

2020 SUSTAINABILITY REPORT

# WE CARE ABOUT THE FUTURE







Photo by Giovanni Gastel

In 2020, the COVID-19 pandemic highlighted our fragilities and was also an opportunity for introspection and for reassigning priorities to our value system, as human beings and as a Company.

Scientific evidence shows the direct link between the pandemic and sustainability but, as the UN rightly admonish, the damage from climate change is more persistent, stronger and more irreversible than any pandemic in the long term.

As stated by the famous British naturalist Sir David Attenborough: "*Many individuals are doing what they can. But real success can only come if there is a change in our societies, in our economics and in our politics*". Therefore, we all have a duty to do our part and to be the driving forces of this evolution, which will undoubtedly be strongly boosted by the National Recovery and Resilience Plan (NRRP).

In this Sustainability Report we give an account of what we have undertaken in many different directions: for the community and the region, for our customers and our people, for our suppliers with whom we have established wholesome collaborations, and for the environment.

I hope that all the passion for our work and for what really matters also shines through. Today's Esselunga is the result of the skilled work of many people, to whom I am deeply grateful, who have given their utmost best in a dramatically difficult year.

*Marina Caprotti*

MARINA CAPROTTI, Executive Chairman

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ESSELUNGA  
TRIONFO DI FRESCHEZZA

ESSELUNGA  
TRIONFO DI FRESCHEZZA

1.

# ESSELUNGA THE MORE YOU KNOW IT, THE DEEPER YOU FALL IN LOVE

- 1.1 THE EVOLUTION OF THE BUSINESS
- 1.2 THE BUSINESS MODEL AND THE ORGANISATION
- 1.3 ESSELUNGA PRODUCTS

# 1.1 THE EVOLUTION OF THE BUSINESS

The first Italian supermarket opened in 1957 in Milan, in viale Regina Giovanna, thanks to the initiative of the American tycoon Rockefeller and a few Italian entrepreneurs, including Bernardo Caprotti. That was the beginning of the history of Esselunga which, **with a network of 167 supermarkets and superstores in Northern and Central Italy, is now one of the main chains in large scale retailers sector.** With its production plants and processing centres in Limito di Pioltello, Biandrate and Parma, Esselunga has become over time an actual **food**

**company**, committed to making food products under its own brand.

The business model has been developed in accordance with certain fundamental values that guide the Company in ensuring, every day, a shopping experience capable of meeting customers' requirements, anticipating their needs by offering products of the utmost excellence and freshness, with the highest quality of services, at the most competitive prices, in the e-commerce channel as well as in stores.



INTEGRITY - PASSION - EXCELLENCE - INNOVATION - BELONGING. OUR MISSION AND OUR VALUES. We strive every day to improve our customers' quality of life, by offering an easy and pleasant shopping experience, with products of the utmost excellence and freshness and the highest quality of services, at the most affordable prices, online as well as in stores that are unrivalled on the market. We contribute to building a better future.

Over the last twenty years, with a view to continuous business evolution, the supermarkets have been complemented by the Bar Atlantic, the EsserBella perfumeries, the e-commerce service, OTC pharmacies, the Elisenda pastry shop and new types of stores, such as laESSE, located in strategic points of the city, perfect for daily shopping.



Esselunga has also progressively provided additional services to customers, such as booking school books and photo printing service.

The culture of innovation has allowed the Company to achieve excellent results and to show resilience, promptly adapting to changes in the market. In particular, in 2020, in response to the COVID-19 health emergency, Esselunga rapidly adapted to the new environment and focused on the solutions required to assure business continuity, including extending and strengthening e-commerce. However, the growth of the conventional channel did not stop, as evidenced by the opening of 5 stores and 4 laESSE.

**5** NEW STORES and

**4** laESSE





## 22 APRIL

Stores of

- MILAN, VIALE TIBALDI

- BARZANÒ (LC)

## 2020 OPENINGS

### 17 JUNE

laESSE of  
MILAN, VIA  
MELCHIORRE GIOIA



### 15 JULY

Store of  
MONTECATINI TERME (PT)





## 25 NOVEMBER

laESSE of  
**MILAN, VIA MERCATO**

## 16 DECEMBER

Store of  
**GENOA, VIA PIAVE**

## 14 OCTOBER

laESSE of  
**MILAN, CORSO GENOVA**  
**MILAN, VIALE MONTE NERO**

Store of  
**PARMA, VIA VERDI**



## 2 DECEMBER

Store of  
**PISTOIA, VIALE MATTEOTTI**  
reopens to the public



## ESSELUNGA IN NUMBERS

With 167 stores, 40 EsserBella perfumeries, 97 Bar Atlantic and 6 laESSE, Esselunga has a presence in 7 regions and 32 provinces spread through Central and Northern Italy.



**4**

LOGISTIC HUBS



**2**

PRODUCTION CENTRES



**2**

MEAT AND FISH  
PROCESSING CENTRES



**OVER 25,000**

EMPLOYEES

WITH AN AVERAGE AGE OF 41



**OVER 5.7 MILLION**

CUSTOMERS WITH A "FIDATY" LOYALTY CARD



**OVER 8 BILLION**

TURNOVER



STORES  
ESSELUNGA



laESSE

## 1.2 THE BUSINESS MODEL AND THE ORGANISATION

Esselunga's organisation features marked centralisation of procurement, production and logistics activities, which ensure the freshness and quality of the products delivered every day to the stores and e-commerce warehouses.

The promotional policies, as well as communication and marketing initiatives, are developed and planned through continuous and thorough market analysis, in relation to the customer's purchasing power, their preferences and the request for specific services.

Sales are managed with a multi-channel approach, where the stores and e-commerce services are perfectly integrated to meet the requirements of all customers.

The structures of the Sales Department and of the Quality Assurance Department periodically carry out inspections at the production facilities of suppliers of fresh and Esselunga-branded products. Subsequently, the Logistics Department organises and streamlines the stores restocking system from the production plants and the processing and distribution centres.

Contacts with customers are strengthened by the **loyalty programme, which attracts them and builds loyalty** through specific initiatives and additional services.



## THE SUPPLIERS OF FINISHED PRODUCTS

The logistics stocking flow from suppliers takes into account sales forecasts, guaranteed minimum stocks and available spaces, with some specific aspects depending on whether fresh (for example fruit, vegetables, meat, fish, dairy products, cured meats and cheeses) or packaged products are involved: in the former case orders and deliveries are daily, while in the latter they have lower frequencies and deliveries are made by appointment.



## PRODUCTION PLANTS AND PROCESSING CENTRES

The Company has streamlined production concentrating it in plants equipped with state-of-the-art technologies, also improving efficiency in the use of resources and carrying out strict food safety checks.

### LIMITO DI PIOLTELLO



- **Production plant** of delicatessen and Elisenda fresh pastries.



- **Meat Processing Centre** for the reception, cutting up and splitting of meat and the production of hamburgers.

### PARMA



- **Production plant** of the fresh and filled pasta lines, semolina pasta, dry pastry processing and all baked products.

### BIANDRATE



- **Fish Processing Centre** for processing fresh fish products and preparing sushi and ready meals.

## DISTRIBUTION CENTRES (DC) - THE LOGISTICS

After processing, the finished products are inspected and transported from production plants to the DC. To maintain the values of craftsmanship and freshness even in these stages, the foods are always prepared and transported considering the daily stocking needs of the individual stores and e-commerce warehouses, thus ensuring the preservation of the highest nutritional and quality levels and enabling significant reductions in terms of food waste.



### DAILY STOCKING

Centralised logistics ensure daily stocking of the stores thanks to the strategic location of four state-of-the-art DCs at Limito di Pioltello, Biandrate, Sesto Fiorentino/Campi Bisenzio and

Chiari. At all the DCs, with the exception of Campi Bisenzio and Chiari, and at the Parma facility, there are automated warehouse systems, operative 24/7. The position of the DCs makes it possible to cover all stores in a capillary way and ensure they are stocked rapidly.



DC



STORES



The stores place orders for all product categories on a daily basis, also with the aid of forecasting systems for reordering individual items.



DELIVERIES TO THE  
DEPARTMENTS WITHIN **24hrs**



## THE STORES

Over the years the Supermarket, which used to be markedly “**food-oriented**”, has expanded its range of products and services to other non-food product categories, such as perfumery and beauty items, newspapers and books, toys, stationery, underwear, flowers and the photo printing service.

Inside the stores are actual production and processing departments, such as the full-service deli, where Esselunga’s specialists prepare some of the ready meals with selected ingredients according to the most traditional recipes.

In addition to the delicatessen sections, the sales network includes: 134 bakery sections, 165 meat sections, that perform processing and packaging, and 114 fish departments, that offer fresh fish, the sushi produced in the Biandrate Fish Processing Centre and a wide offering of Ready to cook fish.



**134** BAKERY DEPARTMENTS



**165** MEAT DEPARTMENTS



**114** FISH DEPARTMENTS

The offering has been recently further widened with the addition of the Elisenda pastry shop and OTC pharmacy.



ELISENDA PASTRY SHOPS



OTC PHARMACIES



## E-COMMERCE

Esselunga's e-commerce service has been active since 2001 and is based on a three-fold distribution structure:



- central warehouses;
- “web stores”, that is, specific areas within stores used to prepare the online shopping;
- drive and locker for the Click and Collect service, through which the customer can order the shopping online and collect it at the selected store/locker.

The e-commerce assortment consists of thousands of items, including fresh produce such as fruit and vegetables, meat, fish, dairy and deli products.

The shopping is prepared few hours before delivery and travels on refrigerated vans with different temperature for frozen and fresh food, so as to ensure the cold chain is strictly maintained. In addition to enjoying all the discount schemes of Esselunga stores, customers of the e-commerce service can choose from a wide range of dedicated promotions, such as reductions on the delivery fee and gifts connected to the purchase of specific products.

The Esselunga online shopping service covers 43 provinces and 7 regions (Lombardy, Veneto, Emilia-Romagna, Tuscany, Piedmont, Liguria and Lazio).



**43** PROVINCES

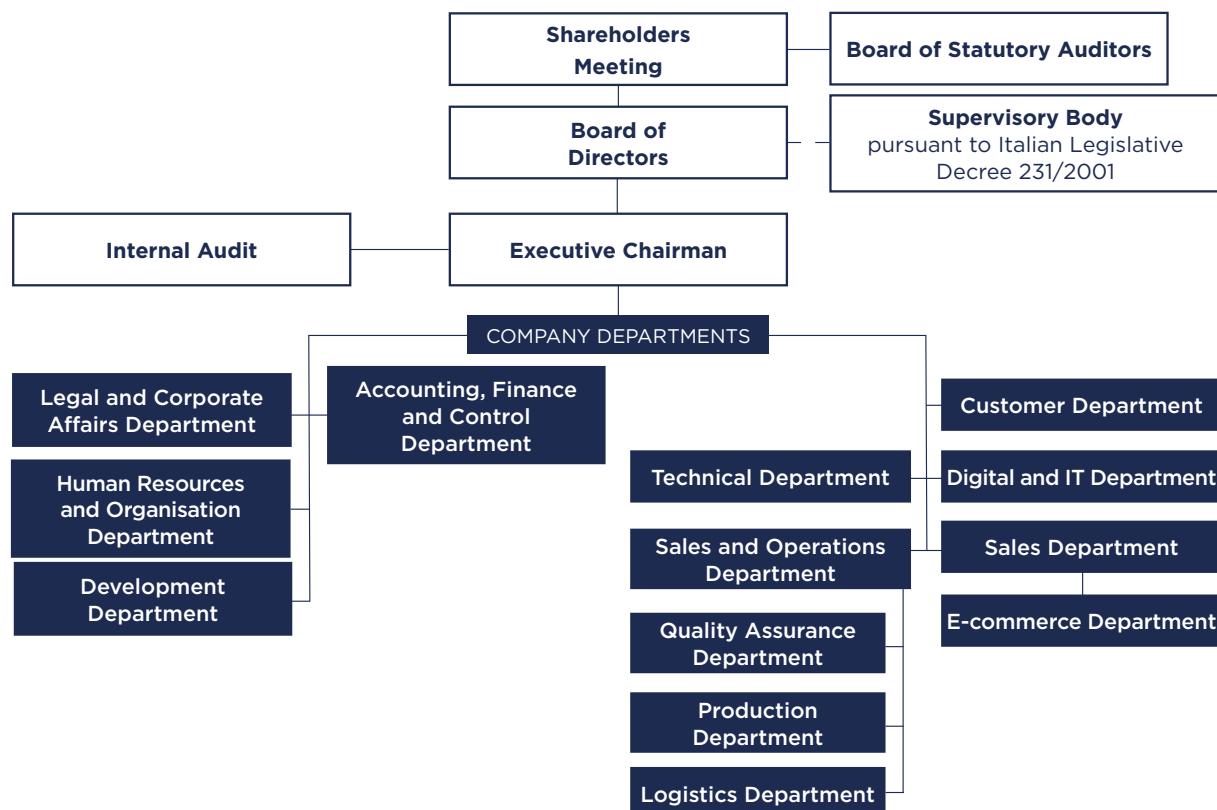
**7** REGIONS



## THE GOVERNANCE

The governance of Esselunga is arranged so as to ensure effective business management, while overseeing all the significant issues for the

Company and the principles of conduct defined by corporate policies, including the Code of Ethics and Conduct and the Group's Sustainability Policy, and by the Organisation, Management and Control Models pursuant to Italian Legislative Decree 231/2001 adopted by the individual companies.



The organisation chart was updated on 21/06/2021.



## BAR, PERFUMERY AND IAESSE

### Bar Atlantic

Esselunga has complemented the food offering by opening Bar Atlantic in many of its stores.

The 97 Bar Atlantic are by now a well-established reality in the catering sector and among the leading ones in its category in Italy, with about 9 million customers each year. The Bar Atlantic offer a **comprehensive catering service**: breakfast, lunch and aperitif, with recipes based on selected ingredients directly sourced from the Esselunga supermarkets.

Owing to the COVID-19 emergency, the operations of the Bar Atlantic significantly decreased in 2020 and the expansion plan had to be reviewed.



**esserbella**

Born in 2002 as Olimpia Beauté, the EsserBella chain now has 40 perfumeries in Lombardy, Piedmont, Emilia-Romagna and Tuscany.

Face and body care products, the most prestigious make-up brands and trendy fragrances are offered by these exclusive perfumeries, which, with **over 11,500 items**, are able to satisfy even the most sophisticated clientele.

EsserBella has also renewed its format, turning into an actual **beauty centre**.

In addition to high-quality services, the newly-designed perfumeries offer 5 beauty studios: skin, hair, nails, brows and make-up.





laESSE is the innovative shopping experience signed by Esselunga. The format consists of:

- a **supermarket** for daily shopping with over 3,400 products for easily and quick shopping;
- a **locker service** for collecting online shopping with over 15,000 items available for complete grocery shopping.

In some cases there is also a **cafe with open kitchen** where one can eat freshly prepared meals, taste the products of the Elisenda pastry shop and use the co-working spaces.



## 1.3 ESSELUNGA PRODUCTS

Esselunga branded products are prepared in the Company's production plants, as well as by selected suppliers according to specific production protocols. As a matter of fact, Esselunga is the only Italian mass-retail company that produces, processes and tests a wide assortment of fresh and packaged private-label products made in its own production plants. Esselunga is proud of its two-fold nature of a retail and industrial company that directly produces confectionery, fresh pasta, bread, ethnic dishes, sushi and many deli recipes. In order to meet the continuously evolving needs of its customers, Esselunga uses high-quality ingredients, painstaking processes and craftsmanship, **stemming from its personnel's long training**. The products are made every day with a constant focus

on freshness, seasonality and innovation, but always respecting tradition.

### THE VALUE OF BRANDED PRODUCTS

The offer of branded products includes over 5,700 items, all with a common denominator: guaranteeing quality and food safety with a special focus on affordability, to satisfy the desire for well-being and balanced nutrition which, together with a proper lifestyle, help you stay healthy. Several brands were launched over the years, which have evolved in line with consumers' habits and demands, to meet specific expectations and needs.





## ESSELUNGA - THE DAILY CHOICE

The Esselunga branded line of products was born at the end of the 70s to offer quality and freshness at competitive prices. The line includes over 2,600 items and is continuously expanding.



### ESSELUNGA READY MEALS - CONVENIENT GOODNESS

**The comprehensive line of ready deli meals follows the seasons**

**and evolves continuously to assure freshness all year round.** The common aspect of all recipes is the painstaking care in selecting the ingredients. A great many convenient, quick, tasty dishes made every day.



### ESSELUNGA FOR NATURE LOVERS



A line of products designed back in 1995 for a sustainable future, for man as well as for the environment: plant-based or recycled raw materials, reduction of packaging,

**technological research to limit water and energy consumption.**



### ESSELUNGA NATURAMA - CONTROLLED SUPPLY CHAIN WITH TASTE AND QUALITY

Naturama is a line of fresh food products from a controlled supply chain that enhances quality, food safety, animal welfare and respect for the environment. Each product is monitored along the production chain with a system of checks that ensures total safety and healthiness, from the field to the shelf.



### ESSELUNGA CHEJOY - ALL THE JOY OF EATING WELL

A new way of eating that is fun for the little ones while offering high-quality products for a well-balanced diet. Each recipe has been accurately developed, where possible opting for organic ingredients and without using any artificial flavourings or colourings.



## ESSELUNGA BIO - A NATURAL CHOICE SINCE 1999

The organic line now includes over 400 items to meet the needs of the whole family, while protecting the environment and biodiversity thanks to the natural production processes that use modern farming techniques.

The organic line is certified thanks to production checks and laboratory tests and the history of the products can always be traced back through the whole supply chain.



## ESSELUNGA TOP - THE TASTE OF EXCELLENCE AND UNIQUENESS

The TOP line stems from the passion for high-quality food and uses ingredients of the highest quality that **respect their typical origin and traditional processing methods.**



## ESSELUNGA equilibrio EQUILIBRIO - YOUR ALLY FOR WELL-BEING

A wide range of solutions that meet specific dietary requirements to ensure something good for yourself and for your well-being, every day.



## ELISENDA

Elisenda, Esselunga's luxury patisserie, is a project that stems from the partnership between Esselunga and Da Vittorio, the starred restaurant.

Thorough choice of the ingredients, painstaking care of production down to the minutest detail and excellence are the values shared by the two partners. All Elisenda products are made at the Limito di Pioltello laboratory by Esselunga's pastry chefs.



## SMART

A line of products designed to meet modern families' need to save. Over 300 products available on shelves since the early months of 2019.



Photo from the Corriere della Sera daily of 21 March 2020

## 2.

# THE MANAGEMENT OF THE COVID-19 EMERGENCY

- 2.1 ESSELUNGA FOR THE COVID-19 EMERGENCY
- 2.2 OUR COMMITMENT TOWARDS OUR EMPLOYEES
- 2.3 OUR COMMITMENT TOWARDS OUR CUSTOMERS
- 2.4 OUR COMMITMENT TOWARDS THE COMMUNITY

## 2.1 ESSELUNGA FOR THE COVID-19 EMERGENCY

2020 was the year in which, above all, the world had to deal with the COVID-19 pandemic with appropriate solutions, by introducing strict rules and new habits that have drastically influenced everyone's way of living and working. Communities had to strive to overcome the emergency, by collaborating on every front.

Companies, in particular, were asked to make efforts and be responsible and **Esselunga deployed all its resources to make its contribution, with the primary aim of guaranteeing the safety of customers and employees and ensuring operational continuity.**

### FOR OUR PEOPLE

The **continuity of the service** offered by Esselunga is **assured by the people** who work every day with commitment, dedication and professionalism, even in emergency situations such as that caused by COVID-19. Since the start of the pandemic, Esselunga has **provided employees with all the tools required to perform their work, while maintaining the highest health and safety standards.**

### FOR OUR CUSTOMERS

Owing to the spread of COVID-19, Esselunga has right from the start adopted every necessary measure to protect customers' health and safety.

### FOR OUR COMMUNITIES

Esselunga believes it is an integral part of the communities in which it operates and, at a time of emergency such as the one we are still going through, it has held by its principles, by laying down an **extraordinary plan of activities to make its contribution and stand by the communities**, by supporting especially the most fragile members of the community and those that were hit the hardest by the effects of the pandemic.

## 2.2 OUR COMMITMENT TOWARDS OUR EMPLOYEES

Since the beginning of the COVID-19 health emergency, **Esselunga has adopted all the necessary measures to safeguard the health and safety of employees, facilities and stores, and to guarantee an “essential” service for the population and the regions in which it operates.**

The spread of the pandemic put to the test the **Company Management System**, which, however, reacted promptly, confirming the health of workers and of the community is a priority. **The spread of the infection is a public health issue at a national level and, therefore, the management of preventive and protective measures had to follow, first of all, the special measures adopted by the competent Authorities according to the evolution of the epidemiological situation.**

In this context, **Esselunga had set a Plan of specific actions** with two important guidelines: **preventive and protective actions on the matter of workers' health** and **actions to manage customer flows and potential crowding**. The protection of **office personnel** has led the organisation to **speeding up the digital transformation process** starting from remote working and training, while putting in place training courses aimed at a thorough understanding of the emergency and the good practices for containing it.

While **making all processes safe**, we took into account the complexity of the Company in terms of spaces, types of managed activities (stores, production plants, warehouses, DCs, Bar Atlantic, EsserBella perfumeries), processes affected and stakeholders involved, acting in cooperation and

coordination with contractors. The Company also prepared specific anti-contagion safety protocols, providing employees with the necessary personal and collective protection equipment.

Specifically, each store employee was provided with face masks, protection goggles and disinfecting gel and was adequately trained on **good hygienic practices** to be followed to fight the spread of the virus.

**5,250,044**  
FACE MASKS



**26,946**  
PROTECTIVE GOGGLES



**125,080,392**  
GLOVES



Access to the company premises of employees and outsourced workers was allowed after **health monitoring**, while the access of carriers was regulated by **precise organisational measures** including the requirement for drivers not to get off the vehicle. For office personnel, **remote working** was activated and the **use of video conferences and/or conference calls** was increased, with a percentage of on-site presence by rota dictated by the indications of the Prime Minister's Decrees and the increase

in the contagion curve, paying particular attention to safeguarding the most fragile categories and working mothers.

## 1,320,980 WORKING HOURS IN REMOTE WORKING

Furthermore, employees were given the opportunity to **have molecular swabs and rapid antigen swabs** at the company's infirmary and a medical consultancy service phone line was activated.

To these services, the Company also added the opportunity, for employees and their relatives

who spontaneously requested it, to receive the **anti-influenza vaccine** free of charge.

## 2,750 ANTI-INFLUENZA VACCINES ADMINISTERED TO EMPLOYEES

A specialised third-party company was tasked with performing an **assessment to ascertain strict compliance with COVID-19 protocols** in all operational areas. The activity, carried out in October 2020 through several on-site inspections at many structures (offices, production sites, stores, warehouses, Bar Atlantic and EsserBella perfumeries), did not bring to light any non-conformities.

### COLLABORATION WITH Q3CUBE

Esselunga entrusted the company Q3CUBE with building an algorithmic simulation engine that can provide detailed forecasts on the trends of COVID-19 infection and disease in the Company. The mathematical model used by the system is updated daily and makes it possible to plot the probable evolution in the next 15 days.



MEASURES FOR ACCESS TO THE COMPANY. Stay at home if you have a fever (over 37.5°C) or other flu-like symptoms and call your family doctor and the Health Authority. Do not enter or do not stay at the company in case of hazardous situations (flu-like symptoms, fever, coming back from at-risk areas or contact with people diagnosed as positive to the virus in the past 14 days); promptly inform your Managers, complying with the interpersonal safety distance from those present. Comply with the provisions of the Authorities and of the Employer with regard to accessing or staying in the company, and, in particular, keep the interpersonal distance and adopt correct hygiene behaviours.

As well as introducing precise measures to guarantee the health and safety of associates during the emergency, Esselunga developed various initiatives to support employees and promote inclusion and the sense of belonging at such a difficult time:

## SUPPLEMENTARY COVERAGE AND WELFARE

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In order to provide actual support in case of need, a specific **insurance coverage was activated for all employees that envisages hospitalisation indemnity, convalescence indemnity and post-hospitalisation assistance. For the employees of the operational sectors**, taking into account the exceptional customer service work throughout 2020, Esselunga added an **extraordinary welfare contribution of 150 euros per person** in May and then, in December, an additional bonus of 200 euros per person. A well-deserved contribution for those who made it possible for the Group to meet the needs of customers with dedication, professionalism and sensitivity.

## CANTEEN SERVICE AND LUNCH BOXES

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The employees of the offices of Limito di Pioltello and Sesto Fiorentino can take advantage of a canteen service at the respective sites. The Company takes care of this service with great attention, to ensure that the products offered meet high qualitative standards. The canteen is also a place for employees to come together; as a result, during the pandemic, it became necessary to make changes to its organisation and the ways in which it is used. In this light, certain precautions were taken:

- preparation and delivery of lunch boxes** (of various types) to the employees, to avoid crowding;

- implementation of the **ufirst APP for the management of flows at the canteen and for the collection of the lunch box**;

- installation of **plexiglass dividers at the tables and systems for access to the canteen that can guarantee hand sanitisation and distancing**.

Moreover, the canteen used PHS-M8, an Italian robot for anti-COVID-19 sanitisation which, thanks to UV-C light, guarantees the elimination of 99.9% of pathogens, making it possible for employees to enjoy their lunch in greater safety.

**28,655**  
LUNCH BOXES  
DELIVERED TO OUR SITES

**50.26 m<sup>2</sup>**  
OF PLEXIGLASS  
INSTALLED IN  
THE COMPANY'S CANTEENS



Entrance of the company canteen at Limito di Pioltello (MI)

## CONTEST “IT WILL BE ALL RIGHT”

During the first lockdown, between March and April 2020, Esselunga organised the **contest “It will be all right” for the children of employees**, inviting them to upload to the **MyPortal** platform some of their drawings and asking employees to vote for the most beautiful and meaningful ones (dividing the competition into 3 age groups); the winners received a prize in educational materials.



Creator: Sara, 11



Creator: Greta, 13



## ROBERTA

CHASHER AT THE CORSICO STORE

### THE EFFORT OF THOSE WHO DEALT WITH THE PANDEMIC BY CONTINUING THEIR WORK<sup>1</sup>

It all happened so fast.

On 22 February, looking at the empty shelves of the supermarket where I worked, I thought: what on earth is happening?

Inside, long queues of people with overflowing carts. Outside, empty streets and that surreal silence. For a few seconds of that weekend, the last before the lock-down, I got scared: I could not understand what was happening, I did not know how to react. And then the fear went away. I drove it away simply by doing what I thought was my duty: getting out of bed, getting ready and going to work. Every day.

