillagroup.com/it/engagement/ diversity-inclusion/gender-equality/</i>				13.15.3
	406-1 Possible cases of discrimination encountered and corrective actions implemented	<i>Barilla Group did not record any cases of discrimination during the year</i>				13.15.4
	-	<i>Since 2020, the Group has achieved parity gender pay, according to the principle "Gender Pay Equality". For more details, see the website: https:// www.barillagroup.com/it/engagement/ diversity-inclusion/gender-equality/</i>				13.15.5 Describe any differences in employment condi- tions and approach to remuneration based on the nationality or migrant status of the workers, depending on the loca- tion of operations)
MATERIAL TOPIC - HEALTH AND SAFETY						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note People and communities > People health and safety				13.19.1
	403-1 Occupational health and safety management system	People and communities > People health and safety				13.19.2
	403-2 Hazard identification, risk assessment and accident investigation	People and communities > People health and safety				13.19.3
	403-3 Occupational medicine services	People and communities > People health and safety				13.19.4

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - HEALTH AND SAFETY						
GRI 3 – Material Topics 2021	403-4 Participation and consultation of workers and communication on occupational health and safety	People and communities > People health and safety				13.19.5
	403-5 Training of workers on occupational health and safety	People and communities > People health and safety				13.19.6
	403-6 Promotion of the health of workers	People and communities > People health and safety				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts within commercial relationships	People and communities > People health and safety				13.19.8
	403-8 Workers covered by an occupational health and safety system	People and communities > People health and safety <i>Hours worked are taken into account for the calculation of accident indices.</i>				13.19.9
	403-9 Accidents at work	People and communities > People health and safety				13.19.10
	403-10 Occupational diseases	People and communities > People health and safety				13.19.11
MATERIAL TOPIC - HUMAN RIGHTS						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Supply chains > Raw materials				13.16.1
	409-1 Operations and suppliers at significant risk of child labour accidents	Supply chains > Raw materials <i>The number of suppliers deemed to be at significant risk of cases of forced or compulsory labour is 30 (8 cocoa producers, 3 cane sugar producers and 21 suppliers of promotional activities).</i>				13.16.2
	3-3 Managing material topics	Annex > Methodological Note Supply chains > Raw materials				13.17.1
	408-1 Operations and suppliers at significant risk of child labour accidents	Supply chains > Raw materials <i>The number of suppliers deemed to be at significant risk of child labour is 30 (8 cocoa producers, 3 cane sugar producers and 21 suppliers of promotional activities).</i>				13.17.2

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - EDUCATION						
GRI 3 – Material Topics 2021	FP4 Programmes and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	Products > Food education				
MATERIAL TOPIC - GOVERNANCE, ETHICAL BUSINESS AND INTEGRITY						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Governance > Anti-competitive behaviour				13.25.1
	206-1 Legal action for anti-competitive behaviour, antitrust and monopoly practices	Barilla Group did not record any legal actions for anti-competitive behaviour, anti-trust, and monopoly practices during the year.				13.25.2
	3-3 Managing material topics	Annex > Methodological Note Governance > Anti-corruption				13.26.1
	205-1 Assessed operations for the risks associated with corruption	Governance > Anti-corruption				13.26.2
	205-2 Communication and training on anti-corruption policies and procedures	Governance > Anti-corruption				13.26.3
	205-3 Confirmed episodes of corruption and actions taken	Barilla Group did not record any cases of discrimination during the year.				13.26.4
	207-1 Approach to taxation	Governance > Tax responsibility				-
	207-2 Tax governance, risk control and management	Governance > Tax responsibility				-
	207-3 Stakeholder engagement and management of tax concerns	Governance > Tax responsibility				-
	418-1 Substantiated Complaints Concerning Violations of Customer Privacy and Losses of Customers	During 2022, Barilla Group did not receive any formal complaints.				-