I know that I work in a supermarket: it is not a hospital, I did not save any lives, but maybe I helped someone to better cope with the months of isolation.

Customers, first and foremost. If you only knew how many phone calls we received, how many

requests from elderly people who needed to do the shopping but, unable to leave their homes and not using the Internet, were stumped as to what to do. Colleagues, as well. Those who, due to specific situations, could not come to work.

I was not afraid for myself; all possible precautions had been taken at work: measuring body temperature, face masks, plexiglass, gloves... The supermarket almost became my home, my colleagues became my family. My only contact with my real family was over the phone.

You know what was the hardest thing to do? Smile. I forced myself to always smile, even when customers raised their voices or did not comply with the rules. And you know what gave me the best feeling? Seeing how many volunteers offered their services to help people who were struggling, like the elderly who could not leave the house and needed someone to deliver their shopping to them.

<sup>1</sup> Source: As told by Roberta Sucameli to Il Tempo delle Donne, a festival organised by the newspaper Corriere della Sera.

## 2.3 OUR COMMITMENT TOWARDS OUR CUSTOMERS

Esselunga immediately took all necessary measures to **protect the health and safety of customers**. First of all, the Company put in place **specific protocols to reduce crowding inside stores** (for example, opening a limited number of access points under the supervision of security and entries regulated depending on the stores' floor area to ensure a constant number of customers on the site) and implemented an **enhanced plan for the disinfection of stores and other company sites** using dry fogging saturated with hydrogen peroxide. Moreover, since the start of the pandemic, 360 disinfection operations were carried out at the stores and another 110 at the production facilities and DC's.

From the start of the pandemic, all stores implemented **internal Guidelines** for compliance with the minimum distance, especially near manned counters and the checkouts, and installed **collective protective equipment, such as sanitiser dispensers, disposable gloves, signs and floor markings, and infographics with precise instructions on entering, crowding and distancing**.

**298,267**

LITRES OF HAND SANITISER PURCHASED FOR THE ESSELUNGA STORES AND OUR SITES



**209**

THERMAL SCANNERS INSTALLED DURING THE EMERGENCY

To also promote distancing between the customers and the personnel, **dividers were placed at the checkouts, Customer Support boxes and Fidaty points**.

All stores **set up priority access lanes and checkouts reserved for customers over 65, disabled persons, pregnant women, healthcare personnel and the volunteers** who went to the stores to do the shopping for the elderly and families that were struggling.

**6,500 m<sup>2</sup>**  
OF PLEXIGLASS INSTALLED  
IN STORES, BAR ATLANTIC  
AND ESSERBELLA PERFUMERIES

**SPESA  
SICURA**



**AIUTATECI  
AD AIUTARVI.**

SAFE SHOPPING. HELP US TO HELP YOU.

Alongside these measures, **the Company put in place various projects to provide additional support to customers:**

### AMICI VICINI

Amicivicini.it developed from the collaboration between Esselunga and Caffeina, a digital company. This solidarity-based web platform lets you connect with neighbours or makes it possible for people to connect with volunteer networks so they can do their shopping without leaving the house: an initiative that connects people who cannot move with those who wish to help. A solidarity project that also provides true support to people, by delivering the shopping.



AMICI VICINI. GETTING HELP SHOPPING HAS NEVER BEEN EASIER.



### BOOK AND COLLECT, CLICK AND COLLECT AND LOCKERS

In response to the new needs, Esselunga temporarily launched the **online Book and Collect service**, with which customers could do their shopping online, limited to an assortment of essential products, and collect it at the store by making an appointment in the next 48 hours, without having to wait.

In addition, **the Click and Collect and Locker services were bolstered.**

**25,181**  
**SHOPPING THROUGH**  
**BOOK AND COLLECT**

**53**  
**LOCKERS**  
**AVAILABLE**

## UFIRST

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To limit the time customers spend waiting in line and prevent all types of crowding in stores as much as possible, EsseLunga adopted the **ufirst APP**, which makes it possible to **easily book a space in the queue from home** and informs the customer that the time has come to start making their way to the store.



## HOME DELIVERY

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**All customers over 65 were guaranteed free delivery of their shopping**, both for e-commerce and for deliveries from the stores, in all areas where this service is available. Moreover, **a share of the overall capacity of e-commerce was reserved for customers over 75 and disabled persons**.

## LOCKERS AT HOSPITALS

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In order to make possible for healthcare professionals to collect their shopping at their workplace free of charge, **EsseLunga installed lockers in several hospitals**, such as the San Raffaele Hospital of Milan, the Istituti Ospedalieri Bresciani, the Humanitas of Rozzano and the Humanitas Gradenigo of Turin, as well as near the centre of the city of Milan.



## 2.4 OUR COMMITMENT TOWARDS THE COMMUNITY

Esselunga has set out an extraordinary activity plan to offer real support during the COVID-19 epidemiological emergency and, at the same,

guarantee immediate help to everyone who was most affected by it.



“

*From the start of the health emergency we implemented an extraordinary action plan, that mainly aimed to support the categories of people who were most affected, dedicating a large part of our resources to the service of families and Communities.*

*The Community has always been of primary importance in our work. With the pandemic and the needs that arose from it, the Community became an absolute priority.*

”

**RAFFAELLA**

CUSTOMER  
DEPARTMENT

#SUSTAINABILITY AMBASSADOR

### HOME DELIVERY IN THE RED ZONES

In order to also provide prompt support to the residents of the first “red zone” set up in February 2020 (Codogno and the other municipalities of the Province of Lodi), Esselunga immediately activated the **home delivery (without any additional costs)**, offering a real public service, thanks to the organisation of dedicated logistics with specific protection and safety measures.



Home delivery in the red zone of Codogno.

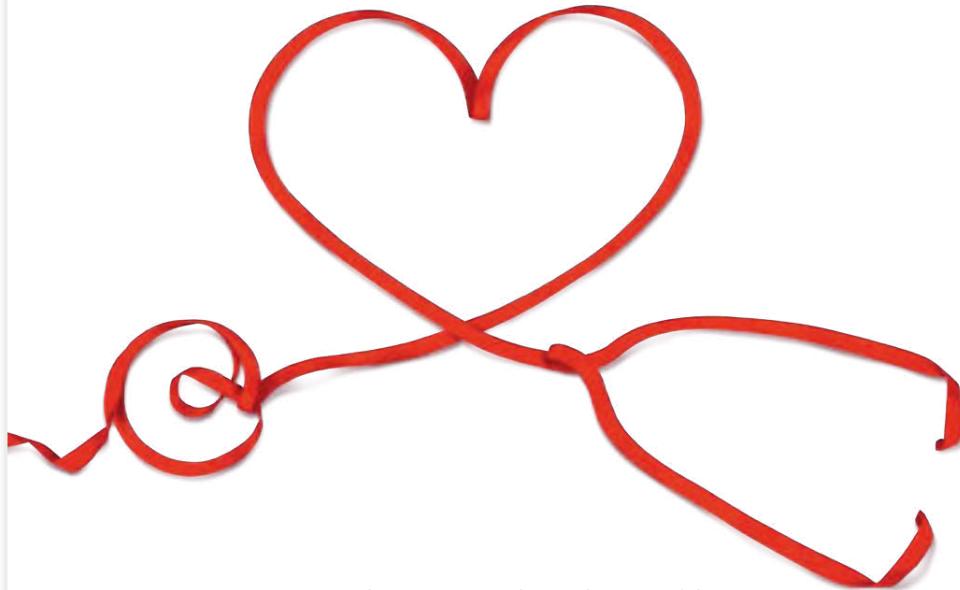
### EXTENSION OF SHOPPING VOUCHERS

The decree of the Italian Civil Protection Department no. 658 of 29 March 2020 allocated a contribution to Italian municipalities for urgent food solidarity measures. **Esselunga decided to donate an additional 15% of the value of the shopping voucher issued to citizens by the Municipality.**



VIRTUAL PRE-PAID CARD. +15%

## CI ABBIAMO MESSO IL CUORE, INSIEME.



Grazie al vostro contributo di Punti Fidaty  
abbiamo raccolto **1,2 milioni di euro** per poter dare un importante sostegno  
a **ospedali e istituti di ricerca\*** impegnati ogni giorno  
ad affrontare l'emergenza COVID-19.

Un aiuto che, insieme alla donazione del Gruppo Esselunga di **2,5 milioni di euro**,  
sostiene chi è in prima linea a difesa della salute di tutti.

Perché anche a distanza, possiamo essere vicini a tutti.

\*Spedali Civili di Brescia, Ospedale Sant'Orsola di Bologna, Ospedale Maggiore di Cremona, Ospedale Niguarda di Milano, Ospedale Careggi di Firenze, Fondazione Policlinico Universitario Agostino Gemelli IRCCS di Roma, Istituto Nazionale Malattie Infettive Lazzaro Spallanzani di Roma, Fondazione IRCCS San Matteo di Pavia, Ospedale Luigi Sacco di Milano, Ospedale Papa Giovanni XXIII di Bergamo, Ospedale Guglielmo da Saliceto di Piacenza, Fondazione IRCCS Ca' Granda Ospedale Maggiore Policlinico, Ospedale Amedeo di Savoia di Torino.



PIÙ LA CONOSCI, PIÙ TI INNAMORI.

WE PUT OUR HEART AND SOUL INTO IT. TOGETHER. Thanks to your contribution of Fidaty Points we collected 1.2 million euros to offer significant support to hospitals and research institutes\* that strove every day to deal with the COVID-19 emergency. A help which, together with the Esselunga Group donation of 2.5 million euros, supports first-line personnel defending public health. Because, even from a distance, we can be close to each other.  
\* Civil Hospital of Brescia, Sant'Orsola Hospital of Bologna, Maggiore Hospital of Cremona, Niguarda Hospital of Milan, Careggi Hospital of Florence, Agostino Gemelli Research University Hospital of Rome, Lazzaro Spallanzani National Institute for Infectious Diseases of Rome, San Matteo Research Foundation of Pavia, Luigi Sacco Hospital of Milan, Papa Giovanni XXIII Hospital of Bergamo, Guglielmo da Saliceto Hospital of Piacenza, Ca' Granda Maggiore Hospital Research Foundation, Amedeo di Savoia Hospital of Turin.

## DONATIONS TO HOSPITALS

Esselunga made **direct donations of 2.5 million euros to the Hospitals and Institutes fighting on the front line** of healthcare assistance and scientific research.

As well as direct donations, **the Company asked its customers, approximately 5.7 million Fidaty Card holders, to continue supporting healthcare facilities** who were struggling by donating 500 Fidaty Points: **1.2 million euros were collected from 9 to 31 March.**

These are the 13 hospitals that were supported during the emergency: Civil Hospital of Brescia, Sant'Orsola Hospital of Bologna, Hospital of Cremona, Niguarda Hospital of Milan, Careggi Hospital of Florence, Agostino Gemelli Research University Hospital of Rome, Lazzaro Spallanzani National Institute for Infectious Diseases of Rome, San Matteo Research Foundation of Pavia, Luigi Sacco Hospital of Milan, Papa Giovanni XXIII Hospital of Bergamo, Guglielmo da Saliceto Hospital of Piacenza, Ca' Granda Maggiore Hospital Research Foundation, Amedeo di Savoia Hospital of Turin Local Health Authority.

#INTERVIEW WITH

### MARIA BEATRICE STASI

GENERAL DIRECTOR OF THE LOCAL HEALTH AUTHORITY  
PAPA GIOVANNI XXIII OF BERGAMO

On 13 March 2020, when the Hospital of Bergamo and the Hospital of San Giovanni Bianco were going through the toughest hours of the COVID-19 health emergency, Esselunga donated 350,000 euros to the Local Health Authority Papa Giovanni XXIII.

In those days, the emergency meant that as many as 100 patients a day were being brought to the A&E with severe respiratory failure, requiring urgent and high-intensity treatment. No Western hospital had ever had to deal with such a situation, which required incessant healthcare and organisational efforts to adapt hospitals to the new compelling requirements and treat all those patients. At the same time, when there seemed to be no light at the end of the tunnel, we also witnessed another unprecedented phe-

nomenon: we received empathy, affection, support and solidarity from a large number of people, entities, companies and organisations that, from every corner of the world, were watching what was happening in Bergamo in shock and felt the need to help. Some donated energy drinks, Easter cakes, drawings and notes of encouragement; others donated even large sums to help us deal with the emergency.

We would like to thank Esselunga, not just for the material support, but also for making us feel that we were not alone in those very difficult moments.

Sistema Socio Sanitario

 **Regione  
Lombardia**

**ASST Papa Giovanni XXIII**



## SOLIDARITY SHOPPING

Making people feel less alone is what sets Esselunga apart. The result of this was the “**Solidarity Shopping” initiative, in collaboration with Caritas Italiana**, a body that offers a concrete contribution to people who are struggling, through an operational network that, in 3 simple steps, connected the Company, Caritas and the project's recipients: the structure of a Diocesan Caritas was twinned with each store; **the donations collected were converted into essential products** (selected by the various dioceses based

on the needs of each local area) and were delivered directly at the Caritas centres that deal with local distribution. Thanks to the customers who chose to use the Fidaty Points to support the project, **Esselunga was able to donate to those in need essential goods of a total value of 780,000 euros in food and non-food products, distributed at 50 diocesan Caritas structures** involved through the network of the Solidarity Shops and the parishes.

**52,000**

SOLIDARITY SHOPPING DONATED

#INTERVIEW WITH

### DON FRANCESCO SODDU

DIRECTOR OF CARITAS ITALIANA



Caritas Italian coordinates a network of 218 diocesan Caritas structures throughout the country, with the involvement of approximately 62,000 volunteers. The network comprises over 2,500 first contact points and points for the distribution of essential goods, also at parish level, as well as, among other things: 500 soup kitchens, nearly 120 Solidarity Shops and, most importantly, over 3,000 Welcome Centres, that act as gateways for access to social services and support, throughout Italy.

During 2020, the work of the Caritas centres underwent deep changes as a result of the pandemic crisis: approximately 50% of the persons who reached out had never asked for help before. Certain groups of first-comers stand out: families with children, women, young people, Italian families that form the majority (52%) and people of working age.

The collaboration with Esselunga increased the availability of food and hygiene products, to the benefit of the families supported by 50 diocesan Caritas centres. An important contribution which, since the first lock-down, safeguarded the emergency help line, inextricably combining the distribution of goods with a constant action aiming to inform and guide people who were struggling. In this sense, the “Solidarity Shopping” project, to which the customers of Esselunga also made a concrete contribution, has been of major importance. The effort to convert the membership of the loyalty programme into actions of solidarity in the areas of the individual shops is a fundamental outcome for Caritas, engaged in promoting active charity and the development of local communities.



## "SPESA SOSPESA"

"Spesa Sospesa" (Pay It Forward) is an initiative launched at Esselunga supermarkets with the aim of **collecting foodstuffs** such as tuna, canned meat, oil, pulses, peeled tomatoes, baby food, pasta and rice donated by customers; the volunteers of the associations with which the Company collaborates are then responsible for delivering the products to people in need.

OVER  
**73 TONNES**  
OF FOOD DONATED  
THANKS TO "SPESA SOSPESA"

#INTERVIEW WITH

### VIVIANA COLAIORI

COMMUNICATION & FUNDRAISING DIRECTOR OF THE ITALIAN RED CROSS



Ever since the disease caused by the coronavirus became a pandemic, entire societies, nations and populations around the world have been forced to deal with a completely unexpected reality.

The COVID-19 pandemic is one of those once-in-a-lifetime events that can upend our lives and is destined to leave its mark on the world. Who could have imagined an entire nation trapped in a quarantine in the hope of breaking the chain of infection?

Since the start of the COVID-19 emergency in Italy, the Italian Red Cross has assured the availability of its personnel and structures, strengthening and expanding its services at national and local level.

The support of generous donations, such as the one by Esselunga, at such a dramatic moment for our Country and for the entire world turned into a symbolic and warm hug, big and strong enough to encompass very many people in vulnerable conditions.

The foodstuffs that were donated helped approximately 7,000 families in Campania, Liguria, Lombardy, Piedmont and in the city of Rome to cope at this extremely difficult time, offering terribly important comfort and support.

Every donation received was an act of tangible solidarity. The Italian Red Cross was and still is active in the field of social work, promoting the development of individuals so that everyone may reach their maximum potential. We pursue this goal through prevention and by fighting social exclusion, to build stronger and more inclusive communities. Esselunga has been at our side during this complicated year and has lent a helping hand to those in need, through us. Thank you.



**Croce Rossa Italiana**



### **COLLABORATION WITH THE CARABINIERI CORPS AND WITH THE ITALIAN RED CROSS FOR THE DELIVERY OF ESSENTIAL GOODS**

Throughout the emergency, Esselunga, in collaboration with the **Carabinieri Corps, donated food packs to over 3,000 families** in Lombardy, Piedmont, Aosta Valley and Liguria **of a value of approximately 100,000 euros.**

The initiative continued with the donation of packs by Intesa Sanpaolo, Leonardo, Elah Dufour and Invernizzi Inalpi, that Esselunga packaged and delivered to the Corps' barracks so that they could be distributed.

**Additional contributions were made to numerous associations and foundations, such as the LAPS Foundation, and to some bodies, such as the Italian Red Cross, to which a contribution of 100,000 euros was disbursed.**

**SUPPORT TO OVER  
22,000 FAMILIES**



### **SUPPORT TO OUR SUPPLIERS**

In order to facilitate payments and ease financial stress, UniCredit Factoring offered Esselunga suppliers **borrowing facilities of 530 million euros for advances towards commercial loans.**



**Superstore**

## 3.

# THE SUSTAINABILITY STRATEGY

- 3.1 THE REFERENCE CONTEXT AND THE TRENDS OF THE SECTOR**
- 3.2 OUR SUSTAINABILITY STRATEGY**
- 3.3 THE MATERIALITY ASSESSMENT**
- 3.4 THE 2020-2025 SUSTAINABILITY PLAN**

# 3.1 THE REFERENCE CONTEXT AND THE TRENDS OF THE SECTOR

## HEALTH AND SAFETY



The health emergency caused by COVID-19 has increasingly focused **the spotlight on the processes and means of protecting the health and safety of people, in all spheres, especially in the workplace**. In particular, in the sectors in which companies operate in direct contact with the public and places that draw large crowds, guaranteeing the health and safety of customers by introducing social distancing at the sales points, promoting online shopping solutions and investing in digitalisation to facilitate contactless interactions has become an absolute priority.

## FOOD AND PHYSICAL WELL-BEING



The long periods of being confined at home have led people to rediscover **the importance of healthy eating and physical exercise in maintaining good physical and mental health**. In fact, consumers have proved to be increasingly prepared to make healthy food choices, that take into account the quality and safety of the products they put on their table.

## CLIMATE CHANGE



**Climate change has an increasingly more obvious impact on our planet**, to the point where it has become almost irreversible. COVID-19 has further highlighted the vulnerability of our ecosystem to systemic risk and has brought home the importance of governments, enterprises and individuals cooperating to counter the climate crisis.

## TRACEABILITY OF PRODUCTION CHAINS



Customers' expectations with regard to **transparency and trust in the production chains** have increased a lot in the past year. In fact, we have seen more attention to local procurement practices and to products all ingredients of which are traceable.

## FIGHTING INEQUALITY



Social discontent and the general climate of **intolerance of injustice and inequality**, which have been a prominent feature of the social context in recent years, have been given even greater prominence by the health emergency, requiring concrete actions by all decision makers.

## SUSTAINABLE PACKAGING



The European Union has approved some directives that envisage profound changes to **the uses of packaging and of its materials**, taking into account their impact throughout the lifecycle. Packaging-grade plastic, however, has been reassessed in light of COVID-19: its role in preserving hygiene at a time when health is an absolute priority has been recognised. Sustainable packaging remains, however, extremely important, as does the evolution of the regulatory framework to promote its progressive use.

## 3.2 OUR SUSTAINABILITY STRATEGY

In 2020, Esselunga continued to uphold its philosophy of growth and development according to ethical principles and social responsibility. Acting sustainably is a value that has formed part of the Company since its foundation and which has become even more important at this time, when the difficulties related to the spread of the pandemic must be managed. Conscious of its role, Esselunga has not wavered from its path that envisages the progressive supplementation of economic decisions with an assessment of the social and environmental impacts, fundamental elements for creating long-term value.

Where Esselunga is concerned, sustainability has been converted into concrete actions, offering **CUSTOMERS** high-quality products at affordable prices, supporting its **PEOPLE**, reducing impacts on the **ENVIRONMENT**, backing and supporting **SUPPLIERS** and local **COMMUNITIES**.

The efforts that Esselunga has decided to make are sanctioned by the Group's Sustainability Policy, which was updated and approved by the Board of Directors of the Parent Company Esselunga S.p.A. in January 2021. In its Policy, Esselunga sets forth the principles and guidelines

with which it undertakes to comply to assure the responsible and sustainable management of the business by the entire organisation, with the aim of consolidating the integration of sustainability factors in the company's daily decisions.

The Sustainability Policy, directed at all parties who enter into direct and indirect relationships with the Group, expresses the commitment of Esselunga to operate in compliance with all applicable laws and regulations, with reference to the principles laid down by the Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001. The Model features control procedures and protocols that have the purpose of preventing and managing any of the crimes envisaged by the Legislative Decree such as bribery/extortion, false communications, environmental crimes and money laundering. In addition, the Policy sanctions the commitments of Esselunga with regard to the **5 pillars of the sustainability strategy: Customers, People, Environment, Suppliers and Community**, which are de facto the Company's main stakeholders, whose interests, expectations and needs must constantly guide all daily decisions.



## THE SUSTAINABILITY POLICY

CUSTOMERS	PEOPLE	ENVIRONMENT	SUPPLIERS	COMMUNITY
<p><b>MAKE</b> a positive <b>CONTRIBUTION</b> to the <b>CUSTOMERS'</b> <b>EATING HABITS</b> by promoting quality products and a healthy and balanced lifestyle</p> <p><b>OFFER SAFE, HIGH-QUALITY, HEALTHY AND TASTY PRIVATE LABEL PRODUCTS</b> that can meet customers' needs</p> <p><b>DEVELOP INNOVATIVE RECIPES AND INGREDIENTS</b>, while respecting tradition</p> <p><b>GUARANTEE TRANSPARENCY</b> and consideration in our relations with all customers</p>	<p>Attract and retain the most <b>TALENTED RESOURCES</b></p> <p><b>SUPPORT OUR HUMAN RESOURCES</b>, investing in their well-being and professional development</p> <p><b>PROMOTE CONTINUOUS LEARNING</b> and design training pathways to foster professional and personal growth</p> <p><b>PROMOTE INCLUSION AND SUPPORT DIVERSITY</b>, through specific programmes and policies and listening systems that encourage dialogue and collaboration</p> <p><b>GUARANTEE THE HEALTH AND SAFETY</b> of everyone in their workplaces</p>	<p>Treat <b>RESPECT FOR THE ENVIRONMENT</b>, the fight against climate change, and sustainable development as strategic factors</p> <p><b>REDUCE THE RISKS ASSOCIATED WITH CLIMATE CHANGE</b> thanks to the use of renewable energy and the improvement of energy efficiency of installations</p> <p><b>ADOPT THE BEST SUSTAINABILITY STANDARDS</b> and make building renovations part of the design, construction and management of stores, production facilities, distribution centres, and offices</p> <p><b>REDUCE WASTE</b> by adopting operating and management solutions to minimise surpluses</p> <p>Measure and <b>REDUCE THE IMPACTS</b> of our services and products throughout the entire lifecycle</p> <p>Seek <b>INCREASINGLY SUSTAINABLE PACKAGING</b> solutions</p>	<p>Promote all forms of collaboration, informed by principles of <b>INTEGRITY, FAIRNESS</b> and <b>TRANSPARENCY</b>, and establish trust-based relationships</p> <p>Focus on the <b>RESPONSIBLE MANAGEMENT OF THE PRODUCTION AND SUPPLY CHAIN</b></p> <p>Pursue the highest <b>ETHICAL STANDARDS</b> with regard to the protection of human rights and human dignity throughout the production and supply chain</p> <p>Adopt specific <b>ANIMAL WELFARE POLICIES</b> in the fish and meat production and supply chain</p> <p>Support local suppliers by increasing the procurement of <b>PRODUCTS MADE IN ITALY</b> and supporting small local businesses</p>	<p>Contribute to the development and <b>WELL-BEING OF LOCAL COMMUNITIES</b> through sponsorships, fundraisers and campaigns in support of research and the spread of scientific knowledge</p> <p>Promote the <b>DONATION OF SURPLUS FOOD</b></p> <p>Contribute to the <b>EDUCATION OF YOUNG PEOPLE</b> and to the protection of the land's beauty and traditions</p>

## 3.2.1 SUSTAINABILITY GOVERNANCE

#INTERVIEW WITH

### LUCA LATTUADA

CHIEF HUMAN RESOURCES OFFICER AND CSR MANAGER

Acting sustainably from an economic, social and environmental point of view is a feature by which Esselunga Group has always stood out. Our sustainability strategy stems from the ambitious objective to improve our customers' quality of life; that is why we undertake to make a positive contribution to their eating habits.

We invest in improving the environmental performance of our products, production facilities and stores, seeking innovative operational and management solutions to minimise emissions and food waste and to promote the circular economy.

People are the driving force behind our success. We select the most talented human resources, we invest in training and we put in place professional development pathways. We believe in equal opportunities, encouraging listening and dialogue. Furthermore, we take particular care to build cutting-edge corporate welfare systems that are commensurate with needs. Our focus also extends to the supply chain: we comply with the highest ethical standards for the protection of human rights and we support local products and the territory.

We choose and manage our suppliers with the greatest care, establishing virtuous and long-lasting partnerships with them.

Lastly, we expend efforts to increase the growth and well-being of communities, through donations, fundraising, solidarity initiatives and sponsorships. These actions have been further increased in the past year, due to the health emergency caused by COVID-19. Sustainability is a philosophy that guides our actions, a way for us to make responsible business decisions, while respecting the interests of our stakeholders.



Esselunga has implemented an **organisation model** which, through solid governance and structured processes, envisages the analysis of the sustainability context, the identification of priorities for the Company and stakeholders, the planning and implementation of specific actions, as well as reporting activities.

The Board of Director of Esselunga has entrusted the **Executive Chairman Marina Caprotti** with all Corporate Social Responsibility actions, while the operational coordination of CSR activities has been entrusted to the **Chief Human Resources Officer, Luca Lattuada**.

To guarantee daily and continuous monitoring of all sustainability-related topics, the Company has set up a special **CSR unit** which is responsible for: identifying and reporting to the Company's top management, in collaboration with the competent departments, the risks related to sustainability issues, the areas and projects

of improvement; drafting the Consolidated non-financial report and the Sustainability Report; with the support of the executive team, proposing to the Executive Chairman the sustainability strategy and the related annual plan of objectives, known as Sustainability Plan.



IDA  
SCHILLACI



MIRIAM  
GROSSO CIPONTE



DEBORAH  
RAVASI

#### CSR UNIT

To ensure wider dissemination of the sustainability culture and promote a climate of collaboration and continuous exchange on these issues, Esselunga has identified "**Sustainability Ambassadors**" for each company department. The 26 Ambassadors are in charge of making colleagues aware on social and environmental

issues, promoting initiatives that are consistent with the company's objectives.

Their role also envisages activities in support of the CSR unit in the collection and monitoring of the data and information required for reporting.



#### MY ROLE AS AN AMBASSADOR IS IMPORTANT BECAUSE...

*As Sustainability Ambassador, I can contribute towards describing and explaining to younger colleagues the values that Esselunga has transmitted to me, thus also creating value for myself, as worker, parent and woman.*

**MAURIZIA**

QUALITY ASSURANCE  
DEPARTMENT

#SUSTAINABILITY AMBASSADOR

## 3.3 THE MATERIALITY ASSESSMENT

During the past three years, Esselunga has developed a **process for the analysis and evaluation of pertinent sustainability topics**, aiming to identify the aspects that can significantly influence the decisions and opinions of stakeholders, as well as the Company's performance.

This process, launched in 2018, included a first stage of identification of sustainability aspects potentially relevant to the sector and to Esselunga, starting from internal corporate documents, the analysis of the main international standards, the external context, through the assessment of changes in scenario, benchmarking on the main competitors, research activities and press reviews.

**32 topics** were thus identified, deemed to be the most significant, which were submitted to the management for an assessment, through **17 interviews** in which each department evaluated the topics proposed on a priority scale (from 1 to 5) with regard to their significance for the company and for the stakeholders, thanks to the critical opinion of the interviewees.

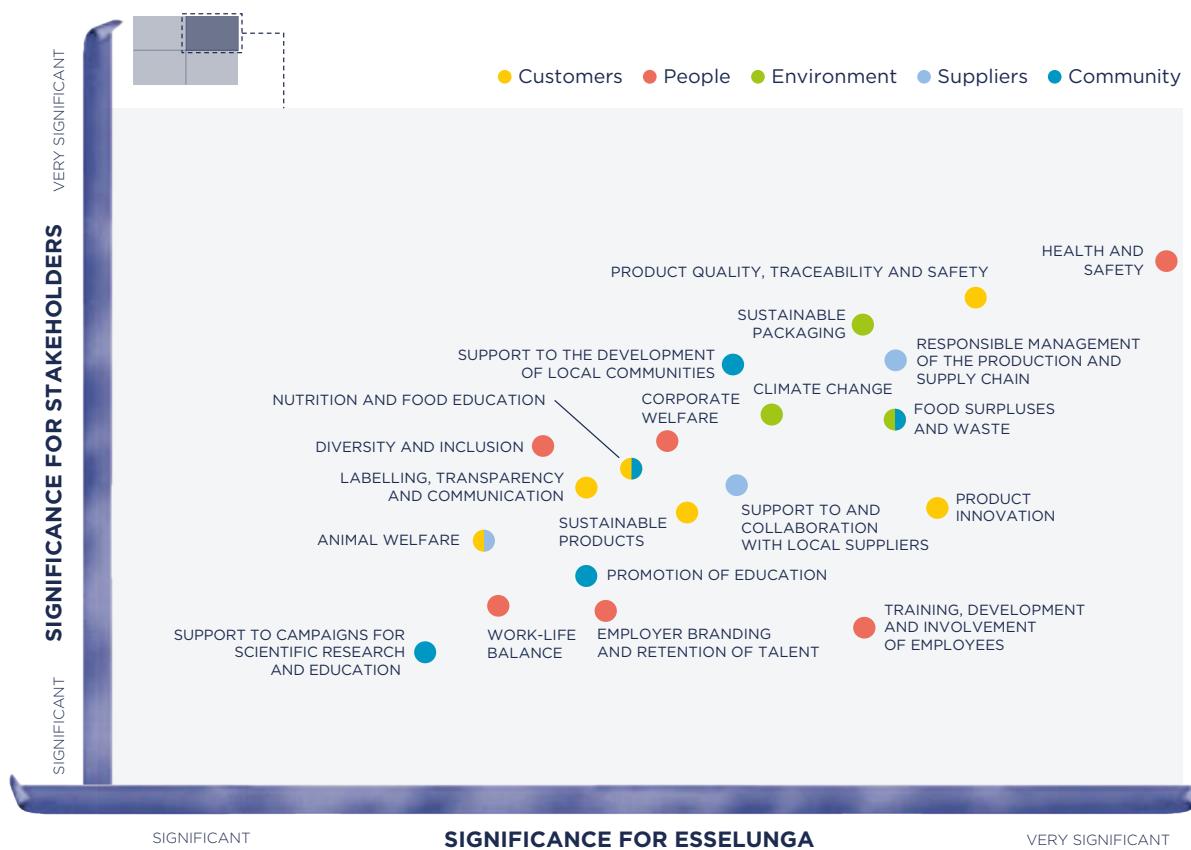
**During 2020, the materiality assessment was updated** involving the departments, and, more specifically, the executive team of Esselunga in a thorough review of the individual topics of the matrix, in order to detect the possible effects of the pandemic on environmental and social priorities.



## THE MATERIALITY MATRIX

The **materiality matrix** is the outcome of the top management's assessment on the **strategic sustainability priorities of Esselunga** and sets out the position of the individual topics in terms of their internal and external significance. The process for updating the matrix highlighted the increasing importance of topics pertaining to the health and safety of people and to the quality,

traceability and safety of products. Support to local communities, evidenced by the countless initiatives put in place by Esselunga, has also increased in significance. Furthermore, aspects linked to sustainable packaging and to the responsible management of the production and supply chain have once again taken a high position on both axes.



**The Esselunga sustainability model envisages 5 aspects identified as prerequisites**, which therefore were not subject to additional assessment as to their significance, but were adequately reported in this document. The 5 topics pertain to: the creation of long-term economic value;

customer satisfaction and loyalty-building; the adoption of an effective governance model; regulatory compliance, anti-corruption and the protection of privacy; the orientation of the business towards an open innovation model that can proactively respond to market inputs.

## 3.4 THE 2020-2025 SUSTAINABILITY PLAN

The sustainability strategy of Esselunga, whose guidelines are indicated in the Sustainability Policy, is concretely expressed in the definition of specific long-term objectives identified in the **Sustainability Plan, drafted in 2020 with a time horizon until 2025**.

The Plan is the main tool for communicating the strategic guidelines, as it identifies, for each one of the 5 pillars, the **2025 objectives** which the Company undertakes to report and update on an annual basis, aware that sustainability is a continuous process of evolution and integration. Indeed, in 2020 the Company continued to monitor the Plan's progress, which was confirmed in spite of the difficulties related to the spread of the COVID-19 pandemic. Reaching some of the objectives that have been set requires a multi-annual commitment and a complexity which did not make it possible to record significant progress in 2020.

Similarly, the trends relating to some objectives recorded a slight downward turn with regard to expectations, due to the difficulties related to the spread of the pandemic, which had a particularly marked impact on certain processes and functions; an example is the objective on training hours, which decreased compared to 2018, because of the impossibility to maintain the continuity of face-to-face courses throughout 2020.

The definition of specific and measurable goals has enabled Esselunga to emphasise the **connection, as well as the Company's concrete contribution, to the Sustainable Development Goals (SDGs) of the United Nations' 2030 Agenda**. In fact, Esselunga has adopted the 2030 Agenda and, through its own Sustainability Plan, intends to actively contribute towards reaching **10 of the 17 Goals**, in a spirit of collaboration and responsibility required for dealing with the complex current and future challenges<sup>1</sup>.



<sup>1</sup>For more information regarding the method that was applied for the identification of the connection between the objectives of the Sustainability Plan and the SDGs, please see the Methodological Note.

## THE 2020-2025 SUSTAINABILITY PLAN

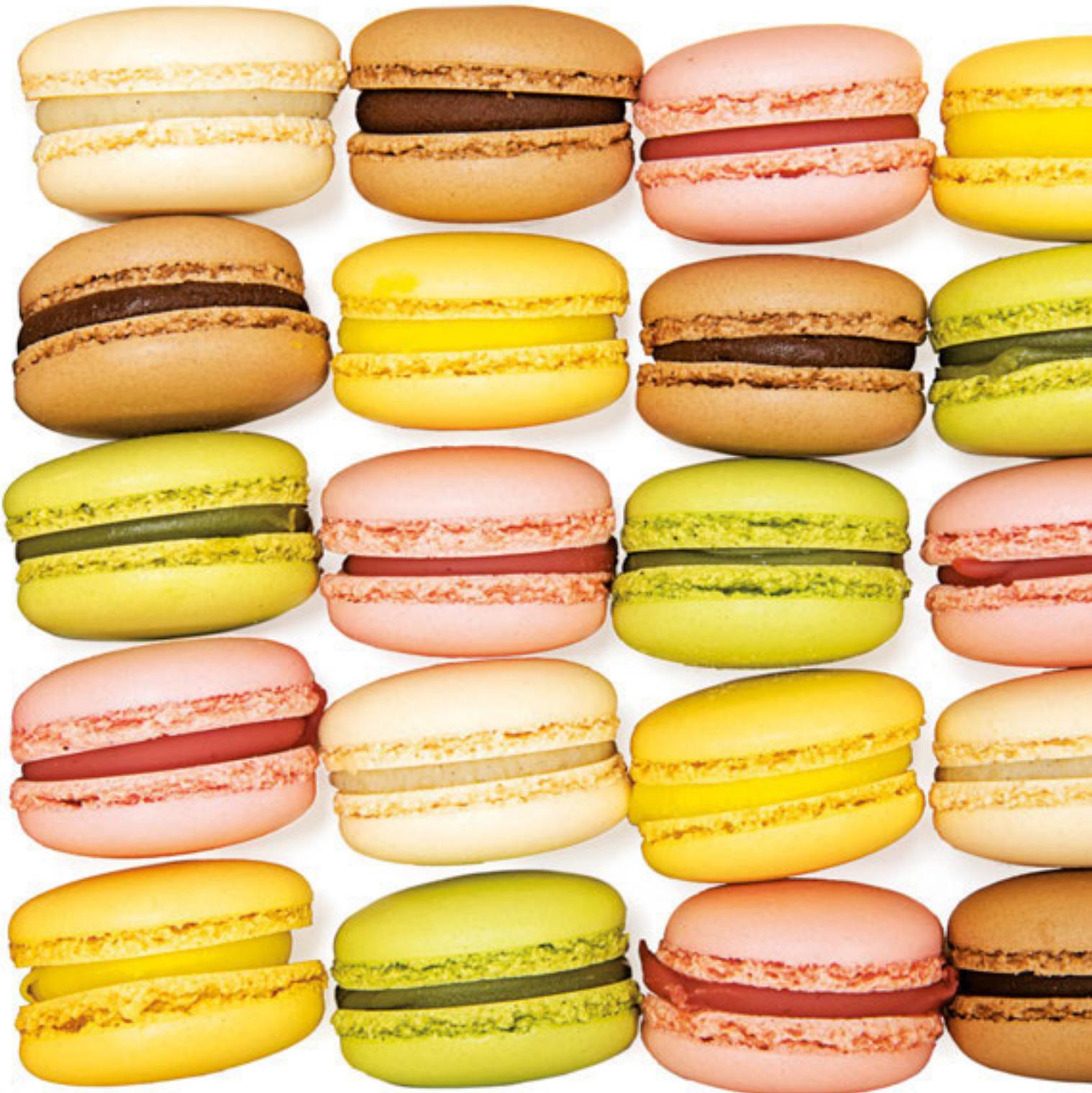
<b>CUSTOMERS</b>	<b>PEOPLE</b>
<p>Satisfy the growing requirements of customers who are increasingly more health-conscious, guaranteeing the ingredients and origin of products and meeting the new needs of changing lifestyles.</p>	<p>Become an employer of choice by supporting our people, investing in their well-being and professional development within the company, and by promoting diversity, inclusion and female leadership.</p>
<p><b>FOOD SAFETY</b></p> <ul style="list-style-type: none"> <li>• 100% of production facilities and warehouses certified in accordance with FSSC 22000.</li> <li>• 100% of suppliers of prepackaged Esselunga branded products certified in accordance with GFSI.</li> </ul> <p><b>FOOD EDUCATION</b></p> <p>Promotion of food education through communication initiatives and by increasing the number of products sold under the lines Equilibrio, BIO and CheJoy by over 50%.</p> <p><b>INNOVATION</b></p> <p>Innovation of over 1,500 Esselunga branded products and review of over 250 recipes to improve and balance the nutritional characteristics of Esselunga branded products.</p> <p><b>TRANSPARENCY</b></p> <p>Nutrition information on the product, on the production process and advice on consumption and preparation through the Esselunga APP using a code that is visible on all branded products.</p>  	<p><b>TRAINING AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Over 650,000 annual training hours delivered (+40% on 2018).</li> <li>• 20% annual increase of dedicated training hours devoted to the Talent Programme.</li> <li>• 50% increase of the training hours devoted to the School of Trades.</li> <li>• Average minimum score of 4.5 out of 5 in the satisfaction survey of training courses, proving the high-quality levels of the courses.</li> </ul> <p><b>DIVERSITY AND INCLUSION</b></p> <p>50% increase in the presence of women in key roles.</p> <p><b>HEALTH AND SAFETY</b></p> <p>Maintenance and improvement of the management systems in place to assure employees' health and safety.</p> <p><b>WELL-BEING</b></p> <ul style="list-style-type: none"> <li>• 100% guaranteed initiatives and agreements on health and work/life balance of our people.</li> <li>• Extension of the WHP Programme (Workplace Health Promotion) to all sites and stores.</li> </ul> <p><b>EMPLOYER OF CHOICE</b></p> <p>Maintenance of the Top Employer certification and achievement of excellent results in the most important rankings in the industry.</p> 

Note:

- All increases and decreases are calculated in comparison to 2018;
- The expression "Esselunga branded products" refers to the following lines: CheJoy, Top, Equilibrio, BIO, Naturama, Per chi ama la natura, Esselunga.

ENVIRONMENT	SUPPLIERS	COMMUNITY
<p>Reduce environmental impact by finding more sustainable packaging solutions, using renewable energy and managing food surpluses and waste more effectively.</p>	<p>Promote responsible management of the supply chain in accordance with social/environmental criteria, by adopting an approach of support for local suppliers and of zero tolerance for major non-conformities.</p>	<p>Contribute to the support and the social and economic development of local communities, in particular, by supporting the education of young people, research on health, science and innovation, and solidarity projects.</p>
<p><b>CLIMATE CHANGE</b> 30% reduction of greenhouse gas emissions.</p> <p><b>WASTE MANAGEMENT</b> Improve the percentage of food surplus that is donated, recovered and recycled, reducing food waste.</p> <p><b>PACKAGING</b> 100% of Esselunga branded product packaging in recycled, recyclable or compostable material.</p> 	<p><b>RESPONSIBLE SUPPLY CHAIN</b></p> <ul style="list-style-type: none"> <li>• 100% of the cocoa used for Esselunga branded products certified fair trade and extension of the certification to other supply chains as well.</li> <li>• Development of the Esselunga Code of Conduct to be signed by 100% of suppliers of Esselunga branded products with performance of spot audits to ensure compliance.</li> <li>• 100% of extra EU producers of private label non-food products to undergo tests and assessments of conformity to the principles of standard SA8000 and 100% of related production facilities to undergo on-site audits.</li> </ul> <p><b>ITALIAN PRODUCTS</b> Over 80% of Esselunga branded products made in Italy, a percentage to be kept in coming years.</p> <p><b>ANIMAL WELFARE</b> 100% of Esselunga branded products of the egg, milk, chicken* and fish supply chains farmed in Italy, 100% of Esselunga branded Naturama products of the beef, pork and fish supply chains and over 50% of Esselunga branded products of the charcuterie supply chain that respect animal welfare.</p> <p><b>SUSTAINABLE FISHING</b> 100% of Esselunga branded packaged, frozen and long-term storage fish products and 100% of fresh products of the yellowfin tuna, swordfish, salmon lines and of the Esselunga and Naturama supply chains of fish farmed in Italy certified for Sustainable Fishing.</p> 	<p><b>SUPPORT TO LOCAL COMMUNITIES</b> Constant support to local areas with donations intended to promote the growth and well-being of local communities and education.</p> <p><b>FOOD DONATIONS</b> Approximately 4,000,000 meals donated, an increase of 70%.</p> <p><b>EDUCATION</b> Over 100 million euros in educational material distributed to schools between 2018 and 2025, through the "Amici di Scuola" (School Friends) initiative.</p> <p><b>SOLIDARITY</b> Constant support to organisations engaged in scientific research and solidarity projects with donations.</p>

\* Only relating to the Esselunga line.



## 4.

# CUSTOMERS

- 4.1 EXCELLENCE AND INNOVATION IN PRODUCTS AND SERVICES
- 4.2 FOOD SAFETY
- 4.3 TRANSPARENCY
- 4.4 FOOD EDUCATION
- 4.5 RESEARCH AND INNOVATION
- 4.6 2025 OBJECTIVES AND KPIs



## FOOD SAFETY

100% OF PRODUCTION FACILITIES AND WAREHOUSES CERTIFIED IN ACCORDANCE WITH FSSC 22000

100% OF SUPPLIERS OF PREPACKAGED ESSELUNGA BRANDED PRODUCTS CERTIFIED IN ACCORDANCE WITH GFSI

## FOOD EDUCATION

PROMOTION OF FOOD EDUCATION THROUGH COMMUNICATION INITIATIVES AND BY INCREASING THE NUMBER OF PRODUCTS SOLD UNDER THE LINES EQUILIBRIO, BIO AND CHEJOY BY OVER 50%

## INNOVATION

INNOVATION OF OVER 1,500 ESSELUNGA BRANDED PRODUCTS AND REVIEW OF OVER 250 RECIPES TO IMPROVE AND BALANCE THE NUTRITIONAL CHARACTERISTICS OF ESSELUNGA BRANDED PRODUCTS

## TRANSPARENCY

NUTRITION INFORMATION ON THE PRODUCT, ON THE PRODUCTION PROCESS AND ADVICE ON CONSUMPTION AND PREPARATION THROUGH THE ESSELUNGA APP USING A CODE THAT IS VISIBLE ON ALL BRANDED PRODUCTS

## 4.1 EXCELLENCE AND INNOVATION IN PRODUCTS AND SERVICES

At Esselunga **the protection and satisfaction of customers have always been a primary goal**, to be reached through the quality and excellence of its products and services. In the context of the COVID-19 emergency, which shone

a spotlight on demands for safe, healthy and sustainable products, the Company renewed the assortment, also in order to promote a safe and balanced lifestyle.



**FILIPPO**  
DEVELOPMENT  
DEPARTMENT

**#SUSTAINABILITY AMBASSADOR**

*Building customers' loyalty to the Esselunga brand must be our beacon also in the future. It is thanks to them that we grow and consolidate our position on the market. Convenience, always going hand in hand with the quality of our products and services and innovation, are the keys to our success.*

### AWARDS

- **Forum Retail** awarded to Esselunga the **Best Retail Company 2020 prize**. An important milestone that attests to the excellent performance of Esselunga in service quality and constant innovation, also of customer experience at branches and online
- **Best Shopping experience in Mass Food Retail**: with this justification, the magazine Technoretail of the EDM Group awarded to Esselunga the **EDM Awards 2020 prize**
- **Retail Institute Italy** honoured Esselunga as **Best shop of the year in the Category "Hyper-markets & Superstores"**, based on various indicators related to customer experience, both in shops and in e-commerce services. The recognition was awarded based on the results of the survey carried out by **IPSOS** in collaboration with **Largo Consumo**



**FOOD SAFETY**

**444**

**DAYS DEDICATED TO THE INSPECTION OF SUPPLIERS, STORES AND E-COMMERCE CENTRES IN 2020**

**170,621**

**SAMPLES ANALYSED IN 2020, OF WHICH 67,415 (40%) IN THE IN-COMPANY LABORATORIES FOR A TOTAL OF 1,126,207 TESTS**

**OVER 5,700**

**BRANDED PRODUCTS**

**FOOD EDUCATION**

**+20%**

**INCREASE OF THE NUMBER OF PRODUCTS SOLD UNDER THE EQUILIBRIO, BIO AND CHEJOY LINES**

**59**

**ITEMS OF THE CHEJOY LINE**

**PRODUCT INNOVATION**

**878**

**NEW OR UPGRADED PRODUCTS SINCE 2018**

**48**

**ITEMS UNDER THE PER CHI AMA LA NATURA (FOR NATURE LOVERS) LINE, OF WHICH 20 CERTIFIED ECOLABEL<sup>1</sup>**

**SUSTAINABLE FISHING**

**SUSTAINABLE FISHING CERTIFICATION ALSO FOR THE FRESH PRODUCTS OF THE THE SALMON RANGES AND FISH FARMED IN ITALY<sup>2</sup>**

<sup>1</sup> EU Ecolabel is the ecological quality mark of the European Union that is used to distinguish products and services which, while guaranteeing high performance, are characterised by a reduced environmental impact throughout the lifecycle.

<sup>2</sup> The award, in 2020, of the Sustainable Fishing certification for these categories of fish led to a change in the 2025 objective, which, originally, only envisaged – with regard to fresh products – the tuna, swordfish and Naturama lines.

## 4.2 FOOD SAFETY

**In the context of a growing demand for transparency and traceability, Esselunga guarantees the safety of its products, paying great attention to all stages of the production and supply chain.**

In order to assure the constant control of the production and procurement processes, the Quality Assurance Department looks after all aspects that relate to the products' quality and health and hygiene safety. For this purpose, a qualification process for all new suppliers, an intense audit programme and a stage of even sensorial analysis of branded products were implemented

at the suppliers' and at proprietary facilities, in the shops and in the DC's.

During 2020 the inspection activities carried out by the Quality Assurance Department were adapted to the new context and, first and foremost, to the restrictions imposed by the authorities to counter the spread of the pandemic. Re-planning entailed a reassessment of the activities for monitoring the production sites of both the Company and those of branded product suppliers, through the definition of new control methods and tools able to always guarantee the standards envisaged.

### THE ESSELUNGA LABORATORIES

Esselunga has built and developed **three testing laboratories, located at the sites of Limoto di Pioltello, Biandrate and Parma**, in order to control the safety and quality of in-house production.

The laboratories also perform sample tests on all other branded items produced at the suppliers' facilities. The sampling and inspections are carried out both by company personnel as well as by specialised external companies.

In 2018 Esselunga successfully obtained – at all production sites – the **certification for the food safety of products FSSC 22000 (Food Safety System Certification)**, which was also maintained in 2020. In addition, during the year the **organic certification** was extended to the e-commerce platforms, except for newly-built ones. With the aim of identifying the percentage of GFSI-certified suppliers of pre-packaged branded products, Esselunga sent to them an online questionnaire relating to the status of the certifications in their possession.

The activity carried out, which involved over 1,000 suppliers, made it possible to estimate that 74% of them is GFSI-certified, a percentage that Esselunga has undertaken to increase by 2025.



## INSPECTIONS BY THE AUTHORITIES

In 2020 there was a significant number of inspections (185) by Supervisory Bodies, aiming to ascertain the implementation of the measures to contain the spread of the pandemic laid down by the various Italian Prime Minister Decrees. There were a total of 1,450 (+8% compared to 2019)

inspections carried out by the competent authorities for compliance with the regulations on food-stuffs and production, storage or retail sites, promotional sales and good environmental practices; approximately 580 product samples (-17% compared to 2019) were taken. These analyses detected a small number of minor non-conformities, all promptly managed in compliance with the corporate protocols and procedures.

### FARM TO FORK

Farm to Fork is the 10-year project developed by the **European Commission** for the definition of guidelines on biodiversity and diet, aiming to create a **more equitable, fairer and more sustainable food system**. The project envisages the involvement of all agri-food sectors, from production to consumption, including distribution.

Esselunga plays an active role with a team of experts which constantly takes part in the working tables organised at European level on aspects related to hygiene, labelling, voluntary information and traceability, as well as on other strategic topics, such as animal welfare, the use of pesticides, the creation of healthy nutritional profiles, the revision of the rules on expiry dates and nutrition labelling.

### THE PARTICIPATION OF ESSELUNGA IN THE “L’ALFABETO DEL FUTURO” (“THE ALPHABET OF THE FUTURE”) EVENTS

In the context of the “L’alfabeto del futuro” events, the tour on innovation promoted by the newspaper La Stampa and by the newspapers of Gruppo Editoriale GEDI, Luca Magnani (Quality Assurance Director), Francesca Vergara (Chief Digital and IT Officer), Carlo Molaschi (Chief Sales Officer) and Roberto Selva (Chief Marketing and Customer Officer) spoke of Esselunga’s experience on sustainability, quality, innovation and digitalisation.



**Luca Magnani, Quality Assurance Director**

*“Consumption is changing: less waste and more attention to quality and health. As a mass retail company, we must constantly meet evolving needs: the old approach to the supermarket is evolving, millennials eat less and better, they turn to organic products, they read the labels, they want to waste less time shopping, seeking quality and paying attention to preservation criteria. And there is an awareness of sustainable packaging, of the environment and waste. Now, more than ever, following the COVID-19 emergency, customers want transparency and the assurance of safety.”*

## 4.3 TRANSPARENCY

**Through labelling, Esselunga promotes responsible and transparent communication**, able to provide consumers with correct and comprehensive information to guide them with awareness through purchasing choices.

During 2020, special attention was devoted to promoting the development of more sustainable packaging alternatives. In these cases, information on packaging included, where space enabled

it, a small box summing up the reasons for choosing the new packaging (certifications, reducing plastic or CO<sub>2</sub>e emissions, etc.), while highlighting what the customer must do for proper disposal. This packaging upgrade involved, for example, various products of the BIO line, including milk, yoghurt and durum wheat semolina, but also fresh produce such as string beans, whose pack was upgraded by adding paper parts that can be separated from the plastic.



### TASTY OFFERS

Starting from June 2020, "Tasty offers" signs appeared in the delicatessen sections, with the aim of highlighting and promoting Esselunga's fine foods. For some of these products, product info cards were also produced, illustrating their specific features.

## #FOCUS

## THE IMPORTANCE OF THE LABEL



The label is the product's identity card: it shows all the information on the nutritional content and provides indications to understand how the various food types contribute to a proper and balanced diet.