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - MARKETING AND LABELS						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Anneix > Methodological Note Products > Quality and food safety				-
	417-1 Product and service information and labelling requirements	Products > Quality and food safety				-
	417-2 Cases of non- conformity relating to information and labelling of products and services	Barilla Group did not recorded no cases of non-compliance in information and labelling of products and services during the year.				-
	417-3 Cases of non- compliance concerning marketing communications	Barilla Group did not recorded no cases of non-compliance concerning marketing communications during the year.				-
	FP8 Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Products > Quality and food safety				-
MATERIAL TOPIC - RAW MATERIALS						
GRI 3 – Material Topics 2021	G4 FP1 Percentage of purchased volume from suppliers compliant with company’s sourcing policy	Supply chains > Raw materials Supply chains > Animal welfare				-
	G4 FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	Environment > Packaging				-
MATERIAL TOPIC - PRODUCTS						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Products > Nutrition Products > Quality and food safety				13.10.1
	416-1 Assessment of the impacts on health and safety by product and service category	Products > Quality and food safety				13.10.2

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - PRODUCTS						
GRI 3 – Material Topics 2021	416-2 Cases of non conformities regarding impacts on the health and safety of products and services	Products > Quality and food safety				13.10.3
	FP5 Percentage of production volume manufactured at sites certified by an independent third party according to internationally recognised food safety management system standards	Products > Quality and food safety				10.10.4
	-	-	Requirement 13.10.5			13.10.5 State the number of recalls made for food safety reasons and the total volume of recalled products
	FP6 Percentage of total sales volume of consumer products, by product category, with lower saturated fat, fatty acids, sodium and added sugars	Products > Nutrition				-
	FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritional ingredients such as fibre, vitamins, minerals, phytochemicals or functional food additives	Products > Nutrition				-
MATERIAL TOPIC - HUMAN RESOURCES						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note People and communities > Barilla People People and communities > Training, development and talent management People and communities > Relationship with communities				13.20.1
	401-1 New recruitments and employee turnover	People and communities > Training, development and talent management				-
	401-3 Parental leave	People and communities > Barilla People				-
	404-1 Average hours of training per year per employee	People and communities > Training, development and talent management				-

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - HUMAN RESOURCES						
GRI 3 – Material Topics 2021	404-2 Employee skills refresher programmes and transition assistance programmes transition assistance programmes	People and communities > Training, development and talent management				-
	G4 FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs	People and communities > Relationship with communities				-
MATERIAL TOPIC - SUPPORT TO COMMUNITY						
GRI 3 – Material Topics 2021	3-3 Management of Material Issues	Appendix > Methodological Note Products > Nutrition Products > Food quality and safety				13.9.1
	-	<i>The total weight for 'Food Loss' is 103,729 (of which 70% for the 'Bakery products' category; 25% for the 'Pasta' category and 5% for the 'Sauces' category. These 'Food Losses' were identified within the production lines and reported in the Pro. mo plant data collection system. (Production Monitoring).</i>				13.9.2 State the total weight of food loss in metric tonnes and the percentage of food loss, for the organisation's main products or product categories, and describe the methodology used for the calculation
	3-3 Management of Material Issues	Appendix > Methodological Note People and communities > Relationship with communities				13.12.1
	413-2 Activities with significant potential and actual negative impacts on local communities	<i>As it can be seen from the numerous activities Barilla carries out each year, the support and development of local communities are primary goals: as proof of this commitment, it should be recalled that over the years the Group has always endeavoured to limit the risk of generating current or potential negative impacts on the community.</i>				13.12.3
	3-3 Management of Material Issues	Annex > Methodological Note People and communities > Relationship with communities Supply chains > Raw materials Supply chains > Animal welfare				13.22.1
	203-1 Infrastructure investments and financed services	People and communities > Relationship with communities				13.22.3