Esselunga strives to make the labels:

- **comprehensible**, legible and clear for the consumer;

- **recognisable**, with a clearly defined graphic and colour layout;
- **transparent**, so that different products in the same category can be compared;
- **intuitive** and such as to allow the information to be immediately decoded (methods of packaging disposal, guarantee and reassurance on the production method, etc.).

## PACK COMMUNICATION – SOME EXAMPLES



The 100% Italian traced supply chain indicates products that use ingredients of Italian origin with control of the entire supply chain and monitoring of all processing stages, which always take place in our country.



The constant search for Italian raw materials has led us to select producers and suppliers who guarantee a constant supply of 100% Italian products, as raw materials to be used in the production of complex products and as they are, ready for consumption.



Naturama capons must be at least 180 days old against the minimum 140 days required by law.



The peel can be safely used in the kitchen: in fact, the fruit is not treated after picking to look nicer or to be stored longer.

## RESIDUO ZERO

Zero residue stems from the drive for innovation in agronomic techniques and a strong focus on environmental sustainability. The result is a product which, analysed in the laboratory, has residues of chemically synthesised plant protection products (pesticides) below the measurability limit (<0.01 mg/kg).



A graphic design on our products that identifies meat from animals born and reared in Italy.



**FISH FROM SUSTAINABLE FISHING<sup>3</sup>**

<sup>3</sup> For more information refer to the paragraph on Sustainable Fishing in chapter 7 Suppliers.



The environments in which our fish are farmed are controlled through certified biological monitoring that protects them from sensitive alterations.



We prefer national productions with particular emphasis on local fishery products. In 2020, the "Fished in the Ligurian Sea" line was added to the "Fished in the Tyrrhenian", "Fished in the Tuscan Sea" and "Fished in the Adriatic" lines. These fish products are purchased at small markets on the Tuscan, Lazio, Ligurian and Adriatic coasts.



VASCHETTA CON IL  
70%  
DI PLASTICA RICICLATA

Plastic reduction is one of our main objectives. Where it cannot be replaced by alternative biodegradable and compostable materials, we have chosen to use ever greater percentages of recycled plastic, which therefore turns waste material into a secondary material, without taking precious resources from the environment.



**ECOLABEL CERTIFICATION LABEL**

## COMMUNICATION IN THE LEAFLETS - SOME EXAMPLES

In order to support and guide customers towards conscious and responsible purchasing choices, Esselunga has decided to add to leaflets the same icons found on product packaging, which communicate certain sustainability features in a transparent manner.



Disease prevention takes place through attention to the well-being and nutrition of the animals, cleaning and disinfection of the premises. In the event of a disease, antibiotics must be used in order to ensure health and protect against suffering: the animals will then fall into a different supply chain and the product will not bear the words "No antibiotics at the farm".



Well-being on the farm is ensured through the choice of farms with high standards of animal and facility management, availability of adequate spaces, balanced and healthy nutrition, high quality and hygiene of the premises, respecting the needs of the animals.



Food safety goes through the selection of the ingredients and the control of every stage of the production process. The traced supply chain makes it possible to follow the journey of the product we eat at any time and to guarantee its quality and safety.



The feed consists of plant-based ingredients and minerals without animal fats and flours.



A graphic design on our products that identifies meat from animals reared in Italy.

Esselunga devotes resources and a great deal of care to the transparent management of all types of complaints. In 2020, the Company received a low number of complaints and suggestions

from customers on sustainability issues (related, for instance, to packaging) and dealt with all with the utmost thoroughness.

### HANDLING COMPLAINTS MANAGEMENT

The Company collects and analyses all complaints received by filling in the forms at the stores as well as by means of any communication channel (freephone number, e-mail, social media, etc.). The complaints are filed by the Customer Service and sent to the competent Departments for the necessary investigation. The Quality Assurance Department has the task of carrying out the specific technical analyses and, for branded products, its technicians directly provide the customer with feedback on the checks carried out.



The photo shows a thickness gauge, an instrument used to measure the thickness of fresh egg pasta

## 4.4 FOOD EDUCATION

Esselunga develops commercial proposals and specific communication plans aimed at raising consumer awareness on the importance of food

choices. Among the most important initiatives, there is the creation of the Naturama, BIO, Equilibrio and CheJoy branded product lines.

**ESSELUNGA**



Set up in 1996, the Naturama line, which now includes over 250 items, consists of fresh food products with a controlled supply chain and emphasises food safety, animal welfare and respect for the environment to offer only what is naturally good.

**ESSELUNGA**



The philosophy and promotion of organic products at Esselunga have existed since 1999, with an ad hoc brand. Today, there are over 400 Esselunga BIO products including fruit and vegetables, dairy products and packaged products. Healthy food that also respects environmental biodiversity and natural production processes, without using chemicals.

**ESSELUNGA**  
equilibrio

Launched in 2013, the Equilibrio line is a line of products that meets the health needs of consumers and features nutritional claims (rich in/source of fibre, lower salt content, lactose free, etc.). In 2017, the line was complemented with gluten-free Equilibrio products, for coeliacs, certified and refundable.

**ESSELUNGA**  
**CheJoy**

In 2019, the CheJoy line was launched, to meet the need for food products specifically designed for children from 4 years of age. The line reassures even the most demanding parents, as the ingredients are of high quality (organic origin is preferred where possible) and no artificial flavourings or colourings are used.



## FOOD EDUCATION - SOME PROJECTS

### SUPER FOODIES - LET'S LEARN TO EAT WELL

The project is aimed at teaching healthy and proper nutrition to children through play: this is how the Super Foodies were born – 24 collectible superheroes, made entirely of recycled plastic, which guide the little ones in discovering the nutritional properties of the various natural and nutritional components of each product, but also to understanding the proper methods for food preservation, the daily requirements for the body and many other interesting facts.

In 2019, thanks to the collaboration with the IRCCS Foundation, the National Cancer Institute (INT), and Madegus (Masters of Taste, spin-off of the Parma University), the "Fruit and vegetables: health allies" catalogue was developed, with cards broken down by colour and product, more than one million copies of which were distributed. In 2020 the project continued with the second edition of the catalogue, translated into English and Spanish, which focused on four sources of protein (white meats, fish products, legumes and eggs), for a healthy lifestyle according to the Mediterranean diet model.



\* Choose seasonal, local and traditional products and vary your diet often. Encourage interaction by turning off your cell phone and TV while eating.

### FOOD&SCIENCE FESTIVAL MANTUA

Esselunga took part in the 2020 edition of the Food&Science Festival, a scientific education event of national and international significance organised in Mantua that explores issues related to the science of food production and consumption. This year the Company set up a stand inspired by the Super Foodies, devoted to healthy and proper nutrition, and presented the experiences of colleagues Giulio Ferrari (Production Director) and Luca Magnani (Quality Assurance Director).



FOOD&SCIENCE FESTIVAL - We cultivate knowledge

# 4.5 RESEARCH AND INNOVATION

## 4.5.1 SUSTAINABLE PRODUCTS

Esselunga invests resources and energies in the **development of lines featuring minimal social and environmental impacts to offer its customers ever more sustainable products.**

The Company uses innovative tools to measure the environmental consequences of all stages of the life cycle of certain branded products (LCA - Life Cycle Assessment methodology), in order to focus on the stages and products with the greatest impact. The activity was developed with the aim of involving and raising awareness among suppliers as well, so that they acquire useful information for identifying

actions to improve production processes, packaging and distribution methods.

An important part of Esselunga's commitment lies in **reviewing the recipes of branded products with the aim of improving and balancing their nutritional features and ensure they meet consumers' health demands.** The Company, for example, has modified some items of biscuits and snacks, acting on the individual ingredients, suggesting alternatives and/or changes and reducing their number as much as possible.

### OUR HONEY IS TRACEABLE ON THE FLY

Esselunga honey now comes from a certified and traceable supply chain: from each jar, you can trace back each individual beehive that the product comes from. The project, carried out in collaboration with Apicoltura Casentinese, involves all the items of private label honey and allows customers to obtain all the information on the purchased product (origin, honey extraction date, production date) by scanning the QR code on the cap. The consumer can also find on the Esselunga website cooking ideas on recommended pairings, interesting facts and information on the world of bees and on the importance of preserving their role of natural pollinators. With this initiative, Esselunga sought to engage on the front lines with the aim of protecting the bees' ecosystem and biodiversity.



## ELIMINATION OF MICRO-PLASTICS IN PRIVATE LABEL DETERGENTS

In 2020, Esselunga took part in the study by Greenpeace on the issue of micro-plastics in detergents called "Liquid plastic". Although the analysis had already **classified Esselunga and Per chi ama la natura branded products among the most virtuous**, the Company decided to further improve its performance and changed their formulas.

During 2021, the micro-plastics will be fully eliminated from all private label items, with the exception of one product only, whose formulation currently hinders changes.



### #FOCUS

## THE COMMITMENT OF OUR SISTER COMPANIES



### THE COMMITMENT OF ESSERBELLA

Despite the difficulties and uncertainties caused by the pandemic, **EsserBella** promoted cosmetic product lines that are able to ensure lower environmental impacts.

The weight of the turnover generated by natural and sustainable brands in fact increased by 45% compared to 2019 thanks to the promotion of the assortment and the expansion of the offer with the inclusion of the following new lines:

- **Osmè Organic**, organic and biological body care products, with specific items also for children, entirely Made in Italy and certified ECOCERT, CosmeBio, Ecolabel and FSC. The packaging of this line is also sustainable,



as it is recyclable and consists of corn derivatives and recycled wood pulp with labels printed with soy-based ink;

- **The Rerum Natura**, vegan and Made in Italy personal care products certified ECOCERT and CosmeBio, the packaging of which is in bioplastic derived from sugar cane;
- **La Sciampista**, Made in Italy hair products, made with natural ingredients and packaged in glass;
- **Sunday Rain**, vegan personal care products with fully recyclable packaging;
- **REN**, a skincare brand of products entirely made with natural ingredients and packaged in reusable packaging. This is the first beauty brand that uses the Infinity Recycling technology, which makes it possible to use waste of different plastic to produce packaging that can be endlessly recycled.

### THE COMMITMENT OF ATLANTIC AND laESSE

Product innovation is an integral part of the commercial strategy of **Atlantic** which, especially in recent years, has widened and renovated its offering in order to address the sudden evolution in customers' lifestyles and consumption habits, also experimenting with new cooking techniques.



During the year, innovative techniques were applied to make preparation of meals ever more efficient.



#INTERVIEW WITH

## NATALINO GALLO

PRESIDENT OF O.P. AGRICOR



O.P. Agricor is an organisation of farmers founded in 2004 to promote the production in the Plain of Sibari, in Calabria, with particular reference to clementines, oranges, bergamot, red apricots and pomegranates.

From the very beginning we have interpreted sustainability by adopting environmental and social choices and behaviours that support individuals and the region and foster integration, always respecting good traditions.

We carefully analyse the transport logistics, choosing suppliers with low CO<sub>2</sub> emissions and packaging that uses recycled materials. Since the fruit we offer is grown in such a particularly suited Italian area, Calabria and the Plain of Sibari, we always encourage our member farmers to pay the highest attention to the environment and to the ability not to impoverish it with human activity. That is why we use organic and

zero residue farming systems, tensiometers and rain gauges so as to use only the necessary amount of water, without wasting it, as well as useful insects, that is to say antagonistic insects that have the ability to contain and control in a natural way the action of parasitic insects harmful to crops, in order to reduce the use of pesticides.

The combination of all these practices has meant that priorities such as food safety and consumer satisfaction have been pursued while respecting individuals in the production chain and the environment that hosts us.

As a matter of fact, environmental, social, economic and ethical sustainability have always been our stated priorities and goals. That is why we have chosen to invest in the region, the throbbing heart of a Calabria that is entering the third millennium, promoting networks of local businesses for the promotion of local excellence.



## 4.5.2 PRODUCT DEVELOPMENT

The health emergency has had a strong impact also on the demands and preferences of consumers, steering purchasing choices even more towards **healthy products of local origin**.

According to the new trends, in some product sectors it has been deemed appropriate to extend the items on offer with **controlled portions**

in order to meet the needs of singles and families that often consist of 2 people.

Furthermore, the packaging has been modified with a view to environmental as well as service issues (Ready-to-cook/Ready-to-eat) and new recipes have been introduced.



“

*My role as Ambassador allows me to be a lodestar for all my colleagues, spread the sustainability goals that we have set as a Company and promote the many projects concerning branded products, such as the reviewed recipes, graphic and communication restyling that we carry out thanks to collaboration with other company departments.*

”

**MARINA**

SALES  
DEPARTMENT

#SUSTAINABILITY AMBASSADOR

### PRODUCT LIFECYCLE MANAGEMENT PROJECT

Esselunga has started a very innovative project to implement a Product Lifecycle Management system which, also thanks to the cooperation of suppliers, makes it possible to centralise the development process management of new private label products and the restyling of existing lines, with a view to reducing time to market and improving the information on the packaging.

Through a carefully arranged workflow that includes all steps of the process, the platform ensures:

- the **standardisation** of process activities and the formalisation of the roles concerned;
- the **collaboration** and **coordination** between Esselunga and suppliers, who access the platform to enter technical product and packaging information;
- the **collaborative construction** of the packaging, automating the preparation of the label texts;
- the **digitalisation** of approval processes;
- the **tracing** of the nutritional content and intake of products.

Thanks to the development of this system, in the future it will be possible to further increase transparency of branded products and communicate to customers the nutritional, quality and sustainability features in even greater detail.

## THE MAIN INNOVATIVE INITIATIVES

**Skin packaging** has been introduced for some items of the TOP line, a technique based on the application of a heat shrink plastic film directly in contact with the product and with the tray on which it is placed, which promotes the preservation of nutritional features. What is more, in the Naturama line some **Zero Residue** products have been added with residues of synthetic chemical pesticides lower than the limit of analytical determination or measurability (<0.01 mg/kg).

The Ready-on-table and Ready-to-cook lines have also been further expanded; in particular, some **new items that point to regional**

**traditions** have been introduced in the Ready-on-table line, such as lean capon, Genoese Cima (stuffed veal breast) and Polenta Taragna Orobica (polenta with typical cheeses from the Orobic mountains of Bergamo), while the first item of the Naturama line has been added to the Ready to cook line: the completely antibiotic-free boneless chicken thigh.

## NEW PRODUCT LINES

Esselunga ready meals are historically one of the mainstays of its commercial offering. A great many recipes have been added to the traditional Italian dishes over the years.



## ETHNIC PRODUCTS



In addition to the existing ethnic product lines, such as Middle Eastern recipes (couscous with chicken, falafel and hummus), Mexican (burritos, tacos and fajitas) and Asian (Thai noodles, chicken curry and basmati rice, curry Venus rice), goulash and a take on tabbouleh (an Arabic dish) were introduced in 2020.

## FISHED LINE



The "Fished in the Ligurian Sea" line was also added to the existing "Fished in the Tyrrhenian", "Fished in the Tuscan Sea" and "Fished in the Adriatic" lines, which can be found in the fishmonger's counters of the Liguria and Piedmont stores.

## COOKED AND GRILLED LINE

The line of steamed and grilled vegetables stems from the idea of offering ready-to-eat vegetables to customers who have little time, but do not want to give up a healthy product with wide flexibility for use in the kitchen. The ingredients are selected and prepared with care to ensure excellent taste and appearance. The line currently includes 8 items.



## MAP PACKAGING LINE (MODIFIED ATMOSPHERE)

Modified atmosphere packaging technology makes it possible to increase the shelf life of foodstuff, especially perishable food products. In 2020, the packaging of 20 items of the Ready-to-cook line (including breaded products and skewers) was changed to modified atmosphere thus extending the shelf life, ensuring a reduction in waste and better organoleptic quality. A total of 62 products packaged in MAP are currently available.



## GLUTEN-FREE LINE

Esselunga is aware of customers with specific dietary needs and that is why it has consolidated the "gluten-free" line which includes as many as 23 items, all certified with the Crossed Wheat Head mark of the Italian Coeliac Association.



## THE NEW ESSELUNGA TOP PASTA

In collaboration with Pastificio Gentile, long-standing partner of the Company, **Esselunga has renovated the TOP pasta line**, for which only 100% Italian origin wheat is now used, with

CSQA certified durum wheat semolina and bronze drawing. Furthermore, drying takes place according to the "Cirillo Method", which recreates the natural drying phenomenon and by which the pasta is dried slowly over two or three days at a temperature around 50°C.

#INTERVIEW WITH

### ALBERTO ZAMPINO

MANAGING DIRECTOR OF PASTIFICO GENTILE



Pastificio Gentile was set up in the Mill Valley of Gragnano (Naples) in 1876. Here, bronze-drawn pasta is produced with artisan production methods and with an eye for the smallest detail.

Social responsibility is naturally embodied by the respect for the environment that surrounds us, by the commitment to a history, that of "Gragnano pasta", which we convey through our products. The durum wheat semolina used is only Italian, the selected wheat is grown and milled a few kilometres from us, without using glyphosate. We promote a constant dialogue with raw material suppliers, we ensure the entire supply chain is managed ethically, in compliance with environmental and social sustainability requirements.

The use of machinery that makes it possible to improve energy efficiency has not replaced man's role in the production process. The daily checks of the slow drying process are entrusted to the experienced pasta makers who follow the traditional "Cirillo Method", monitoring the

humidity in the drying cells and the consistency reached by the various formats several times a day. Strict compliance with every step of the production process is essential and results in a product that embodies the priceless value of a centuries-old tradition. For all that to happen we invest in training local professionals and in the awareness that an excellent product cannot forego the advancement of human capital.

Living and working in a wonderful region is a privilege, we have the moral duty and responsibility to preserve it. Our pasta is the perfect synthesis of all that.



## 4.6 2025 OBJECTIVES AND KPIs

2025 OBJECTIVE	KPI	u.m.	2018	2019	2020	2025
<b>FOOD SAFETY</b>						
<b>100% of production facilities and warehouses certified in accordance with FSSC 22000</b>	Percentage of production facilities certified in accordance with FSSC 22000	%	100%	100%	100%	<b>100%</b>
	Percentage of warehouses certified in accordance with FSSC 22000	%	The project is currently in the start-up stage and has not been covered by a report yet			<b>100%</b>
<b>100% of suppliers of pre-packaged Esselunga branded products certified in accordance with GFSI</b>	Percentage of suppliers of pre-packaged Esselunga branded products certified in accordance with GFSI	%	n/a	n/a	74%*	<b>100%</b>
<b>FOOD EDUCATION</b>						
<b>Promotion of food education through communication initiatives and by increasing the number of products sold under the Equilibrio, BIO and CheJoy lines by over 50%</b>	Percentage increase of the number of products sold under the Equilibrio, Bio and CheJoy lines compared to 2018	%	n.a.	+11%	+21%	<b>&gt;50%</b>
<b>INNOVATION</b>						
<b>Innovation of over 1,500 Esselunga branded products and review of over 250 recipes to improve and balance the nutritional characteristics of Esselunga branded products</b>	Number of revised recipes starting from 2018	n°	0	7	16	<b>&gt;250</b>
	Number of new or revised products since 2018**	n°	142	361	878	<b>&gt;1,500</b>
<b>TRANSPARENCY</b>						
<b>Nutrition information on the product, on the production process and advice on consumption and preparation provided through the Esselunga APP using a code displayed on all branded products</b>	Percentage of Esselunga branded products the information of which is available through the APP	n°	The project is currently in the start-up stage and has not been covered by a report yet			<b>100%</b>

\* The perimeter of data analysis is the number of surveyed firms in 2020 for the GFSI certification requirement (BR C, IFS and FSSC 22000).

\*\* The figures do not include the 2018 and 2019 data for the grocery department as they are not available.



## 5.

# PEOPLE

- 5.1 OUR VALUE: PEOPLE**
- 5.2 TRAINING AND DEVELOPMENT**
- 5.3 DIVERSITY AND INCLUSION**
- 5.4 HEALTH AND SAFETY**
- 5.5 WELL-BEING**
- 5.6 EMPLOYER OF CHOICE**
- 5.7 2025 OBJECTIVES AND KPIs**



**SDGs**

8

**2025 COMMITMENTS**

**TRAINING AND DEVELOPMENT**

OVER 650,000 ANNUAL TRAINING HOURS DELIVERED (+40% ON 2018)

20% ANNUAL INCREASE OF DEDICATED TRAINING HOURS TO THE TALENT PROGRAMME

50% INCREASE OF THE TRAINING HOURS DEVOTED TO THE SCHOOL OF TRADES

AVERAGE MINIMUM SCORE OF 4.5 OUT OF 5 IN THE SATISFACTION SURVEY OF TRAINING COURSES, PROVING THE HIGH-QUALITY LEVELS OF THE COURSES

**DIVERSITY AND INCLUSION**

50% INCREASE IN THE PRESENCE OF WOMEN IN KEY ROLES

**HEALTH AND SAFETY**

MAINTENANCE AND IMPROVEMENT OF THE MANAGEMENT SYSTEMS IN PLACE TO ASSURE EMPLOYEES' HEALTH AND SAFETY

**WELL-BEING**

100% GUARANTEED INITIATIVES AND AGREEMENTS ON HEALTH AND WORK/LIFE BALANCE OF OUR PEOPLE

EXTENSION OF THE WHP (WORKPLACE HEALTH PROMOTION) PROGRAMME TO ALL SITES AND STORES

**EMPLOYER OF CHOICE**

MAINTENANCE OF THE TOP EMPLOYER CERTIFICATION AND ACHIEVEMENT OF EXCELLENT RESULTS IN THE MOST IMPORTANT RANKINGS IN THE INDUSTRY

## 5.1 OUR VALUE: PEOPLE

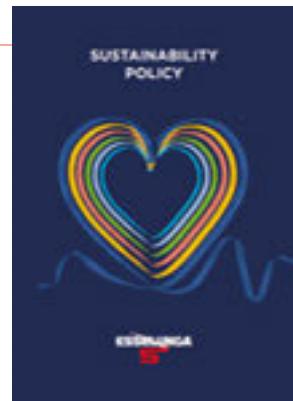
People are **the engine of growth and innovation** and thanks to them, Esselunga is able to guarantee to customers services and products of the highest quality every day.

**Integrity, excellence, passion, innovation and a sense of belonging:** these are the values that guide the Company in the search and support of people, through training and development courses aimed at discovering and cultivating talents.

Since the first days of the pandemic, the Company has implemented a crisis management plan, drawing up and disseminating **specific protocols** for the health and safety of employees, but also **designing new models of engagement** able to keep the culture of listening and teamwork alive and ensuring the continuity of the **training path**, even remotely.

### THE COMMITMENTS TOWARDS OUR PEOPLE

*"People are at the heart of the enterprise and the mean through which it offers high quality services and generates new ideas. That is why we undertake to [...] support and bring out the best of our human resources starting from the selection process and throughout their career path, [...] promotes continuous learning and design courses aimed at enriching skills and abilities and fostering professional growth [...] commits to promote inclusion and support diversity implementing specific programmes and policies [...] guarantee safety at the workplace within the organisation [...] mobilising and raising the awareness of all personnel to active and responsible participation."* Sustainability Policy, Esselunga, 2021



**25,109** **PEOPLE**<sup>1</sup>

**41 YEARS**  
**AVERAGE AGE**

**2,502**

**NEW HIRES**

**TURNOVER RATE** **7%**

**94%**

**EMPLOYEES WITH  
PERMANENT  
CONTRACTS**

**MEN** **57%**  
**WOMEN** **43%**

<sup>1</sup> The total only includes personnel directly employed by Esselunga.

## 5.2 TRAINING AND DEVELOPMENT

### 5.2.1 WE INVEST IN PEOPLE AND ENHANCE SKILLS

Following the health emergency, Esselunga's Learning Centre had to rethink its working methods. For most of the year, classroom activities – which play an essential role in the acquisition and strengthening of skills – could not be carried out; therefore, where possible, measures were implemented to support people also remotely.



The in-house training path, also delivered through MyLearningPlus portal, are aimed at **supporting employees and continuously develop their skills throughout their career**. The training activities involve different thematic

areas (onboarding, institutional, managerial, compliance and future leaders) with diversified methods of use and learning ranging from digital training to training in the field. In 2020, **in-company training and communication played a key role in the proper dissemination of safety measures**. In this connection, specific content was defined, aimed at raising the awareness of all personnel, through appropriate signs, virtual courses and e-learning pills.

**449,300**  
TRAINING HOURS DELIVERED  
**24,029** PARTECIPANTS  
AN AVERAGE OF **19** TRAINING HOURS PER EMPLOYEE



## THE SCHOOL OF TRADES

The **School of Trades** has the purpose of ensuring training and updating courses for the **technical and specialised skills** of the personnel working in various roles and in the section of stores, bars and perfumeries. The role of the **Master Trainer** is key, as they **teach specific abilities and skills to the trainees**, and transmit a wealth of knowledge on the products and processes, with the same system and passion as workshop masters. Training on the job during 2020 was essential to ensure company services continued safely.

**46,129** TRAINING HOURS  
DELIVERED BY MASTER TRAINERS

**190,804** TOTAL TRAINING  
HOURS DELIVERED, OF WHICH:  
**47,270** FOR DELI OPERATORS  
**17,943** FOR BAKERS



## TRAINING FOR INTERNAL COMPANY DEPARTMENTS

The **managerial training** offer supports all the Group's managers **in learning models and behaviours that characterise the leadership style of Esselunga**. Particular attention is also paid to the issues of innovation and digitalisation through action learning programmes (learning methodology through concrete experience) and courses in virtual mode.

Thanks to the digital approach developed in the last three years, management training was promptly converted into online activities through webinars and e-learning pills, which made it possible to give continuity to the **skills updating** programme and to support managers in carrying out their role and in the remote management of their staff.

Despite the marked concentration of distance-mode training, however, Esselunga recorded a medium-high level of satisfaction by employees, equal to a score of 4.6 out of 5.



#INTERVIEW WITH

## BARBARA ABATE

HEAD OF TRAINING AND DEVELOPMENT

During its normal activity, the Esselunga Learning Centre welcomes, at its site of Cernusco s/n, Milan via Famagosta and Sesto Fiorentino over 150 people a day, on training and development courses. Twenty-three people work in the Learning Centre team, overseeing training activities, skills development, compensation & benefits and internal communication.

Like the rest of the country, in March 2020 we also ground to a halt, the classrooms emptied and the homeworking experience began. Our goal was immediately to ensure, to the extent possible, the continuity of training activities for the whole Company, offering all our courses in remote mode.

In this situation, so different, dramatic and at the same time professionally challenging, I found out I was expecting a baby girl! Obviously, my anxiety grew exponentially.

My first thought was her safety. I alternated office time with remote working for as long as the situation allowed it, then from October I started working from home full time. The Company guaranteed my work was wholly safe, never doubting that my managerial role could be less effective remotely.

For me, being a manager means allowing enthusiastic and high-performing teams to grow. So far, the Learning Centre team has managed to deal with the complex situation as an oppor-

tunity for mutual learning and growth and I am sure that the next period will be a further opportunity to discover and nurture new talents.



## SKILLS UPDATING PROGRAMMES

For the **employees of the centralised departments** training activities focused on three main areas: communication, managing and enhancing the motivation of employees. The programme saw the involvement of the Group's Managers in specific modules dedicated to the topic of Accountability which, through the analysis of real-life cases, allowed them to exercise their management and planning abilities in complex situations. Furthermore, for all office personnel, ad hoc activities were carried out to aid the switch to remote working.



The adaptation to the new ways of working remotely was also aided thanks to a series of exercises aimed at **strengthening soft skills**, particularly important in this changed situation, personal as well as professional, such as **emotional intelligence, managing the team's well-being, mindfulness and self-empowerment**.

For the personnel of the **sales and operation department**, a "talent" programme was implemented, designed for a group of department heads and aimed at initiating a **professional path towards the position of vice store manager**. Thanks to an 8-month training, with webinars and team coaching directly at the store, participants gained more extensive knowledge of every department and worked on the technical and managerial skills connected to the role, with a special focus on leadership.

The "New customer journey" initiative also continued, designed for all store employees who are constantly in contact with customers, to **emphasise the key role customer experience now plays** in the retail sector.

### 5.2.2 TOGETHER WE BUILD THE FUTURE OF OUR PEOPLE

The evolution of the people's growth process at EsseLunga is built upon a positive approach based on dialogue and continuous exchange, which has the purpose of supporting and guiding people in their career at the Company. It is therefore essential to thoroughly monitor the **performance and potential** of all employees on a yearly basis, identifying the most talented people who are selected for fast-tracking.

Specifically, the Learning Centre supports the managers of the various company departments in identifying **individual development plans and analysing career paths through a structured assessment process**. The process, based on the culture of fostering exchange and constant feedback, allows the effectiveness of the performance of individuals with respect to their duties and

responsibilities to be measured, identifying the objectives to work on and actively participating in the implementation of the growth plan.

EsseLunga was able to ensure performance assessment activities were properly carried out also in 2020, involving 5,936 people, equal to 35% of the population of Executives, Middle Managers and white collars who maintained a constant communication and engagement channel through the online portal. As regards career paths, in the last three-year period, 2,364 people were promoted to higher positions, 815 of whom in 2020.

As evidence of the extent to which EsseLunga believes in its people and in their professional development, **over 90% of key positions are held by people promoted internally**.

## 5.3 DIVERSITY AND INCLUSION

Esselunga considers inclusion a value and **promotes diversity as an opportunity** to improve the working environment and allow each individual talent to be expressed.

The Company undertakes to **protect the plurality** of gender, origin and age, developing actions and strategies for inclusion and the protection of diversity with the aim of guaranteeing **equality in the workplace and equal opportunities** for professional growth to employees.

In line with the target of increasing the presence of women in key roles by 50%, during the year Esselunga put in place a number of initiatives to support **female empowerment**, such as the mentoring programme designed to support women's career paths and the company and intercompany thematic workshops organised in partnership with Valore D.



Furthermore, the pilot project concerning the leadership programme designed for women who hold roles of responsibility came to an end, and it was decided to extend it to a wider population starting from 2021.

**+13%** OF WOMEN  
PROMOTED TO STORE MANAGERS  
COMPARED TO 2019

**+65** WOMEN INCLUDED IN  
THE STORE TALENT PROGRAMME  
COMPARED TO 2019

**+32%** OF WOMEN IN KEY ROLES  
COMPARED TO 2018

What is more, Esselunga undertakes to spread a culture based **on inclusiveness and mutual respect**, starting projects for **hiring people with disabilities** in collaboration with associations active in workplace inclusion as well as programmes aimed at promoting **inter-generational inclusion**.

### EXCHANGE BETWEEN GENERATIONS

Promoting an inclusive culture also means fostering and supporting the integration of the new generations, creating space for dialogue and exchange between the young talents hired by the Company and the more senior employees.

In this connection, a **tutorship programme designed for young graduates who are entering the world of work for the first time** and a **training course called "Exchange between generations"** was launched, in which bosses and staff were able to reflect on the different generational targets and on how to better communicate and manage their relationship.



## FIGHTING VIOLENCE AGAINST WOMEN

On the occasion of the International Day for the Elimination of Violence against Women (25 November), Esselunga reaffirmed its social commitment with a strongly symbolic initiative: the Company placed a **Red Bench** in Pistoia, in the Oriana Fallaci city park, which is added to the one placed last year near the Limito di Pioltello headquarters.

In addition, on the same day, thanks to the partnership with Fondazione Libellula, Esselunga activated a **counselling helpdesk for women employees**. A free service, available 24/7, which offers psychological support to women in difficulty and victims of violence, in total anonymity.



Inauguration of the red bench in Pistoia with the Mayor and colleagues Ilaria and Massimo



YOU ARE NOT ALONE. IF YOU NEED HELP CALL US, WE ARE HERE.



**SAMUELE**

SALES DEPARTMENT

*The pillar of Esselunga's sustainability strategy that is closest to me is that of People, because their professional growth and their mobilisation deserve the best support. The sustainability project that most captivated and enthralled me concerns the professional and transversal growth of store resources, in which young talents were able to emerge, giving new impetus to the motivation of the entire team.*

#SUSTAINABILITY AMBASSADOR

“ ”

## 5.4 HEALTH AND SAFETY

The constant and mandatory focus on **the prevention and management of risks in all workplaces**, which requires all personnel's active and responsible participation, always underlies Esselunga's activities. This commitment is enshrined and detailed in the "Policy for the

Health and Safety of Workers, the Environment and Energy" and was confirmed by the retention of the **certification of the Occupational Health and Safety Management System of the entire Group according to the standard UNI ISO 45001:2018**.

#FOCUS

### PEOPLE'S PROTECTION AND HEALTH

#### MAIN INITIATIVES TO SAFEGUARD PEOPLE'S HEALTH AND SAFETY

##### AED PROJECT

Esselunga has fitted all sites, including new stores, with semi-automatic external defibrillators (AEDs) and at the same time implemented a specific training plan.

**During 2020, 230 employees were trained in AED use, in addition to the personnel trained the previous year, and 1,170 hours of practical and theoretical training were provided.**

The Company believes that the project has a great social value, not only for the safety of employees, but also and above all for customers and the entire community, since defibrillators are available to residents for any emergencies during store opening hours.



### TRAIN&SIGN

In 2019, Esselunga developed the **Train&Sign APP** to monitor in real time the training gap of store employees on health and safety issues. In 2020, this tool was improved through the complete revision of the training methods on the job which, thanks to the support of the APP, allows the certificate to be processed digitally and gives the training manager the opportunity to view personnel training needs in real time.

### ERGONOMICS PROJECT

Esselunga started a partnership with Iuvo Srl, a spin-off of the Sant'Anna School of Advanced Studies of Pisa and of the Institute of Robotics, on a project, the pilot study of which has been completed, called "Technical project proposal for the design, development and experimental validation of a robotic exoskeleton for lumbar support for Esselunga". **The project is aimed at the feasibility analysis for the development of an exoskeleton for lumbar support designed for Esselunga workers who deal with stocks.**

### WHP (WORKPLACE HEALTH PROMOTION)

#### PROGRAMME

Esselunga has renewed its support to the WHP project for "Workplace Health Promotion", aimed at **promoting good daily practices among employees**, such as a healthy diet and regular physical activity, **to reduce general risk factors and prevent any health problems.**

In 2020 the Company extended the programme to **40 stores and 5 sites** in the Milan Province, with the goal of covering the whole of Lombardy during 2021. The activity especially focused on the topics of **healthy eating and giving up smoking.**



PROGETTO VIVI BENE

LE BUONE AZIONI QUOTIDIANE CHE ALIMENTANO

IL BENESSERE

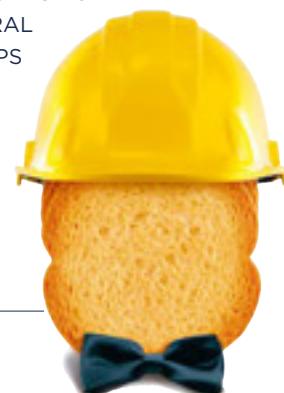
VIVI BENE PROJECT - GOOD DAILY ACTIONS THAT IMPROVE WELL-BEING

### THE PRINCIPLES OF THE HSE POLICY:

- compliance with all applicable regulations;
- the protection of the health and safety of employees and customers;
- the continuous improvement of performance and the prevention of possible hazardous situations;
- the continuous information, training and awareness raising of all stakeholders;
- the internal and external communication processes;
- the plan of checks, inspections, audits and periodic reviews of the management system.

### HEALTH AND SAFETY GOVERNANCE AT ESSELUNGA

- THE HSE UNIT
- THE PREVENTION AND PROTECTION SERVICE, WITH THE CENTRAL RSPP<sup>2</sup> AND THE AREA RSPPS
- 43 ASPP<sup>3</sup>
- 93 RLS<sup>4</sup>



<sup>2</sup> Prevention and Protection Service Manager

<sup>3</sup> Prevention and Protection Service Officers

<sup>4</sup> Workers' Safety Representatives

# 5.5 WELL-BEING

## 5.5.1 THE WELFARE PLAN FOR OUR PEOPLE

Esselunga's welfare system is based on being receptive to employees' preferences and needs. Over the years, the Company has used various channels to survey the awareness of employees' knowledge and satisfaction with regard to active services. One of these is the **Joint Welfare Policies Committee**, a Company body that involves

workers and their representatives. As an integral part of the measures implemented in response to the emergency situation, the Company confirmed and further improved the corporate Welfare Plan, also with the goal of addressing new needs that had emerged<sup>5</sup>.

**#FOCUS**

**THE SERVICES OF THE WELFARE PLAN**

**THE CONVERSION OF THE PERFORMANCE BONUS**

On the basis of an agreement signed with the Italian trade unions, Esselunga allows all employees who request it to **convert, wholly or in part, the cash amount of the performance-related bonus directly into welfare services**. Over the years, the initiative has raised a growing interest among employees who, in 2020, converted into welfare services approximately 50% of the total bonuses they received.

**SOLIDARITY LEAVE**

In October 2020, Esselunga signed with the **Trade Unions** an agreement that allows employees who have run out of paid holidays and leave

to take time off work to assist children under 18 who need constant care due to their particular health conditions. In a spirit of collective solidarity, **employees can therefore donate holidays and leave to the Solidarity Leave Fund, on a voluntary basis**, to then be used by colleagues who need them. Esselunga has undertaken to make an additional contribution of up to 300 days to the Solidarity Leave Fund.

<sup>5</sup> For more details on the specific initiatives implemented by Esselunga for managing the COVID-19 emergency, refer to chapter 2 The management of the COVID-19 emergency.

### MEDICAL ASSISTANCE INITIATIVES

Esselunga provides medical assistance services to employees, by periodically organising tests and visits, as required by law, but also through **specific agreements** for facilitated access to health services, assistance for people with disabilities or in emergency situations and preventive medicine initiatives.

### SUPPORT TO FAMILIES

All women at Esselunga who announced their pregnancy during 2020 were able to access the Mastermamma® platform, which offers **courses and authoritative information on raising children and parenthood**.

A large number of videos can be found on the platform, made by doctors, paediatricians and psychologists, each of which covers, in a simple and concrete way, issues that parents have to deal with during the period from pregnancy up to the child's twelfth year of age.



**mastermamma.it**  
Ce n'è una sola.



In addition, Esselunga organised free educational and vocational guidance programmes for employees' children who attend the 2nd and 3rd year of middle school (Junior path) and the 4th and 5th year of high school (Final year path). The guidance programme, called "**Push to Open**",

provided, in the Junior course, 3 live streamed seminars for parents and a seminar for children, while 4 live streamed seminars were provided for final year students and 3 for their parents.



The Company also provides special support to **caregiver employees**, who are able to use a **free guidance service for the management of non self-sufficient family members**, as well as access a national network of services at regulated prices.

## My Welfare fragilità

### FINANCIAL SUPPORT

Esselunga has signed an agreement with Uni-credit Bank to offer employees the **provision of loans and mortgages at the best market conditions and favourable management costs for current accounts**. The Company also supports employees free of charge in filling in Form 730 (tax return) and requesting family allowances.

Finally, at Christmas, Esselunga provides personnel with **prepaid cards** that can be spent on the purchase of products and has also created the portal **Esselunga for you**, which always offers a number of agreements and discounts for various goods and services.

## 5.5.2 WORK-LIFE BALANCE

### REMOTE WORKING

In 2019, when the pandemic still had not affected the way millions of people work, Esselunga had already initiated a pilot remote working project.

Owing to the COVID-19 emergency, the spread of remote working has undergone a marked acceleration starting from March 2020: this working method has been adopted by all white collars a percentage of on-site presence by rota that varies according to the various Prime Minister Decrees in force and the number of infections on a national and regional basis. In total, approximately 1,200 active employees were working remotely, equal to 100% of resources

present in positions compatible with remote working and about 5% of the entire company workforce.

### OTHER INITIATIVES

Esselunga ensures all employees who apply are granted parental leave in line with current legislation.

In 2020, 1,784 employees benefited from at least one type of parental leave (37% of entitled women employees and 11% men), 97% of whom went back to work at the end of the leave.

## 5.5.3 INVOLVEMENT AND ATTENTIVENESS

Esselunga firmly believes that fostering the participation of people in corporate life is a decisive aspect for creating an internal climate of cooperation and for encouraging the sharing of corporate values.

In order to promote everyone's constant involvement, Esselunga has created the **MyPortal** platform to communicate with employees and set up internal teams. The importance of MyPortal has grown considerably, turning it into the go-to tool for internal communication and engagement. Even during the lock-down, it made it possible to reach the whole company workforce quickly and in a widespread and effective manner.

In order to keep up relationships and social life among employees working remotely, various **opportunities for virtual meetings outside**

**working hours** were designed (virtual aperitifs, cooking lab, themed sessions, etc.) to share hobbies, interests and passions.

Furthermore, Esselunga developed the **Employee Advocacy** Programme which involved a number of employees of the central departments as Company Ambassadors on LinkedIn, where they gave a first-hand, real account of the company's values and many initiatives.





**MARTA**  
ATLANTIC

**#SUSTAINABILITY AMBASSADOR**

*The pillar I most have at heart is that relating to people, because I believe they are the starting point to be able to develop a sustainable strategy. Assuring a good quality of life, raising the awareness of the need for wholesome behaviour and providing tools and means to be able to disseminate a "green strategy" makes it possible to involve all the other stakeholders in a chain reaction."*



## 5.6 EMPLOYER OF CHOICE

The approach of Esselunga's **Talent Acquisition Centre** that has characterised 2020 can be summed up in the **pairing of Digital & People**: the importance of **people** and **innovation** were the key players of the methodological evolution that redesigned the recruitment process. Esselunga increases the focus on people-centric digitalisation, in the awareness that attracting and retaining the best talents is crucial for creating long-term value. **Esselunga's employer branding strategy has always been marked by the development of manifold communication channels**, in order to ensure the contact methods are suited to the specific features of each vacancy and each applicant. Among these, the main channel is undoubtedly the website **Esselungajob**, where employees also directly tell their stories and experience. The website is hosted by the Successfactor platform, which integrates the entire career path of the resource at the company, from application to selection, to recruitment, to placement and then throughout work-life at the company. Other important channels are the social networks LinkedIn and Facebook Career and the many partnerships with universities and secondary schools in the region that may be of interest.

**IL TUO PERCORSO  
INIZIA PER ESSE.**



YOUR CAREER BEGINS WITH ESSE.

**160,000** CANDIDATES  
ON THE WEBSITE  
ESSELUNGAJOB IN 2020

**6.6%** ENGAGEMENT RATE  
ON LINKEDIN

**225,000** FOLLOWERS  
OF THE LINKEDIN ESSELUNGA  
PAGE IN 2020

**Attracting the best talent also means being able to offer the candidate a distinctive experience that is in line with the needs of the new generations.** In 2020, the recruitment process of new employees was affected by various practical complications, which the Company dealt with by immediately boosting the **digitalisation of the recruitment process**. Indeed, over the course of 2020, only 15% of interviews took place face-to-face.

Confirming Esselunga's great commitment to attracting, but also retaining the best talents, despite the difficulties connected to the external situation, **over 30% of interns were hired**.

Esselunga is also very focused on keeping its roots firmly in the communities in which it operates, by engaging in organising local Job Days. Due to the restrictions imposed by the health emergency, new technical solutions were developed to turn the usual Job Days into Virtual Job Days, with an entirely digitalised recruitment process through all stages. For instance, during the **Milan Virtual Job Day** (the first entirely digital event organised by Esselunga in September 2020) approximately

3,500 people had the opportunity to make a pre-recorded video presentation (using any

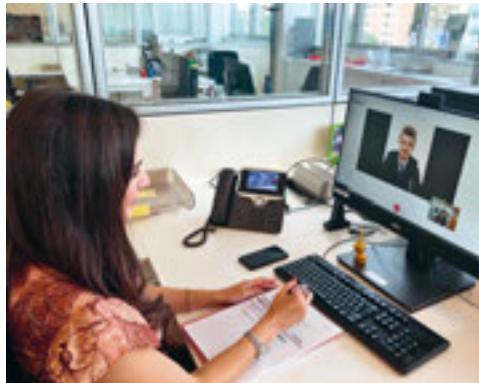
personal device), thus making the candidates' experience faster and more efficient.

### DIGITALISATION OF THE RECRUITMENT PROCESS

Well before the health emergency, Esselunga had already started the digitalisation project of the recruitment process and this strategic choice turned out to be far-sighted when dealing with the new situation. Thanks to the digitalisation of tools, in fact, Esselunga's recruitment processes continued even throughout the most critical stages of the emergency and the Talent Acquisition Centre Team was able to guarantee the necessary support to the business. **The use of innovative technologies and artificial intelligence applied to a candidate video presentation system** (which replaces the old paper CV) allows many more people to introduce themselves to the Company and improves the effectiveness and performance of the recruitment processes.

**ESSELUNGA® JOB**

VALORE AL TUO LAVORO



### 5.6.1 WE ACKNOWLEDGE EACH ONE'S MERITS AND REWARD THE RESULTS ACHIEVED

Being an Employer of Choice also means being able to adopt instruments to measure and remunerate personal and professional skills that are fair and free from bias. Esselunga's compensation policies, in this respect, are a particularly effective tool to increase people's motivation, as well as an important means to attract and retain talent.

IN 2020, **97%** OF EMPLOYEES  
CONSIDERED HIGH POTENTIAL  
REMAINED AT THE COMPANY

Fair, aligned with the best market benchmarks and incentivising, Esselunga's compensation policy has the overriding objective of fostering

the creation of sustainable value in the medium-long term, mainlining a strong link between compensation and performance. To complete the system, Esselunga has defined **an incentive mechanism directly linked to performance and built on objectives closely connected to the achievement of the business and management results** defined in the Industrial Plan.

To date, the remuneration levels at Esselunga are among the highest in the sector of modern mass retail also thanks to a well-structured supplementary company bargaining process stemming from the systematic and solid relationship with the trade union organisations that signed the national collective labour agreement.

## AWARDS

- **Top Employer Italia** 2018, 2019 and 2020 awarded by Top Employers Institute
- **Italy's Most Attractive Employers for Young Professionals 2020:** 3rd place in the "Retail" category awarded by Universum
- **Workplace Health Promotion:** award for good practices put in place on health and well-being awarded by the Health Protection Agency of the Lombardy Region from 2014 to 2020
- **Statista Italy's Best Employers 2020** ranking published by the Corriere della Sera daily, 2nd place in the "Sales, sales services and wholesale trade" category



## #FOCUS

### PARTNERSHIPS WITH UNIVERSITIES<sup>6</sup> AND HIGHER SECONDARY SCHOOLS



2020 was a particularly difficult and stop-and-go year for students. Universities had to quickly reorganise their activities and also promptly set up collaborations with companies in digital mode, supporting relations with the world of labour with their own technologies and creating the conditions for projects to be started and events to be planned. Esselunga continued taking part in initiatives aimed at career advice, promoting education pathways capable of giving students the opportunity to enrich their education with experience in the field, including **Internship Talent Programmes**, **In Company Training**, **Business Game**,

**Industrial Management Lab**, and establishing actual partnerships. The pandemic has also heavily hindered collaborations with Higher Secondary Schools, primarily preoccupied with reorganising and focusing on the development of DL (distance learning), thus leaving little space for other initiatives.

Therefore, internships at the Company of high school students were suspended or cancelled while projects such as the **after school for Fresh Food dep.**, the **Junior Technician Programme** and **Food Farm 4.0** were maintained.

<sup>6</sup> Politecnico of Milan, Bocconi University of Milan, Catholic University of the Sacred Heart of Milan and Piacenza, University of Milan, Alma Mater University of Bologna, University of Parma, Carlo Cattaneo University of Castellanza (VA), University of Florence, University of Bari and University of Salerno. Plus the following Master's courses: Catholic University of Milan, Carlo Cattaneo University of Castellanza (VA), SDA Bocconi, Sole 24 Ore, Publitalia, CUOA.

# 5.7 2025 OBJECTIVES AND KPIs

2025 OBJECTIVE	KPI	u.m.	2018	2019	2020	2025
<b>TRAINING AND DEVELOPMENT</b>						
<b>Over 650,000 annual training hours delivered (+40% on 2018)</b>	Annual training hours delivered	h	464,000	556,054	449,300	<b>650,000</b>
	Percentage increase of training hours delivered compared to 2018	%	n.a.	+20%	-3%*	<b>+40%</b>
<b>20% annual increase of dedicated training hours devoted to the Talent Programme</b>	Training hours devoted to the Talent Programme	h	2,210	5,686	4,448	<b>7,900</b>
	Percentage increase of training hours devoted to the Talent Programme compared to the previous year	%	n.a.	+157%	-22%*	<b>+20% /year</b>
<b>50% increase of the training hours devoted to the School of Trades</b>	Training hours devoted to the School of Trades	h	142,099	174,787	190,804	<b>213,148</b>
	Percentage increase of training hours devoted to the School of Trades compared to 2018	%	n.a.	+23%	+34%	<b>+50%</b>
<b>Average minimum score of 4.5 out of 5 in the satisfaction survey of training courses, proving the high-quality levels of the courses</b>	Average score of the assessment on satisfaction of the training courses	Average score	4.6	4.7	4.6	<b>&gt;4.5</b>
<b>DIVERSITY AND INCLUSION</b>						
<b>50% increase in the presence of women in key roles</b>	Percentage increase in the presence of women in key roles compared to 2018	%	n.a.	+17%	+32%	<b>+50%</b>
<b>HEALTH AND SAFETY</b>						
<b>Maintenance and improvement of the management systems in place to assure employees' health and safety</b>	UNI ISO 45001 Certification (in 2018 BS OHSAS 18001)	Yes/No	Yes	Yes	Yes	<b>Yes</b>
<b>WELL-BEING</b>						
<b>Initiatives and agreements on health and work/life balance of our people 100% guaranteed</b>	Potential coverage of services	Partial/ Total	n.a.	Partial	Partial	<b>Total</b>
<b>Extension of the WHP Programme (Workplace Health Promotion) to all sites and stores</b>	Percentage of sites that implement WHP activities	%	7%	5%	37%	<b>100%</b>
	Percentage of stores that implement WHP activities	%	8%	8%	33%	<b>100%</b>
<b>EMPLOYER OF CHOICE</b>						
<b>Maintenance of the Top Employer certification and achievement of excellent results in the most important rankings in the industry</b>	Top Employer Certification	Yes/No	Yes	Yes	Yes	<b>Yes</b>
	Reputation Institute (Reputation Profile - Workplace)	Score	n/a	67.3	72	<b>&gt;70</b>

\* For more information on the trend, see the paragraph on Training and development of this chapter.



## 6.

# ENVIRONMENT

- 6.1 A PLANET IN COMMON TO BE PROTECTED AND SAFEGUARDED**
- 6.2 CLIMATE CHANGE**
- 6.3 WASTE MANAGEMENT**
- 6.4 PACKAGING**
- 6.5 2025 OBJECTIVES AND KPIs**



## SDGs



## 2025 COMMITMENTS

### CLIMATE CHANGE

**30% REDUCTION OF  
GREENHOUSE GAS EMISSIONS**

### WASTE MANAGEMENT

**IMPROVE THE PERCENTAGE OF FOOD SURPLUS** THAT IS DONATED,  
RECOVERED AND RECYCLED, REDUCING FOOD WASTE

### PACKAGING

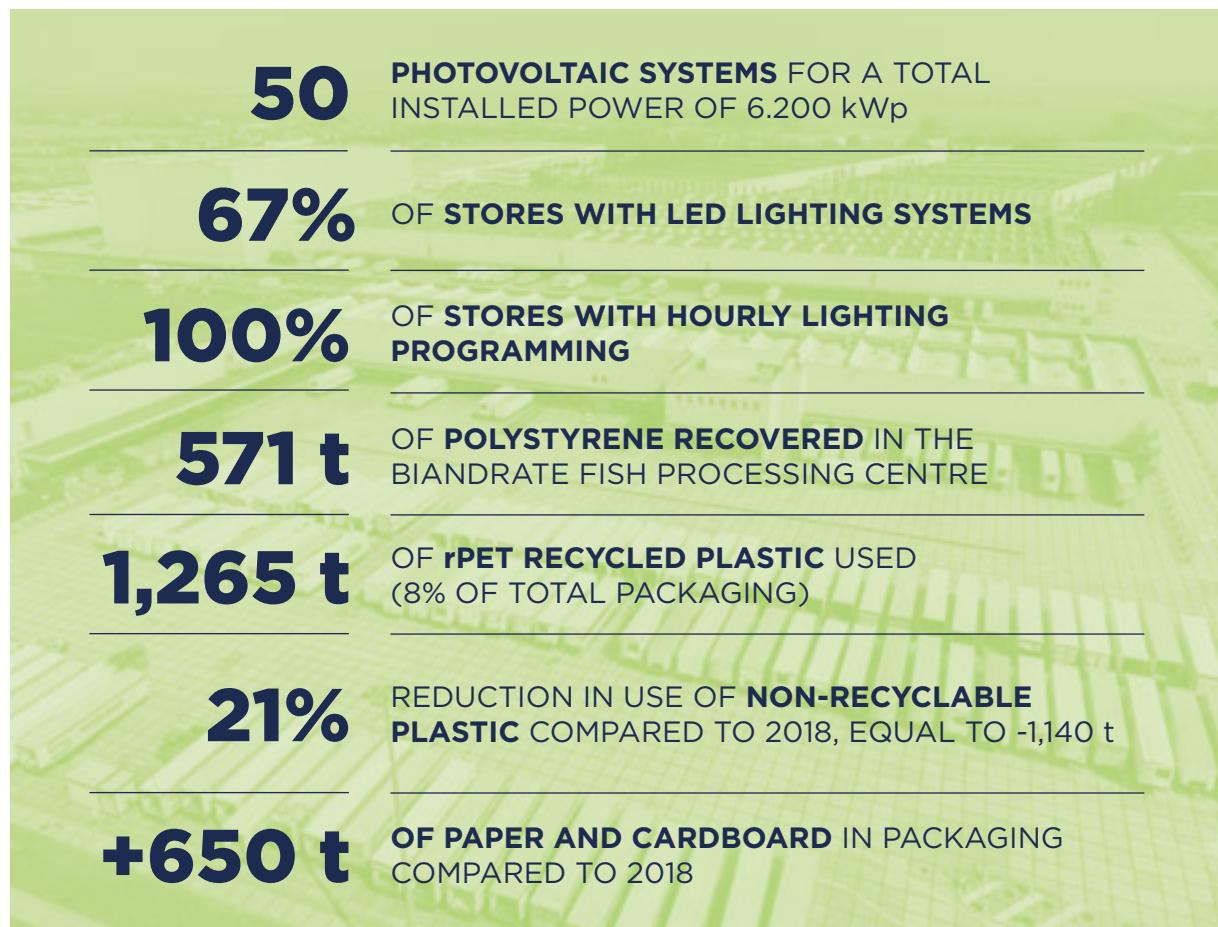
**100% OF ESSELUNGA BRANDED PRODUCT PACKAGING**  
IN RECYCLED, RECYCLABLE OR COMPOSTABLE MATERIAL

# 6.1 A PLANET IN COMMON TO BE PROTECTED AND SAFEGUARDED

The management of the environmental impacts, generated by Esselunga with its activities, is one of the pillars of its sustainability strategy and has three spheres for action: **climate change, waste management and packaging**.