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - SUPPORT TO COMMUNITY						
GRI 3 – Material Topics 2021	203-2 Significant Indirect Economic Impacts	Being an international Group, Barilla has 29 production sites (including 1 or more production sites), 15 in Italy and 14 abroad, generating a positive impact on employment.				13.22.4
MATERIAL TOPIC - TRACEABILITY AND TRANSPARENCY						
GRI 3 – Material Topics 2021	3-3 Management of Material Issues	Annex > Methodological Note Supply chains > Raw materials Supply chains > Animal welfare				13.23.1
	-	Barilla has implemented a structured traceability system for its products that makes it possible to reach the administrative site of its direct suppliers.		-	-	13.3.2 Describe the level of traceability in place for each sourced product, e.g. whether the product can be traced at nation- al, regional or local level or to a specific point of origin (e.g. farms, hatch- eries and feed mills).
	-	Supply chains > Raw materials Barilla is committed, including through its Codes and Decalogues, to purchase from suppliers certified according to internationally recognised standards.				13.23.3 State the percentage of certified procured volumes according to internationally recog- nised standards, which trace the route of each product through the supply chain, and list these standards)
	-	Supply chains > Raw materials Supply chains > Animal welfare				13.23.4 Describe improvement projects to achieve supplier certification ac- cording to internationally recognised standards that trace the route of prod- ucts through the supply chain to ensure that the whole sourcing volume is certified)

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
MATERIAL TOPIC - TRACEABILITY AND TRANSPARENCY						
GRI 3 – Material Topics 2021	301-1 Materials used by weight or volume	Supply chains > Raw materials				-
	204-1 Proportion of spending on local suppliers	Supply chains > Raw materials Supply chains > Animal welfare				-
	414-2 Negative social impacts on the supply chain and actions taken	Supply chains > Raw materials Governance > Risk management				-
MATERIAL TOPIC - BIODIVERSITY						
GRI 3 – Material Topics 2021	3-3 Management of Material Issues	Annex > Methodological Note Supply chains > Raw materials				13.3.1
	304-1 Operational sites owned, leased, managed in (or adjacent to) protected areas and areas of high biodiversity value outside protected areas	-	Requirement 13.3.2	Not available / incomplete information	It is currently not in existence a tracking process such request. Barilla is committed to delve into the topic and to provide information on it course of the next financial years.	13.3.2
	304-2 Significant impacts of activities, products and services on biodiversity	Annex > Methodological Note	-	-	-	13.3.3
	304-3 Protected or restored habitats	-	Requirement 13.3.4	Not available / incomplete information	It is currently not in existence a tracking process such request. Barilla is committed to delve into the topic and to provide information on it course of the next financial years.	13.3.4
	304-4 Species listed on the IUCN Red List and national lists having their habitat in the organisation areas of operation	-	Requirement 13.3.5	Not available / incomplete information	It is currently not in existence a tracking process such request. Barilla is committed to delve into the topic and to provide information on it course of the next financial years.	13.3.5

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
OTHER GRI DISCLOSURES NOT RELATED TO MATERIAL TOPICS						
CONVERSION OF THE NATURAL ECOSYSTEM						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.4.1
	-	-	-	Not applicable	-	13.4.2
	-	-	-	Not applicable	-	13.4.3
	-	-	-	Not applicable	-	13.4.4
	-	-	-	Not applicable	-	13.4.5
SOIL HEALTH						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.5.1
		-	-	Not applicable	-	
USE OF PESTICIDES						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.6.1
	-	-	-	Not applicable	-	13.6.2
RIGHTS OVER LAND AND RESOURCES						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.13.1
	-	-	-	Not applicable	-	13.13.2
	-	-	-	Not applicable	-	13.13.3
RIGHTS OF INDIGENOUS PEOPLES						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.14.1
	411-1 Cases of violations of the rights of indigenous peoples	-	-	Not applicable	-	13.14.2
	-	-	-	Not applicable	-	13.14.3
	-	-	-	Not applicable	-	13.14.4

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
OTHER GRI DISCLOSURES NOT RELATED TO MATERIAL TOPICS						
SUBSISTENCE INCOME AND LIVING WAGE						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.21.1
		-	-	Not applicable	-	13.21.2
		-	-	Not applicable		13.21.3
PUBLIC POLITICS						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of Material Issues	-	-	Not applicable	-	13.24.1
	415-1 Public grants	-	-	Not applicable	-	13.24.2



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The FSC forest management standards include the protection of water quality, prohibit cutting down old-growth forests, prevent the loss of natural forest cover, and ban the use of highly toxic chemical products. In addition, FSC expects forest managers to involve the members of the local communities in the decision-making processes and to protect the rights of indigenous populations. FSC also requires that the results of the certification audits are published, even if they refer to private property.

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