The Company constantly seeks innovative technologies to be implemented, capable of promoting the renewal of systems and plants and minimising the effects on the environment.

The spread of the COVID-19 pandemic has also had significant impacts on the management of environmental issues and Esselunga has been required to come up with adequate and timely responses to the changing needs of the context, with the two-fold objective of complying with the indications of the Italian Higher Institute of Health (ISS) and to continue pursuing the commitments made in the Sustainability Plan.



## 6.2 CLIMATE CHANGE

Esselunga's production and distribution activities, as well as the volume of products managed daily, require considerable energy expenditure in terms of resources and fuel used. For this reason Esselunga has established measurable goals to be achieved by 2025 and over time it has developed technical skills for the control and management of environmental issues, also through the **ISO 14001:2015** certified Environmental Management System.

Esselunga believes it is essential to understand, manage and communicate the implications of cli-

mate change on its business, dealing with the possible effects at the various stages of the value chain and translating them into opportunities such as, for example, the creation of synergies for the development of a more resilient supply chain, increasing energy efficiency and the transition to renewable sources.

To this purpose, the Company has also set up an **Energy Team** which is responsible for improving energy efficiency, reducing CO<sub>2</sub>e<sup>1</sup> and coordinating the activities aimed at obtaining the **ISO 50001:2018** certification.

### THE CNR STUDY ON THE ABSORPTION OF ATMOSPHERIC POLLUTANTS BY ESSELUNGA'S GREEN AREAS

During 2020, the Institute for Bio-Economics of the CNR of Bologna updated the previous 2010 analytical study on the absorption of carbon dioxide (CO<sub>2</sub>) and on the removal of other atmospheric pollutants (O<sub>3</sub>, NO<sub>2</sub>, SO<sub>2</sub>, PM<sub>10</sub>) by the green areas of various Esselunga stores. The study focused on the analysis of 8 company sites (DCs of Limito di Pioltello and Biandrate and stores of Lainate, Macherio, Piacenza Manfredi, Bologna Santa Viola, Stezzano and Varedo), by comparing the data measured previously in the same areas: this survey highlighted how the absorption capacity of the plants has grown over time. The study also took into account the environmental mitigation capability, typical of each plant species, which depends on intrinsic (physiology, development dynamics, etc.) as well as extrinsic factors (number), and estimated that **during the course of 2020, thanks to the 8 green areas involved in the analysis, the plants absorbed, thereby removing from the atmosphere, 61.5 t of CO<sub>2</sub> (+42% compared to 2010) and 319 kg of other atmospheric pollutants (+435% compared to 2010)**.



<sup>1</sup> Equivalent CO<sub>2</sub> (CO<sub>2</sub>e) is a measure that expresses the impact on global warming of a certain amount of greenhouse gases compared to the same amount of carbon dioxide (CO<sub>2</sub>). It is used to compare and combine the contributions of various greenhouse gases, in particular to estimate the carbon footprint associated with a human activity.

By using their Fidaty Points, Esselunga customers were able to purchase and plant a tree, through the **TREEDOM<sup>2</sup>** platform, and even choose the species. Thanks to this partnership with Treedom, Esselunga has planted **OVER 42,000 TREES<sup>3</sup>**. As we know, each plant emits oxygen, absorbs CO<sub>2</sub> and promotes biodiversity, as well as providing benefits to the farmers who will take care of it and pick its fruit.



**42,500 TREES IN 5 COUNTRIES**

**-6,949,500 KG OF CO<sub>2</sub>**

## ENERGY CONSUMPTION AND EMISSIONS

Esselunga's activities at the various company sites inevitably generate CO<sub>2</sub>e emissions, either deriving from the direct use of energy sources, such as natural gas for heating, for trigeneration and diesel for generating sets (**scope 1**), or resulting from the use of energy purchased for the production of electricity, heat or steam (**scope 2**). In total, over the course of 2020 Esselunga generated an impact from emissions equal to **241,205.9 tCO<sub>2</sub>e** (sum of scope 1 and scope 2).

**45,840.66 tCO<sub>2</sub>e**

DIRECT EMISSIONS (SCOPE 1)

**195,365.24 tCO<sub>2</sub>e**

DIRECT EMISSIONS (SCOPE 2)

In order to **improve the energy efficiency** and decrease CO<sub>2</sub>e emissions, Esselunga has introduced several technological innovations to its processes and started up a number of projects. The installation of two **trigeneration plants** at the Parma and Biandrate sites are an example, as they make it possible to self-produce electricity and heat from natural gas.

The development of this kind of initiatives is made possible by constant and extensive **monitoring of all the Company's energy consumptions**, which were a total of approximately **3.26 million GJ, down on 2019**.

The greater need due to the new openings and actions required to deal with the COVID-19 protocols was offset by the **increase in the renewable energy** used, but above all by the countless efficiency measures implemented during the year which enabled a significant reduction also of energy intensity.



Trigeneration plant at the Biandrate site (NO)

<sup>2</sup> Treedom is the first web platform in the world that makes it possible to plant a tree remotely and follow online the project it will be a part of. When you plant a tree you will receive the unique geolocation data and a photo at the time of planting, directly on your profile on treedom.net.

<sup>3</sup> Data at 30/04/2021.

**3,264,936.48** TOTAL  
ENERGY CONSUMPTION IN GJ IN 2020

**19,334.64 GJ**  
FROM RENEWABLE SOURCES

**47,434 MWh**  
ELECTRICITY SAVED THANKS TO  
STRUCTURAL MEASURES IN 2020

THAT IS **18,358**  
tCO<sub>2</sub>e/YEAR SAVED

Among low-impact technologies, it is worth mentioning the construction of **refrigeration plants** (the first, in 2015, at the viale Papiniano store in Milan) **that use carbon dioxide** for medium and low temperatures. These new plants are more energy-efficient and make it possible

to reduce the cold chain consumptions by 5-10%. On the other hand, ammonia is used as a refrigerant fluid in a closed circuit for heat transfer at production plants, minimising the risk of greenhouse gas emissions in the event of leaks from the systems.

**99.8%** OZONE-FRIENDLY  
REFRIGERANT GASES

**20.3%** OF WHICH CONSISTING  
OF NATURAL GAS

**101** STORES WITH CO<sub>2</sub>  
NATURAL GAS REFRIGERATION  
SYSTEMS

**100%** OF THE LOCKERS  
USE NATURAL GAS

As evidence of the effectiveness of the energy efficiency measures introduced by the Company, both the energy intensity (ratio of the energy

requirements to weighted square metres) and the intensity of the emissions (ratio of direct emissions and weighted square metres).



## #FOCUS

## THE MAIN INITIATIVES IN 2020



## THE CARBON NEUTRAL EMPLOYEE PARKING LOT IN VIA MICHELOZZO

The **multi-level car park of via Michelozzo at the Limito di Pioltello** headquarters was the site of a carbon neutrality project (zero impact from the point of view of CO<sub>2</sub>e emissions) which combines various green technologies on a single site:

- **photovoltaic system on the roof for a total power of approximately 144 Kw;**
- LED lighting system with extremely low energy consumption;

- antifreeze system on the roof with heating cables;
- storage batteries for the electricity produced by the photovoltaic system;
- charging stations for electric cars;
- **small wind turbine** with vertical axis blades with a **power of 3.3 Kw**.

**The construction of the technological systems and the production of renewable energy** make the structure self-sufficient in terms of energy and **also make it possible to offset the greenhouse gas emissions generated by the movement of vehicles within the car park.**

## THE OTHER INNOVATIVE ENERGY EFFICIENCY MEASURES

Esselunga has carried out some tests to improve the efficiency of stores and production plants.

Among these measures, we may mention the installation of induction filters (Power Quality) at the Biandrate site, of electrostatic filters on Air Handling Units (AHU) to replace conventional bag ones in several stores, the development of a machine learning project at the Segrate and Pantigliate stores and the closure of the parking lot on the -2 floor of the Bologna Santa Viola store to reduce extractor consumption.



Small wind turbine installed at the via Michelozzo da Forlì parking lot in Limito di Pioltello



LIMITO DI PIOLTELLO	PARMA	BIANDRATE	SESTO FIORENTINO AND CAMPI BISENZIO
4 PHOTOVOLTAIC SYSTEMS	1 PHOTOVOLTAIC SYSTEM	4 PHOTOVOLTAIC SYSTEMS	2 PHOTOVOLTAIC SYSTEMS
1 SOLAR THERMAL SYSTEM	1 SOLAR THERMAL SYSTEM	1 TRIGENERATION PLANT	
1 SMALL WIND TURBINE	1 TRIGENERATION PLANT		



DC



STORES



A **pallet reuse policy** has been set up by means of the “CHEP pooling” and “LPR pooling” solution: sustainable from the outset because, in addition to reusing the product, it uses wood from forest management system FSC and PEFC certified.



“CHEP POOLING”  
AND “LPR POOLING”  
POLICY



WOOD FROM FOREST  
MANAGEMENT  
SYSTEM **FSC** AND  
**PEFC** CERTIFIED



**2.3 mio** PALLETS  
WITH POOLING SYSTEM  
USED IN 2020



**-50%**  $\text{CO}_2\text{e}$  EMISSIONS  
EQUAL TO 1,676 t $\text{CO}_2\text{e}$   
SAVED



**-80%** WASTE  
PRODUCTION (252 t)



**2,352 m<sup>3</sup>**  
WOOD SAVED

## STORES

A monitoring network was installed at every store, with 50,000 values analysed every day and sent to the headquarters in order to **identify anomalies and malfunctions**.



**4,000**  
MEASUREMENT  
POINTS

Since 2016, a photovoltaic system has been installed at all new stores. For stores opened before 2016, however, a plan is underway to **progressively upgrade the lighting systems** with LED lights, dimming and hourly light programming, installation of photovoltaic systems and control sensors on car park extractors.



**37** PHOTOVOLTAIC  
SYSTEMS



**LED LIGHTS**

## THE ESSELUNGA CHARGING STATIONS



Since 2016, charging stations for electric cars have been installed at some stores, which are available to customers.

In 2020, 9,550 charges were made with over 160 MWh of energy delivered.

## 6.3 WASTE MANAGEMENT

Esselunga is aware that its activities generate surplus and unsold products which, without careful and specific management, would end up being wasted. Esselunga has therefore decided to add waste reduction to its strategic priorities. When it operates as producer, it accurately plans industrial processes and seeks to fully use all ingredients and raw materials for preparing the food product. As a distributor, the main actin is to reduce unsold items as much as possible, by adequately planning orders, also through a restocking support IT system – any surplus is donated to those in need or sent for recovery. **The management of the bread produced at the Esselunga bakeries is a virtuous example of surplus management and minimisation of waste.** The stores turn out freshly baked bread throughout the day, seven days a week.

The surplus is managed directly by the baked goods section, which adjusts production over several batches during the day according to the actual consumption of the store, thereby making it possible to reduce waste; moreover, fresh bread in excess is provided to the Banco Alimentare (Food Bank).

The spread of the pandemic has made the management of surpluses and unsold goods more complex due to the tendency of customers, especially during the lock-down periods, to purchase the ingredients rather than ready-made product lines. In order to deal with this situation, the Company rationalised the offering, by increasing products with longer shelf life and reducing the assortment of ready meals and certain items.

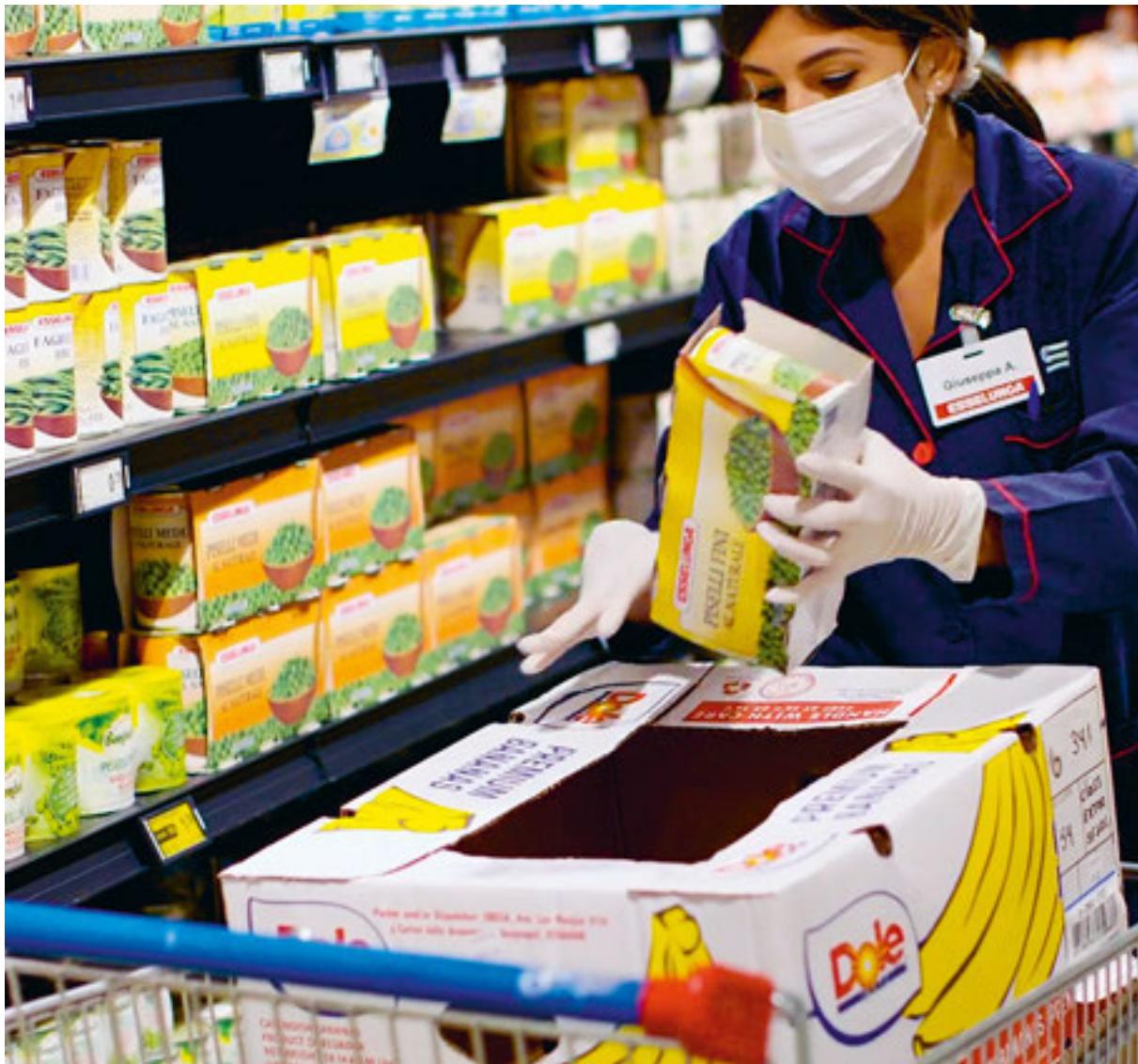


**FABIO**DIGITAL AND IT  
DEPARTMENT**“**

*In 2020 I was involved in a pilot project to extend and improve the current IT system supporting restocking, which also aims to significantly reduce waste. The contribution of analytics is embodied in advanced predictive models to streamline the amounts of products for restocking the store shelves, aiming at minimising unsold items. By reducing the waste of raw materials, ingredients and surplus to the minimum, we contribute to environmental sustainability. The implementation stage of the project in the near future may result in a significant contribution to achieving our targets*

**”**

#SUSTAINABILITY AMBASSADOR



#INTERVIEW TO

## ANTONIO FAZZARI

GENERAL MANAGER OF FATER



### THE NAPPY RECYCLING PROJECT IN COLLABORATION WITH FATER



Fater is a JOINT VENTURE set up in 1992 by GRUPPO ANGELINI and PROCTER & GAMBLE that operates in the market of personal sanitary products and detergent products for cleaning fabrics and the home in Italy and 38 other countries in the world.

It is a great pleasure to be able to talk on behalf of the Fater team about the partnership we have created with the Esselunga group.

We share the passion in providing our customers with a positive experience and in actively contributing to the communities in which we operate. The closeness of our values made it natural for our collaboration to revolve around the issue of sustainability, to do our part in protecting everyone's first home: our planet. In this sense, I am pleased to mention a concrete project: in Verona, together with Esselunga and the Administration, "Nuova Vita" (New Life) has helped residents collect used nappies to be recycled separately.

To do so, we have made use of a unique technology, developed by our FaterSmart Business Unit.

Indeed, a recycling activity was initiated that made it possible to recover paper, plastic and absorbent material through 8 innovative auto-

mated SMART BINS for the separate collection of nappies. The response of the residents of Verona was beyond all expectations. One out of two families with young children took part in the project.



We collected 84 tonnes of used nappies in 2020 and the project is continuing with the full involvement of residents.

The reward for the families was an illustrated book "Lino's New Life", printed on recycled paper, obtained from cellulose recovered from used nappies. The residents of Verona,

in November 2020, were gifted a playground: a way of thanking them for their attention to sustainability.

I really believe that these projects teach us that there are no sustainable companies, but only sustainable systems, in which each one of us contributes for the planet. And the partnership with Esselunga is a source of great inspiration for us.

**1 OUT OF 2 FAMILIES**  
WITH NAPPY-AGED CHILDREN  
HAS USED THE SERVICE  
AT LEAST ONCE

**560,000**  
NAPPIES RECYCLED

**84 t URBAN WASTE AVOIDED**

**34.3 tCO<sub>2</sub>e SAVED**  
EQUIVALENT TO THE CO<sub>2</sub>  
ABSORBED IN 1 YEAR BY

**2,285 TREES**



Children's playground, made in Verona thanks to the project developed by Fater and Esselunga

## 6.4 PACKAGING

Packaging is the essential tool to ensure the protection, safety, healthiness and an adequate shelf life of products, making their preservation easier and preventing waste. The packaging used by the Company in the production and distribution stages is of different types and different materials. Esselunga works every day to reduce the environmental impacts deriving from it, seeking viable alternatives and activating new tools capable of improving the search for increasingly sustainable solutions, also setting the goal of 100% branded product packages being made of recycled, recyclable or compostable material by 2025. In 2020, in cooperation with CoriPET (Voluntary PET recycling consortium), installation continued at some stores<sup>4</sup> of the eco-compactors for the collection of PET bottles and subsequent recycling through the Italian “bottle to bottle” chain, aimed at the production of rPET and the recovery of plastic for the production of new containers, thereby reducing the use of virgin plastic.

**586,251** PET BOTTLES  
COLLECTED THAT PREVENTED

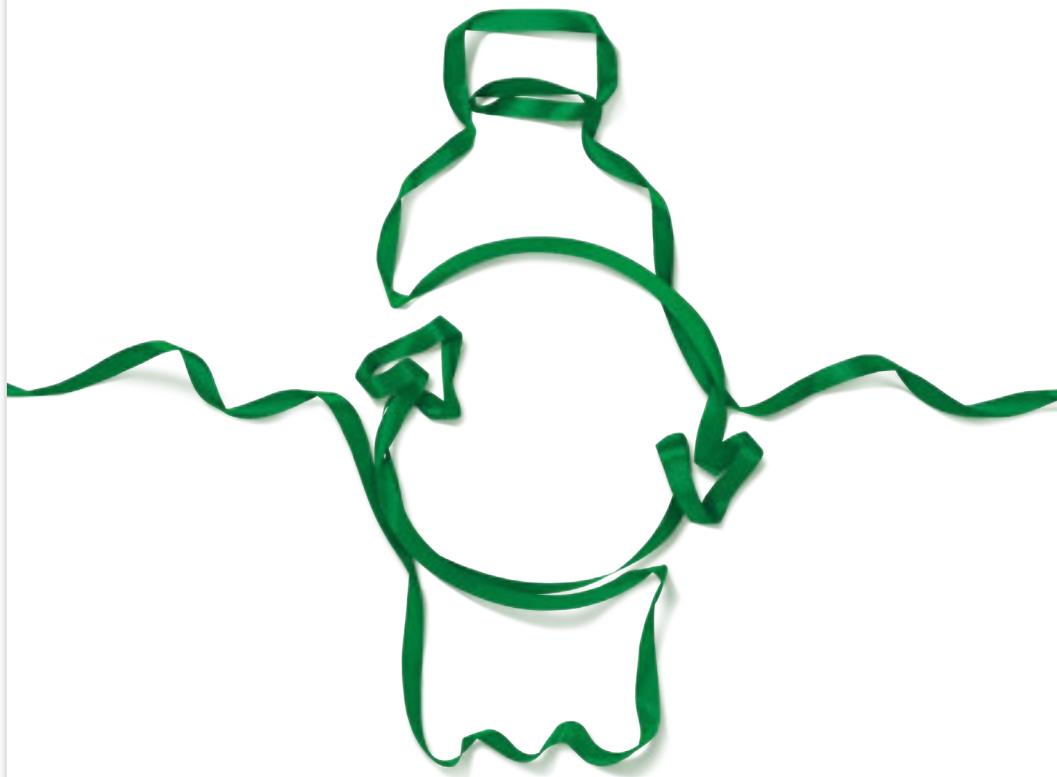
OVER **13 t** OF WASTE

Following the health emergency, one has witnessed a growing interest in packaged food by consumers, who perceive them as safer than unpackaged food. This preference increasingly incentivises and boosts the search for sustainable and plastic alternative packaging. The challenge today is not only to identify sustainable packaging that measures up to the guarantees provided by plastic in terms of food safety, shelf life, product protection and preservation, but also to reconvert packaging machinery to adapt it to the new materials or purchase entirely new machinery. In this context, the **evolution towards ever more environmentally compatible has become an essential part of the policy to reduce environmental impacts.**



<sup>4</sup> The list of stores where you can find the eco-compactor is available on the Esselunga corporate website.

# NUOVA VITA PER LE BOTTIGLIE DI PLASTICA



Un piccolo gesto per l'ambiente:  
più ricicli, meno plastica produci.

Inserisci le bottiglie utilizzate nell'ecocompattatore,  
**per te un buono valido per l'acquisto di acqua minerale.**

---

SCOPRI DI PIÙ  
**AL PUNTO DI RICICLO DEL PIANO -1.**

---

A NEW LEASE OF LIFE TO PLASTIC BOTTLES - A small gesture for the environment: the more you recycle, the less plastic you produce. Put the used bottles in the eco-compactor, you'll get a voucher for the purchase of mineral water. FIND OUT MORE AT THE RECYCLING CENTRE ON FLOOR -1.

## ESSELUNGA PRODUCT PACKAGING

Esselunga has long been engaged in a process for replacing disposable secondary packaging (cardboard boxes), by arranging a virtuous circle based on the reuse of plastic crates for the transfer of packaged products to the stores.

The crates have been designed considering the functional needs of sturdiness, disinfection and suitability for food contact and for proper conversion at the end of their service life with regular disposal and use of "**Second life plastic**" for industrial production.

### 2 MILLION OF WASHABLE CRATES TO TRANSPORT ESSELUNGA BRANDED PRODUCTS

In recent years, the objective has also been extended to the packaging of private label products and activities have been implemented with

the aim of consolidating the knowledge on the issue of packaging innovation within the organisation, as well as to comprehensively map all the packaging used and individually assess its composition and recyclability (or compostability), seeking more sustainable alternatives.

That is why the "Web Tool Packaging" platform has been created, using the LCA method, in which all suppliers enter the information on the packaging of private label products, for systematic monitoring and assessment of the impact of the solutions on the market.

With the data collected, the first eco-design analyses were carried out which concerned, among others, the packaging of Ready-to-cook products, frozen vegetables, ice creams, tissues and kitchen paper from the line For nature lovers.

**80%** OF PRIVATE LABEL  
PRODUCT PACKAGING  
IN RECYCLED, RECYCLABLE  
OR COMPOSTABLE MATERIAL



**STEFANIA**

SALES DEPARTMENT

*A short time after being hired by Esselunga, I joined the team that dealt with the replacement of private label organic fruit and vegetables packaging. The project led to completely doing away with plastic, and replacing it with compostable packaging. It was a challenging project that put to the test my technical and relationship skills, but the group spirit and skills of the work team made it possible for us to overcome any technical and organisational issues. The satisfaction in seeing the new packages on the shelves after months of hard work was really tremendous.*

#SUSTAINABILITY AMBASSADOR

## ABBIAMO SCREMATO LE CONFEZIONI NON SOSTENIBILI.



Il latte a marchio Esselunga, 100% italiano,  
rispetta l'ambiente perché è confezionato in packaging sostenibili:  
tutto il latte fresco in **bottiglie R-PET** composte al 50% di plastica riciclata  
(il massimo consentito per legge) e il latte BIO in confezione  
ottenuta da fonti rinnovabili, entrambi **riciclabili al 100%**.  
Così in un anno possiamo risparmiare circa 150 tonnellate\* di PET vergine.

\*stima su quantitativi anno 2019



**ESSELUNGA®**

PIÙ LA CONOSCI, PIÙ TI INNAMORI.

WE HAVE SKIMMED UNSUSTAINABLE PACKAGING. Esselunga branded milk, 100% Italian, respects the environment because it is packaged in sustainable packaging: all fresh milk in R-PET bottles consisting of 50% recycled plastic (the maximum permitted by law) and BIO organic milk in packaging from renewable sources, both 100% recyclable. That's how in one year we are able to save approximately 150 tonnes\* of virgin PET.

#FOCUS

## SOME EXAMPLES OF INNOVATIVE PACKAGING RE-DESIGN IN 2020



### FEVBIO: GOAL ZEROPLASTIC, AN OSCAR-WORTHY PROJECT

The project "FeVBio: goal ZeroPlastic" stems from the need to redesign the packaging of 150 items of the Fruit and Vegetables section of the Esselunga BIO branded line, making it compostable and/or recyclable, including ancillary components. Among the new materials we can mention biocompost films based on biopolymers, food films produced with biodegradable polyester-based polymers, cellulose fibres, used both for trays and turned into nets for citrus fruits, and the Nature Fresh transparent cellulose film, used to pack vegetables in flow packs and PLA (polylactic acid). Thanks to the use of new materials, Esselunga has estimated savings in plastic consumption of 137 t a year.

The project was shortlisted for the 2020 Packaging Oscars, promoted by the Italian Packaging Institute in cooperation with the Politecnico University of Milan. The 2020 edition was won by Gruppo Fabbri Vignola for the technological innovation of its Nature Fresh film used exclusively by Esselunga.

**ESSELUNGA® PER L'AMBIENTE**  
VASCHETTA | PAP 21 | PELLICOLA E ETICHETTA | ALTRO 7  
CARTA O UMIDO

VERIFICA LE DISPOSIZIONI DEL TUO COMUNE  
PER LA GESTIONE DEI RIFIUTI.



### ESSELUNGA ORGANIC PASTA

During the year, the packaging of Esselunga Organic pasta was completely renovated, by developing an ATICELCA certified pack with recyclable paper, which ensures plastic reduction by approximately 50%.



### ESSELUNGA WATER BOTTLES

Esselunga has launched a new initiative to promote plastic recycling: Dolomiti, Appennina and Ulmeta water bottles are produced with 50% rPET (recycled PET). Each year, Esselunga sells 80 million bottles and switching to a 50% rPET bottle leads to a decrease in the use of virgin PET of over 1,000 tonnes a year, equal to the weight of 100 lorries.

**FINALISTA**  
OSCAR DELL'IMBALLAGGIO®  
**BEST**  
2020  
**PACKAGING**

#INTERVIEW TO

**ANTONIO BIELLA**

GENERAL MANAGER OF FONTI S.BERNARDO S.P.A.



S.Bernardo, born in 1926, is among the heritage Italian companies in the sector of bottled mineral water. Our sources are mountain springs located between 1,200 and 1,600 metres above sea level, in the upper Tanaro Valley, in the middle of the Maritime Alps.

Our mineral waters stand out for their lightness, thanks to the low fixed residue, and are very poor in nitrates and nitrites as the sources are located at a great distance from any form of pollution or anthropogenic activity. We respect nature and water as a resource, which is continuously protected and cared for by our quality team without wasting or over-exploiting it. For more than 10 years the Garessio plant has been energy independent thanks to the S.Bernardo wind farm, located on the peak of the same name. In 2021, the new cogenerator will also be activated, which will make it possible

to further reduce the environmental impact. As corporate objective, we aim at achieving zero impact already as of 2025, thanks to reforestation of the mountain areas around the sources.

Strategically, the company has always invested in new technologies to create innovation with an eye to environmental sustainability and has been active since its foundation in the returnable glass segment. We have differentiated our packaging offer for our mineral waters and for our customers with diverse formats: cans and 50% recycled PET, thanks to the collaboration with Esselunga for the Ulmeta Esselunga branded mineral water.

The collection and recycling of PET mineral water bottles to produce new bottles are for us the way to improve the world from an environmental point of view, reducing the impact of consumption, but guaranteeing the best quality and convenience for our customers.



#FOCUS

**THE CONTRIBUTION OF OUR SISTER COMPANIES****esserbella**

During 2020 EsserBella extended the packaging material replacement programme to all perfumeries and online sales, introducing gift ribbons for all packages and purchase orders in Tencel, a fully recyclable and compostable material, recycled paper shopping bags with Tencel handles and 100% recycled gift paper.

The goal for 2021 is to completely eliminate all secondary plastic packaging currently used in e-commerce deliveries, including, for example, bubble wrap and air cushions, replacing it with recycled and also recyclable paper material.

**Bar Atlantic**

At the Bar Atlantic, the process of using materials with low environmental impact continues: starting from the replacement of all tableware (cutlery, glasses, straws and cutlery bags) with more sustainable, recyclable and biodegradable materials, up to replacing items that are difficult to dispose of through separate collection with alternative recyclable solutions and products. In 2020, in order to make even takeaway greener, a sturdier and more capacious brown paper shopping bag was introduced, which can be reused several times and recycled with paper.

The coffee and cappuccino subscription cards, as well as being promoted at a cheaper price, also underwent actual restyling: in fact, the new versions are made in recyclable paper.

Finally, also owing to the emergency situation, the paper menu – which was difficult to disinfect – was replaced by a digital menu that can be opened via QR code.

**laESSE**  
di ESSELUNGA

At the laESSE stores, the fight against waste continues through the installation of water dispensers, wholly doing away with water bottles.

## 6.5 2025 OBJECTIVES AND KPIs

2025 OBJECTIVE	KPI	u.m.	2018	2019	2020	2025
<b>CLIMATE CHANGE</b>						
<b>30% Reduction of greenhouse gas emissions</b>	Percentage reduction of indexed emissions starting from 2018	%	n.a.	-3%	-11%	<b>-30%</b>
<b>WASTE MANAGEMENT</b>						
<b>Improve the percentage of food surplus that is donated, recovered and recycled, reducing food waste</b>	Percentage of food surplus recovered	%	57%*	48%*	59%	<b>&gt;65%</b>
<b>PACKAGING</b>						
<b>100% of Esselunga branded product packaging in recycled, recyclable or compostable material</b>	Percentage in weight of the recycled, recyclable or compostable material used for packaging the items produced by Esselunga	%	53%	61%*	66%	<b>100%</b>
	Percentage in weight of the recycled, recyclable or compostable material used for packaging the Esselunga branded items produced by third parties	%	n/a	n/a	93%	<b>100%</b>

\* The data differ from those published in the 2019 Sustainability Report due to a refinement of the calculation method.



## 7.

# SUPPLIERS

- 7.1 ETHICAL AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT**
- 7.2 RESPONSIBLE SUPPLY CHAIN**
- 7.3 ITALIAN PRODUCTS**
- 7.4 ANIMAL WELFARE**
- 7.5 SUSTAINABLE FISHING**
- 7.6 2025 OBJECTIVES AND KPIs**



## SDGs



## 2025 COMMITMENTS

### RESPONSIBLE SUPPLY CHAIN

100% OF THE COCOA USED FOR ESSELUNGA BRANDED PRODUCTS CERTIFIED FAIR TRADE AND EXTENSION OF THE CERTIFICATION TO OTHER SUPPLY CHAINS AS WELL

DEVELOPMENT OF THE ESSELUNGA CODE OF CONDUCT TO BE SIGNED BY 100% OF SUPPLIERS OF ESSELUNGA BRANDED PRODUCTS WITH PERFORMANCE OF SPOT AUDITS TO ENSURE COMPLIANCE

100% OF EXTRA EU PRODUCERS OF PRIVATE LABEL NON-FOOD PRODUCTS TO UNDERGO TESTS AND ASSESSMENTS OF CONFORMITY TO THE PRINCIPLES OF STANDARD SA8000 AND 100% OF RELATED PRODUCTION FACILITIES TO UNDERGO ON-SITE AUDITS

### ITALIAN PRODUCTS

OVER 80% OF ESSELUNGA BRANDED PRODUCTS MADE IN ITALY, A PERCENTAGE TO BE KEPT IN COMING YEARS

### ANIMAL WELFARE

100% OF ESSELUNGA BRANDED PRODUCTS OF THE EGG, MILK, CHICKEN\* AND FISH SUPPLY CHAINS FARMED IN ITALY, 100% OF ESSELUNGA BRANDED NATURAMA PRODUCTS OF THE BEEF, PORK AND FISH SUPPLY CHAINS AND OVER 50% OF ESSELUNGA BRANDED PRODUCTS OF THE CHARCUTERIE SUPPLY CHAIN THAT RESPECT ANIMAL WELFARE

### SUSTAINABLE FISHING

100% OF ESSELUNGA BRANDED PACKAGED, FROZEN AND LONG-TERM STORAGE FISH PRODUCTS AND 100% OF FRESH PRODUCTS OF THE YELLOWFIN TUNA, SWORDFISH, SALMON LINES AND OF THE ESSELUNGA AND NATURAMA SUPPLY CHAINS OF FISH FARMED IN ITALY CERTIFIED FOR SUSTAINABLE FISHING

\* Only relating to the Esselunga line

# 7.1 ETHICAL AND RESPONSIBLE SUPPLY CHAIN MANAGEMENT

The constant attention paid by Esselunga to the protection of customers' health entails **monitoring every step of the supply chain**. From raw materials to production, up to packaging, transport and distribution, every private label product is controlled thanks to systems and procedures that guarantee its total safety and healthiness.

By periodically liaising with, supporting and auditing suppliers, Esselunga undertakes to pursue **compliance with the highest ethical standards for the protection of human rights** and to

promote and market products from ethically managed supply chains.

The Group also focuses on **promoting typical products** and choosing **local suppliers** who, thanks to a short supply chain, ensure greater freshness and higher cost-effectiveness. Support to national production is, indeed, an integral part of the Group's sustainability goals, in order to foster the development of the local economy, promoting its excellence and advancing the creation of shared value.



<sup>1</sup> The figure refers to suppliers of goods and services with whom Esselunga had at least one transaction in 2020.

<sup>2</sup> The figure refers to suppliers of goods and services with an Italian VAT number with whom Esselunga had at least one transaction in 2020.

<sup>3</sup> The figure considers the products the procurement of which from Italy is guaranteed 12 months a year.



## MARCO

SALES  
DEPARTMENT

*All our pillars are important because they are connected, but my pet one is the one regarding Suppliers. As a matter of fact, every day, thanks to my job, I have the possibility of promoting typical Italian products and small farms, thus contributing to the growth of local economies, their typical features and traditions.*

#SUSTAINABILITY AMBASSADOR

### 1. VIRTUOUS PARTNERSHIPS

**WE SEEK VIRTUOUS, LONG-STANDING PARTNERSHIPS WITH SUPPLIERS** through procurement policies that forbid Dutch auctions. We have been collaborating with more than 2,000 suppliers of goods and services for more than 20 years

### 4. TRACEABILITY

**WE PROMOTE GREATER TRACEABILITY AND TRANSPARENCY** of product information

### 2. SHORT SUPPLY CHAIN

**WE PROMOTE THE PRINCIPLES OF THE SHORT SUPPLY CHAIN** by committing to reduce the number of companies and steps "from field to table"

### 5. MADE IN ITALY

**WE FOSTER LOCAL ECONOMIC GROWTH** by promoting even the smallest local typical products

### 3. FIGHT AGAINST THE ILLEGAL EMPLOYMENT SYSTEM

**WE SUPPORT THE FIGHT AGAINST THE ILLEGAL EMPLOYMENT SYSTEM** by incentivising the registration of fruit and vegetable suppliers to the Network of High Quality Farm Work<sup>4</sup>

### 6. ANIMAL WELFARE

We implement specific policies and strategies aimed at **ASSURING RESPECT FOR ANIMAL WELFARE**

### 7. RESEARCH

**WE TAKE PART IN RESEARCH PROJECTS,** such as the one with the Experimental Animal Disease Prevention Institute of Turin for the use of NIR technology for the recognition of species and for the identification of fresh or defrosted products

<sup>4</sup> The Network of High Quality Farm Work was created with the aim of putting a stop to the phenomenon of the illegal employment system in our country in the agricultural sector, as a tool to counteract the exploitation of farm workers and labourers, often linked to criminal organisations. It takes the actual form of a certified list of agricultural enterprises, following a specific application submitted voluntarily by them to INPS, the National Social Security Institute, in compliance with the provisions on labour, welfare legislation, income taxes and added value.

## 7.2 RESPONSIBLE SUPPLY CHAIN

**For Esselunga, the thorough and responsible management of the supply chain is a strategic competitive lever and an effective tool for mitigating risks.** This commitment starts from the process of **potential supplier qualification** which consists of two stages: supplier application and assessment by the competent company departments. The potential supplier is in fact required to answer a qualification questionnaire, aimed at ascertaining the standards required by Esselunga in terms of: economic-financial soundness and ability, ethical reliability, quality, health and food safety requirements, as well as technical and organisational skills and abilities.

**The aim is to carefully select suppliers, building relationships based on trust and focused on continuous improvement.**

Every supplier is required to read the Organisation and Management Model pursuant to It. Legislative Decree 231/01 and the Code of Ethics and Conduct, already upon qualification and at the renewal stage. Esselunga thus increases the awareness and accountability of suppliers in relation to the expected standards of **product and service safety, respect for human rights and working conditions, as well as the environment and transparency towards institutions and the community.**

### NATURAMA LINE – ETHICAL CERTIFICATION GLOBALG.A.P.<sup>5</sup>

Esselunga has obtained the ethical certification according to the GlobalG.A.P standard (GRASP module) for certain items of the Naturama line including **apples, bananas, clementines, trimmed green beans, new potatoes, peppers, Sardinian tomatoes and pomegranates.** This certification attests to the good practices of individual farms thanks to careful assessment of the **social risks.** The product certification is also shown on the sale packages with the “Certified ethical” icon.



### THE FIGHT AGAINST ILLEGAL EMPLOYMENT

Starting from 2015, Esselunga has promoted the registration of companies supplying fruit, vegetables and groceries, such as wine and oil, to the Network of High Quality Farm Work. Subsequently, it joined the memorandum of understanding, signed by FederDistribuzione, to foster a more transparent market and avoid bias effects in supply chain relations, setting up an **in-company team to fight the illegal employment system** with the aim of implementing an ethics-reputation assessment system in the agri-food sector.

In 2020, the team's activity completed the analysis and assessment of 300 companies in the wine sector, finding more than 20 suppliers registered with the Network of High Quality Farm Work, in addition to the 70 already identified in 2019 in the fruit and vegetables sector. The goal in 2021 is to complete the analysis of supplying firms in the delicatessen sector and to extend it to dairy and charcuterie. In October 2020, following an awareness-raising initiative targeting suppliers, it was found that about 80% of companies, in possession of the requirements for registration, had submitted (or intended to submit) an application for joining the Network of High Quality Farm Work. As at 31 December 2020, the application of 30 of them had already been accepted, thus bringing to more than 100 the total membership of the Network by suppliers of products (branded and non-branded) in the agri-food sector.

<sup>5</sup> GlobalG.A.P. is an international organisation, consisting of the main distribution groups, set up with the aim of standardising voluntary standards for globally applicable Good Agricultural Practices.

## #FOCUS

**THE SUSTAINABLE COCOA PROJECT IN COLLABORATION WITH ALTROMERCATO**

**altromercato**

scegli da che parte stare

The “Sustainable cocoa” project was set up in **Togo** by Esselunga in 2018 in partnership with Altromercato, the main Fair Trade concern in Italy. A social enterprise consisting of 94 members and 225 Shops, that manages relations with 140 organisations of producers in over 40 countries, in the South and North of the world. This means thousands of artisans and farmers, **whose work is respected and paid fairly**, because it is based on a **transparent and traceable production chain** that

**protects producers, the environment and guarantees the quality** of the products.

The project stems from the will of Esselunga to **support cocoa producers**, making sure that they are well remunerated and supported in their working life, in a context such as Togo, where social conditions and, in particular, that of women, are characterised by great backwardness.

The partnership with Altromercato, which is responsible for carrying out scouting and analysis of the quality of the raw material, managing com-



mmercial activities (purchasing, importing, supply/sale of the raw material), as well as reporting on the development projects, has allowed and will allow Esselunga to purchase cocoa **guaranteeing to farmers fair pay and respectful social treatment while financing specific support projects based on the actual needs of local communities.**

This is a five-year commitment that entails an overall investment by Esselunga of **1,135,000 €** (575,000 of which allocated directly by Esselunga and 560,000 collected thanks to the Fidaty points used by customers through the Fidaty Catalogue) and which therefore focuses on the **purchase of cocoa at market prices and never below the production cost**, to which a variable difference is added according to the quality of the cocoa and the needs of the farmers.

The support to the communities is provided in 4 main areas:

- **improve the yield of crops by setting up field schools for teaching good agricultural practices**

such as the use of fertilisers, the selection of the varieties of cocoa plants that are best suited to the climate, soil preparation and the creation of nurseries;

- **develop and organise the post-harvest stages** of the cocoa, which, thanks to better drying and storage, will make it possible to obtain a higher quality of the harvested cocoa;
- **diversify the harvest by** growing different types of fruit (banana, avocado, orange and pepper plant), both for self-consumption and for sale, which is an additional source of income;
- **promote the use of technology**, which through a standard mobile phone, **will improve the management of crops** (with accurate information on fertilisation, use of fertilisers, weather forecasts, etc.) and **will also have an impact from a social point of view on the condition of women** (who will be able to directly receive the money they need for the family).

During 2020, 21 field agents and 2,700 farmers were trained in 63 villages on the topics of good agricultural practices for farming cocoa<sup>6</sup>.



Thanks to the Fidaty Points used by customers, Esselunga raised **560,000 euros<sup>7</sup>**, funds that allowed it to **support small cocoa farmers in Togo**, funding the replacement and new planting of cocoa plants and other fruit trees and allowing farmers to diversify and increase family income and the income of the entire community.



<sup>6</sup> Data at 31/01/2021.

<sup>7</sup> Data at 30/04/2021.

## 7.3 ITALIAN PRODUCTS

**The focus on the local areas and their flagship and typical products, as well as the promotion of a short supply chain are key aspects of Esselunga's procurement policies.** Buying locally makes it possible to support the economic fabric and the small farms that are part of it and which are an invaluable component of our country, by helping to **preserve our agricultural heritage**.

APPROXIMATELY **90%** OF  
ESSELUNGA PRODUCTS IN THE  
TOP LINE ARE MADE IN ITALY

In 2020, with the well-known procurement difficulties connected to the spread of the pandemic, Esselunga renewed its commitment to **supporting Italian-ness, by developing promotional activities called "Italian Renaissance"**, to highlight local farmers, regional products, and our country's flagship products and fine food tradition. About 84% of the private label products are in fact entirely produced in Italy.

Each year, Esselunga works to increase PDO, PGI, CGDO, CDO or TSG products in the assortment, in the awareness that, as well as strengthening the connection with the local areas, they also stand for quality, safety and excellent production standards.

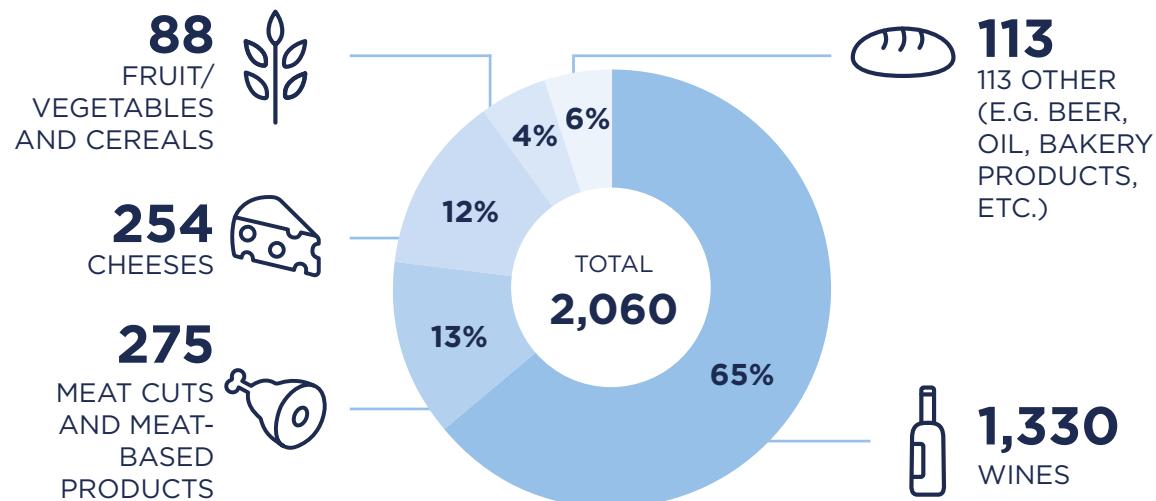
In 2020, **over 2,000 items were certified PDO, PGI, CGDO, CDO or TSG fine products** that were marketed at Esselunga stores.

### RINASCITA ITALIA



ITALIAN RENAISSANCE

#### CATEGORIES OF CERTIFIED FINE PRODUCTS (ITALIAN AND NON)



## 100% ITALIAN INGREDIENTS IN BRANDED PRODUCTS THE EXAMPLE OF FLOURS

Various initiatives have been set up in recent years to replace the ingredients used for the branded products with 100% Italian origin ingredients.

One example is the supply chain of the wheat processed to obtain the flour used at production facilities: as of 2020 the Company has implemented total control over all stages of harvesting and processing the raw material on the Italian territory, in order to be able to **guarantee that 100% Italian origin flours are used at its production plants.**



## ESSELUNGA PASTA 100% ITALIAN SUPPLY CHAIN



The Esselunga pasta 100% Italian supply chain, bronze-drawn, is made with Italian wheat only, traceable from the crop land in Abruzzo, Lazio, Marche, Molise and Apulia, where it is harvested and taken to the Ferro Mill, then carefully sorted and milled.

That is how durum wheat semolina of the highest quality is produced, which is turned into dough and bronze-drawn at the La Molisana Pasta Factory.



### FILIERA 100% ITALIANA



100% ITALIAN SUPPLY. CHAIN SEEDS selected and guaranteed varieties. FIELD traceability of the wheat up to the individual plot of land. MILL the wheat is delivered to Molino Ferro, millers for 4 generations. PASTA FACTORY durum wheat semolina turned into dough and bronze-drawn at the heritage La Molisana Pasta Factory, over one century old.

## #FOCUS

**THE PROJECTS CARRIED OUT TO PROMOTE NATIONAL PRODUCTS****SUPPORTING ITALIAN PRODUCE**

In 2020 the initiative in collaboration with the inter-professional organisation Ortofrutta Italia with the patronage of MIPAAF (Ministry of Agricultural, Food and Forestry Policies) was repeated, for the promotion of Italian fruit and vegetables, with the aim of highlighting the most common seasonal produce through ad hoc signage and special promotions in stores.

**LUISA GRAPES**

Esselunga supports research projects, pursued by Italian companies, aimed at promoting entire supply chains such as grapes. Thanks to the support and collaboration with suppliers,

a particular grape variety called LUISA was marketed, selected in Apulia, using genetic improvement techniques that allow innovative farming practices to be applied, such as, for example, the reduction of the use of plastic sheets to cover vineyards. In addition to the charm of the straw yellow colour, Luisa grapes are crunchy, tasty, sugary, with little acidity and leave a pleasant Muscat taste on the mouth. But their actual distinctive feature are the small herbaceous seeds in the berries which have significant nutritional characteristics.

Unlike all the recently introduced varieties, Luisa grapes can be grown and marketed freely, allowing the grower to make a wider choice when placing their product on the market.



## ITALIAN CLEMENTINES

Esselunga has offered to customers of the greengrocery section the Italian Clementine, a small-sized citrus fruit, whose quality is nevertheless guaranteed by the Fdai mark (Signed by Italian farmers) of the Italian Agricultural Production Chain - Coldiretti (Farmers' Association). Furthermore, the Fdai mark emphasises agricultural identity and geographical traceability, highlights the agricultural calling of an area such as the Plain of Sibari, in Calabria, and ensures a short supply chain, controlled throughout and which results in a distinctive product, that is as good to eat as it is for farmers.



## PROMOTION OF FINE FOOD PRODUCTS

In the delicatessen section, important partnerships have been developed with various protection consortia, such as Parmigiano Reggiano PDO, Grana Padano PDO, Pecorino Toscano PDO and many more, in order to increase the culture and knowledge of flagship local products at stores and on the online channel.



## NEW ITEMS FROM REGIONAL TRADITIONS

The Ready-to-eat line has been extended with some regional recipes; in particular, new items have been added to the assortment that point to local traditions and typical foods, such as "lean capon" (Liguria), "cacio e pepe" sauce (Lazio) and "polenta taragna orobica" (Lombardy).



## OTHER PROJECTS



**crea**  
Consiglio per la ricerca in agricoltura  
e l'analisi dell'economia agraria

Esselunga supports projects for the revitalisation of sectors that receive poor commercial attention, such as the one promoted by CREA (Council for Research in Agriculture and Analysis of the Agricultural Economy) for organic aquaculture.

As evidence of the intense collaboration, in recent years CREA researchers, Esselunga buyers and technicians and the supplier companies have defined together specific production programmes which have allowed organic fish, molluscs and crustaceans to be marketed, after obtaining the certification of the Biandrate Fish Processing Centre.

#INTERVIEW WITH

**MARCO DEGHI**

GENERAL MANAGER OF THE VALTELLINA COOPERATIVE DAIRY



Founded on the sound values of the connection with the region and the maintenance of the dairy tradition, Latteria Sociale Valtellina, 50 years after its establishment, welcomes 110 farms in the province of Sondrio and the neighbouring areas of the Lecco and Como provinces, historic locations for dairy farming. The history of the Latteria Sociale Valtellina di Delebio has been written by generations of tireless and passionate men and women, bound to the Alpine region and its traditions and who therefore firmly believed in the need for its conservation and protection. The Valtellina and Valchiavenna region is an inexhaustible source of dairy specialities and traditions: regional flagship products that are typical of a cheese-making art handed down over time and which has reached the present day with cheeses such as Valtellina Casera PDO and Bitto PDO, used by Esselunga also in the dishes made for its deli sections. To reaffirm its harmonious connection with the region and establish fair production rules with a view to sustainability, the Cooperative has embarked on a path clearly identified in 5 points that set direction, application and control: full traceability, high-quality milk from cows born and reared in the mountains, animal welfare on the farm and voluntary certification of mountain products.

These shared values and the partnership with Esselunga have resulted in a flagship product - Esselunga TOP High Quality Whole Mountain

fresh milk - characterised by a high nutritional profile of the raw material, produced according to certified standards of animal welfare and with the guarantee of a certified production chain.

This product also stands out due to the sustainability of the packaging, because it is sold in a 100% recyclable bottle made up of 50% recycled plastic; all these values significantly enrich the deep bond with the Italian agricultural fabric and the typical products recognised all over the world.

100% LATTE ITALIANO  
FONTE NATURALE  
DI CALCIO.  
GUSTO PIENO  
E ROTONDO



VERIFICATO IN OGNI  
FASE PRODUTTIVA  
ATTRAVERSO  
CONTROLLI COSTANTI  
ED ACCURATI



SOLO DA STALLE DI SOCI  
ALLEVATORI, SITUATI NEI  
TERRITORI DELLA  
VALTELLINA E DELLA  
VALCHIAVENNA



SOLO DA  
ALLEVAMENTI CHE  
GARANTISCONO  
IL BENESSERE  
ANIMALE



INTERO

prodotto di montagna



100% Italian milk, natural source of calcium. Full and well-rounded flavour only from the sheds of member farmers, located in the Valtellina and Valchiavenna regions inspected at all production stages through constant and accurate checks only from farms that ensure animal welfare.

## 7.4 ANIMAL WELFARE



The ethical and responsible management of the production chains is also reflected in the goal of **guaranteeing respect for animal welfare at every stage of the production processes.**

To this purpose, Esselunga has created a specific control system for branded products that includes inspections on the animal farm conditions and ironclad technical specifications for production.

**100% OF THE NATURAMA BEEF SUPPLY CHAIN PRODUCTS ARE ANIMAL WELFARE CERTIFIED**

In particular, Esselunga intends to develop jointly with suppliers an innovative approach to farm management, aimed at guaranteeing respect for animal welfare to meet customer needs both in ethical terms and in terms of product quality and safety.

Furthermore, with regard to branded products, the technical specifications require the suppliers themselves to perform audits at the slaughterhouses involved in the production process to ascertain full compliance with current legislation and the required standards, ensuring the utmost attention to animal husbandry, the willingness to reduce or eliminate the use of antibiotics and prevent antibiotic resistance.



Grazing cows - Alpe Andossi - Valle Spluga

#FOCUS

**ESSELUNGA'S COMMITMENT IN EVERY SUPPLY CHAIN****POULTRY**

**Since 2016, Esselunga has been marketing poultry farmed without any antibiotics.** This important result was also achieved thanks to the strict compliance with the breeding conditions (ventilation and disinfection of the premises, methodical air and water control) and attention to the animals (density and integrated food ration), so as to achieve a level of well-being that helps keep them healthy.

prepared at company facilities, as well as for some holiday items (e.g. Le Grazie branded Panettone, Pandoro and Colomba). Starting from 2020, the use of eggs from free-range hens has also been introduced for other items such as crêpes, tagliolini and tagliatelle and **81% of Esselunga branded products use eggs from free-range hens with the goal of reaching 100% by 2025.**



Since 2008, the entire Esselunga branded line of fresh eggs has come from Italian farms of free-range hens; since 2016 the entire assortment of eggs for sale has complied with the same standards and since 2019 some items of Esselunga branded eggs come from free-range hens "with no antibiotic use". Furthermore only ingredients with fresh eggs from Italian free-range farms are used also for the production of fresh pasta, bakery products (snacks, biscuits, cakes, etc.), Elisenda pastry, deli products,

**BEEF**

**In 2017 Esselunga started significant production and marketing of Naturama beef, heifer and veal, from Italian farms,** whose welfare is assessed in the last 4 months and guaranteed according to the **CReNBA standard** (National reference centre for animal welfare), a complex system that takes into account environmental variables as well as the assessment of the reactions and adaptation of animals to farming conditions. Only farms that pass a certain threshold are deemed to comply with the requirements of the CReNBA standard and can become suppliers.

The Company's veterinarians are also qualified as Wellness and Biosafety Assessors and carry out inspections on farms and slaughterhouses. In early 2018, the beef assortment

with application of the standard CReNBA extended to include a veal supply chain. Thanks to the optional labelling regulations of Esse lunga beef, this indication is included in the label and the system is under the control of the Ministry of Agricultural, Food and Forestry Policies.



## PORK

**With regard to pig farming, Esse lunga has developed a Naturama supply chain based on the principles of animal welfare and responsible antibiotic use.** Compliance with the most restrictive welfare aspects of current regulations include the gestation stage of the sows, completely free in the pen, the prohibition of housing on slatted floors during fattening, the prohibition of mutilation actions (such as cutting the incisors) and the continuous availability of natural lighting.



Careful management of cleaning and disinfection of the premises, as part of precise biosafety strategies, contributes to a high health standard, an essential factor in reducing the use of antibiotics, used where necessary according to a code of responsible use. **The use of pharmaceutical products is constantly recorded and the level of action monitored**, in an effort to progressively reduce them, according to the 2017-2020 National Antimicrobial Resistance Plan (PNCAR) by the Ministry of Health.

## MILK

**Esse lunga has the goal to convert all milk, either fresh or private label UHT, into Animal Welfare certified milk by 2025.**

The milk only comes from controlled and certified farms that guarantee animal welfare following the protocol set out by the CReNBA. 5 Animal Welfare certified private label fresh and UHT milk items were introduced in 2020.



## 7.5 SUSTAINABLE FISHING



**In the late 1990s, Esselunga was one of the first Italian mass retail chains to set up national fish supply chains that comply with the principles of sustainability and ethics of production processes.**

Specifically, the **Sustainable Fishing project** initially concerned freshwater fish, rainbow trout and spring char, farmed in fresh and well-oxygenated mountain stream waters in the Trentino region, and then continued with saltwater fish, such as sea bass and sea bream, farmed according to the concepts of animal welfare, respect for the environment and rational use of medicinal products.

Esselunga's will to address customers' needs pushed the evolution of fish supply chains towards an ever greater attention to ethical aspects, also in relation to the conditions of workers in the industry in Italy and worldwide. Esselunga and its suppliers thus embarked on the path of certifications both for fresh caught and farmed fish products, and for all items of branded preserved fish.

After nearly 20 years of in-house studies and direct checks on suppliers, at sea and on farms, research in partnership with universities and public bodies, exchanges with associations and certification bodies, **the Sustainable Fishing**



Naturama sea bream and sea bass open sea farms owned by Compagnie Ittiche Riunite S.r.l. at Golfo Aranci - Sardinia

**icon was created.** This made it possible to further intensify the commitment to sustainability, increasing the range of products on offer and improving the service to customers who will be able to make an informed as well as responsible choice.

Thanks to the programmes of the most authoritative associations it adheres to, such as Friend of the Sea and Dolphin Safe, which certify fishing and aquaculture, the Sustainable Fishing icon guarantees the control of all fish products bearing the mark.

**During 2020 the Sustainable Fishing icon was also extended to certain frozen product items, such as breaded plaice and fish sticks, as well as all the products of the Farmed in Italy line.**

Specifically, the icon attests to compliance with the following principles:

- the **non-overexploitation of fish stocks** as indicated by the FAO (United Nations Organisation for food and agriculture), by the regional bodies and by the national fishing authorities;
- the **abolition of techniques that have a devastating impact** on the seabed;
- the **use of selective fishing equipment**;
- **no bycatch** listed as Vulnerable or on the IUCN<sup>8</sup> Red List;
- the **compliance with legal requirements**.



<sup>8</sup> The Red Lists of the International Union for Conservation of Nature are the world standard for assessing the risk of extinction of living species.

## THE TRENTO RAINBOW TROUT AND THE PARTNERSHIP WITH ASTRO (TRENTINO ASSOCIATION OF TROUT FARMERS)

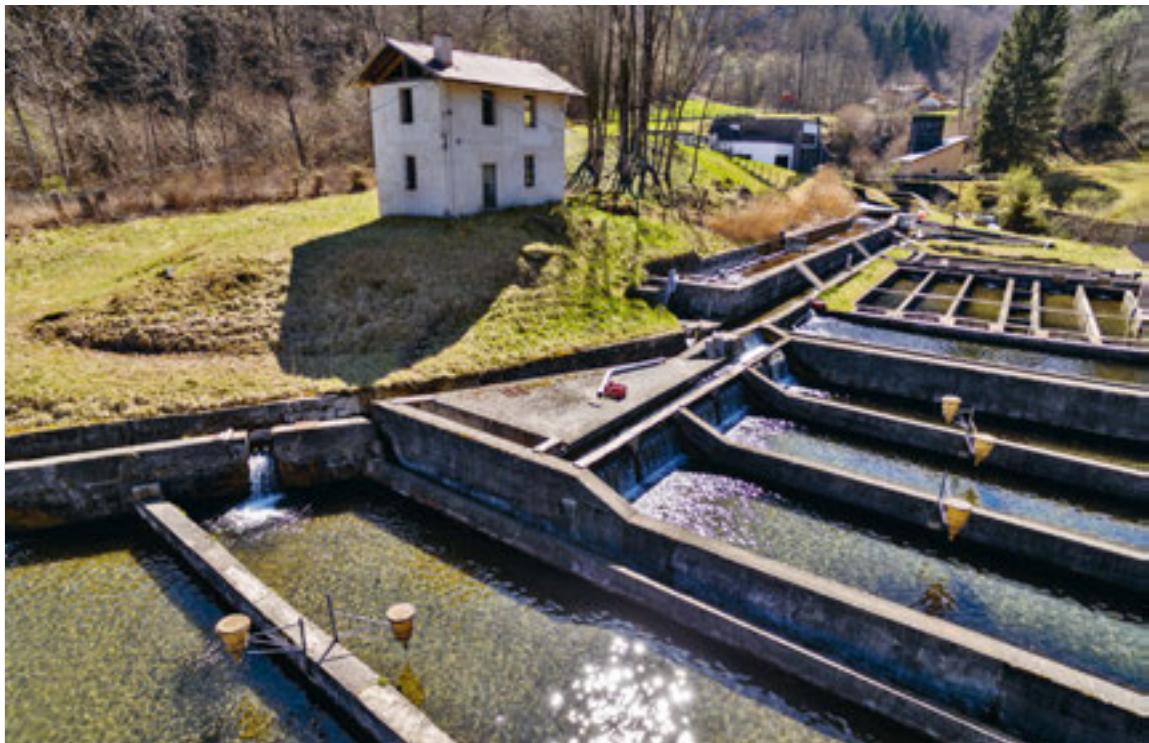
Since the mid 90s, ASTRO (Trentino Association of Trout Farmers) has been supplying Esselunga with rainbow trout farmed in Trentino in clean and sanitised, well-ventilated and constantly monitored premises. The mountain waters in which the fish are farmed, in fact, are controlled through certified biological monitoring that protects them from sensitive alterations (biotic index). The Esselunga rainbow trout supplied by ASTRO complies with the sustainability criteria and is Sustainable Fishing certified.



What is more, for twenty years now Esselunga has been cooperating with ASTRO on the Esselunga Naturama Rainbow Trout project. Following the strict technical regulations that govern the supply chain and traceability, **the product is checked at every stage of growth and is Sustainable Fishing certified**.

The trout are fed properly and adequately; the feed formula is agreed beforehand with Esselunga and it is required to use solely raw materials of plant origin, with fish meal and oil and free of GMO (genetically modified organisms).

**This excellent product is also certified according to the principles of animal welfare.** In fact, the farms adhere to high standards of animal and facility management, availability of adequate spaces, balanced and healthy food, high quality and hygiene of the premises, respecting the needs of the animals. In 2020, the Esselunga Naturama rainbow trout also obtained the certification of **No antibiotics used at the farm**.



Giudicarie Trout Farm located in Tione di Trento

# 7.6 2025 OBJECTIVES AND KPIs

2025 OBJECTIVE	KPI	u.m.	2018	2019	2020	2025
<b>RESPONSIBLE SUPPLY CHAIN</b>						
100% of the cocoa used for Esselunga branded products certified fair trade and extension of the certification to other supply chains as well	Percentage of products containing cocoa that use fair-trade cocoa	%	0%	5%*	14%	100%
Development of the Esselunga Code of Conduct to be signed by 100% of suppliers of Esselunga branded products with performance of spot audits to ensure compliance	Percentage of Esselunga branded product suppliers that adhere to the Esselunga Code of Conduct	%	The project is currently in the start-up stage and has not been covered by a report yet			100%
100% of extra EU producers of private label non-food products that undergo tests and assessments of conformity to the principles of standard SA8000 and 100% of related production facilities to undergo on-site audits	Percentage of extra EU producers of private label non-food products that undergo tests and assessments of conformity to the principles of standard SA8000	%	n.a.	43%	43%	100%
	Percentage of extra EU production facilities of private label non-food products that undergo on-site audits	%	n.a.	0%	0%**	100%
<b>ITALIAN PRODUCTS</b>						
Over 80% of Esselunga branded products made in Italy, a percentage to be kept in coming years	Percentage of Esselunga branded products made in Italy	%	80%*	82%*	84%	>80%
<b>ANIMAL WELFARE</b>						
<ul style="list-style-type: none"> <li>• 100% of Esselunga branded products of the eggs, milk, chicken*** and fish farmed in Italy supply chains</li> <li>• 100% of the Esselunga Naturama branded products of the beef, pork and fish supply chains</li> <li>• over 50% of Esselunga branded products of the charcuterie supply chain that respect animal welfare</li> </ul>	Percentage of Esselunga items that respect animal welfare in the following supply chains:					
	EGG SUPPLY CHAIN	%	100%	100%	100%	100%
	FRESH AND UHT MILK SUPPLY CHAIN	%	0%	0%	18.5%	100%
	CHICKEN SUPPLY CHAIN***	%	0%	0%	0%	100%
	FISH FARMED IN ITALY SUPPLY CHAIN	%	0%	0%	100%	100%
	CHARCUTERIE SUPPLY CHAIN	%	0%	0%	28.6%	>50%
	Percentage of Naturama items that respect animal welfare in the following supply chains:					
<ul style="list-style-type: none"> <li>BEEF SUPPLY CHAIN</li> <li>PORK SUPPLY CHAIN</li> <li>FISH SUPPLY CHAIN</li> </ul>	BEEF SUPPLY CHAIN	%	100%	100%	100%	100%
	PORK SUPPLY CHAIN	%	0%	100%	100%	100%
	FISH SUPPLY CHAIN	%	100%	100%	100%	100%
<b>SUSTAINABLE FISHING</b>						
<ul style="list-style-type: none"> <li>• 100% of Esselunga branded packaged, frozen and long-life fish products</li> <li>• 100% of fresh products of the yellowfin tuna, swordfish, salmon lines and of the Esselunga and Naturama supply chains of fish farmed in Italy certified for Sustainable Fishing</li> </ul>	Percentage of Esselunga branded packaged, frozen and long-life fish products certified for Sustainable Fishing	%	48%	56%	68%	100%
	Percentage of fresh products of the yellowfin tuna, swordfish, salmon lines and of the Esselunga and Naturama supply chains of fish farmed in Italy certified for Sustainable Fishing	%	0%	100%	100%	100%

\* The data differ from those published in the 2019 Sustainability Report due to a refinement of the calculation method.

\*\* The project, scheduled for 2020, was delayed due to the inability to perform audits in the field during the pandemic.

\*\*\* The figure only refers to the Esselunga line.



## 8.

# COMMUNITY

- 8.1 OUR ACTIONS REVOLVE AROUND THE COMMUNITY**
- 8.2 SUPPORT TO LOCAL COMMUNITIES**
- 8.3 FOOD DONATIONS**
- 8.4 EDUCATION**
- 8.5 SOLIDARITY**
- 8.6 2025 OBJECTIVES AND KPIs**



## SDGs



## 2025 COMMITMENTS

### SUPPORT TO LOCAL COMMUNITIES

**CONSTANT SUPPORT TO LOCAL AREAS** WITH **DONATIONS** INTENDED TO PROMOTE THE GROWTH AND WELL-BEING OF LOCAL COMMUNITIES, AND EDUCATION

#### FOOD DONATIONS

APPROXIMATELY 4,000,000 MEALS DONATED, AN INCREASE OF 70%

#### EDUCATION

**OVER 100 MILLION EUROS** IN EDUCATIONAL MATERIAL DISTRIBUTED TO SCHOOLS BETWEEN 2018 AND 2025, THROUGH THE “AMICI DI SCUOLA” (SCHOOL FRIENDS) INITIATIVE

#### SOLIDARITY

**CONSTANT SUPPORT** TO ORGANISATIONS ENGAGED IN SCIENTIFIC RESEARCH AND SOLIDARITY PROJECTS WITH DONATIONS

## 8.1 OUR ACTIONS REVOLVE AROUND THE COMMUNITY

Esselunga recognises the social value of giving back part of what it receives from the local area and strongly believes that contributing to the social, cultural and economic well-being of the community in which it operates is an effective way to overcome the COVID-19 emergency and to start up again. For Esselunga, the pandemic

period has meant a renewed commitment to solidarity, outlined in a plan of actions to support employees, suppliers and communities, also thanks to the collaboration with various local entities and the direct participation of customers through the Fidaty Points.



**MARTA**

CUSTOMER  
DEPARTMENT

*When I reflect on sustainability at Esselunga I undoubtedly think of the last page of the Fidaty Catalogue, devoted, since the start of the loyalty programme, to social initiatives, hence to the community. A continuous focus on the local associations that deal with research, development, children and much more and that has mobilised customers since the 1990s.*

#SUSTAINABILITY AMBASSADOR



### DURING 2020, THE MAIN INITIATIVES FOCUSED, IN PARTICULAR, ON THREE MAIN OBJECTIVES:



**GENERATING A POSITIVE CONTRIBUTION LOCALLY,**  
BY REDISTRIBUTING SURPLUS FOOD AND HELPING  
THE MOST VULNERABLE PEOPLE



PROMOTING **CULTURE AND THE EDUCATION**  
OF NEW GENERATIONS



SUPPORTING **SCIENTIFIC RESEARCH**  
AND THE **SOLIDARITY PROJECTS**

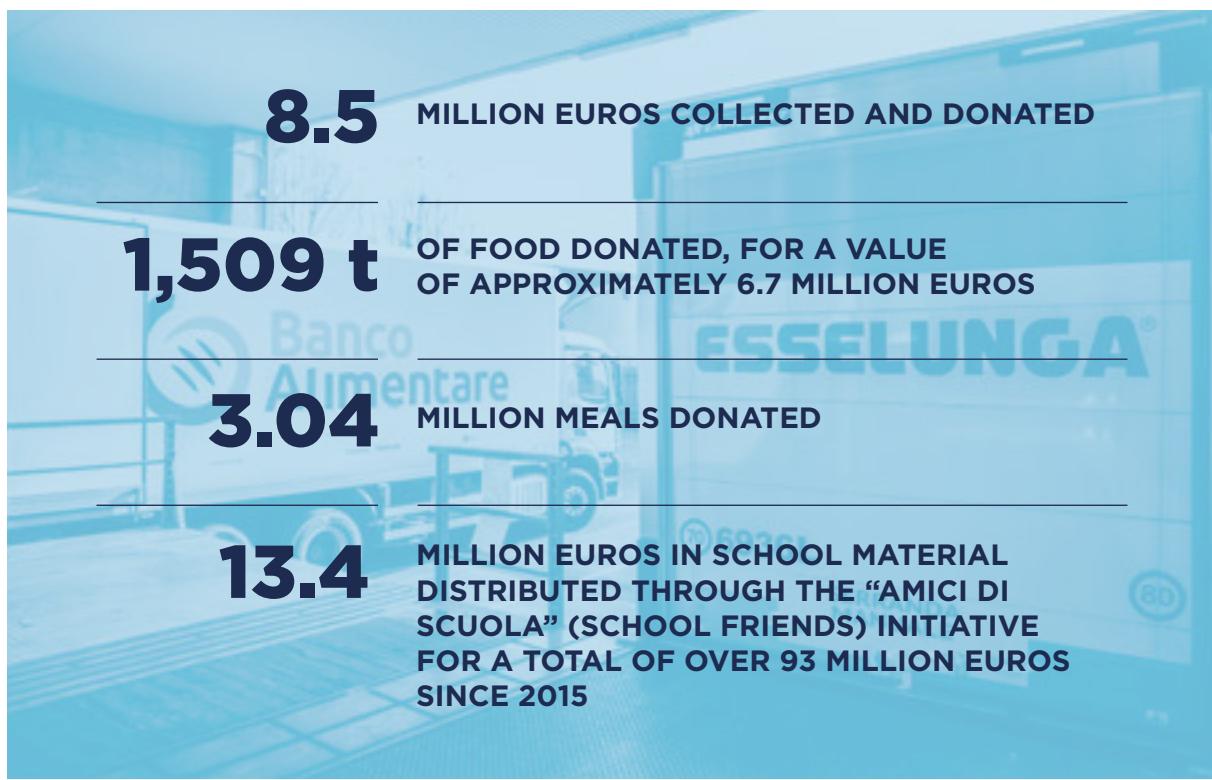
## 2020 INITIATIVES FOR THE COMMUNITY<sup>1</sup>

Esselunga supports the economic and social growth of communities, generating job opportunities and contributing to the economic development of the areas in which it has a presence.

Furthermore, it undertakes to promote initiatives for the community also mobilising customers, contributes to the education of the new generations and to the protection of the beauty and traditions of the area, through projects for the protection of artistic heritage and recovery of neglected areas. Esselunga thus undertakes to ensure the achievement of the 4 strategic areas of the Community pillar included in the Sustainability Plan: **support to local communities, food**

**donations, education and solidarity.**

Esselunga supports the communities of the regions in which it operates through donations in cash (monetary grant), or food and non-food products, in collaboration with its suppliers (donation of goods). In addition, the Company provides its help through **donations** and **investments in the communities** through long-term and larger-scale projects, often managed as partnerships, and **commercial initiatives with a social impact** that have a close connection with the business and generate benefits for the community. During the year, the **total value of the resources allocated by the Company to support local communities was approximately 28.6 million euros**, thanks to the promotion of over 200 projects of varying importance.



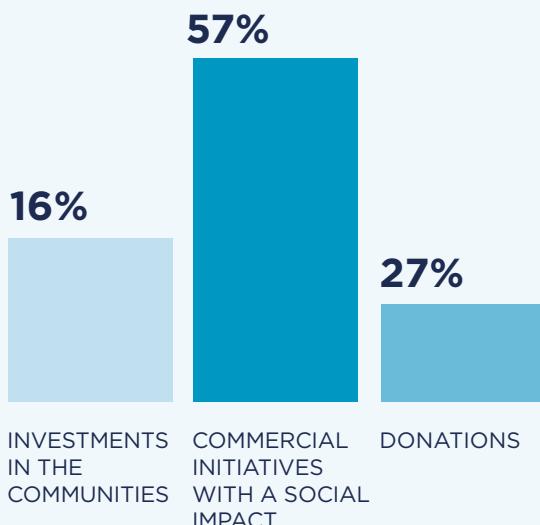
<sup>1</sup> The figures and information in this paragraph were collected and reported according to the LBG (London Benchmarking Group) Framework, a global measurement standard for Corporate Community Investments, which makes it possible to create an input-output model to consistently assess any investment activity, in terms of resources committed and results achieved, by measuring the impacts that the related donations can generate on communities.

### DISTRIBUTION OF RESOURCES DONATED BY AREA

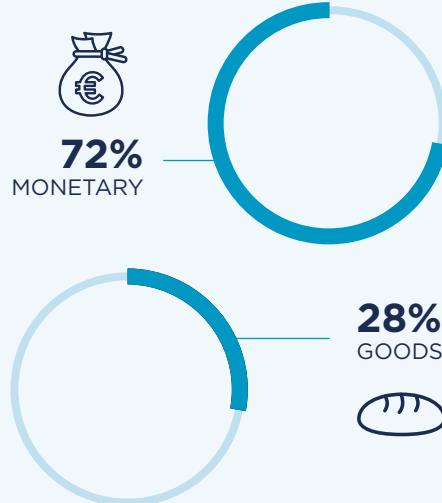
- **48%** EDUCATION AND YOUTH
- **24%** SOCIAL DEVELOPMENT
- **19%** HEALTH
- **4%** EMERGENCY AID
- **2%** ART/CULTURE
- **3%** OTHER



### DISTRIBUTION OF RESOURCES DONATED BY TYPE OF INITIATIVE

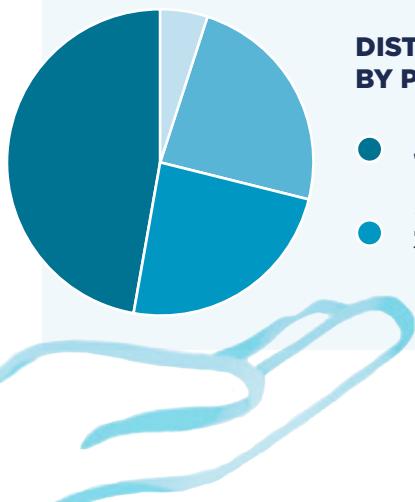


### DISTRIBUTION OF RESOURCES DONATED BY TYPE OF DONATION



### DISTRIBUTION OF RESOURCES DONATED BY PILLAR OF THE SUSTAINABILITY STRATEGY

- **47%** EDUCATION
- **24%** SUPPORT TO COMMUNITIES
- **24%** FOOD DONATIONS
- **5%** SOLIDARITY



## 8.2 SUPPORT TO LOCAL COMMUNITIES

### 8.2.1 SUPPORT TO FAMILIES AND TO THE MOST VULNERABLE PEOPLE

#### WELCOME BLUE PROTOCOL - VERONA



In February 2020, Esselunga signed the **Welcome Blue** protocol, promoted by the Municipality of Verona together with Autismi Verona. The project was **developed to improve the shopping experience of people with autism spectrum disorders and their families.**

Starting in 2021, Esselunga undertakes to implement certain measures and services in two Verona shops, that can make the difference and make it easier to do the daily shopping.

#### TIMMI PROJECT



The TIMMI project, stemming from the collaboration of Terre des Hommes Italia, the Vittore Buzzi Children's Hospital and Esselunga, ended its first year of activity in 2020, by extending its services with psychological support to patients and their families who suffered significant emotional consequences due to the COVID-19 emergency.

**203,000 €**

DONATED FOR THE 2019-2021 PERIOD

#### NEW MUM KIT

The New Mum Kit is a considerate gift by Fondazione Buzzi and Esselunga for all children born in the Department of Obstetrics and Gynaecology of the Buzzi Hospital and their parents.

The Kit contains a selection of some useful items such as creams and wipes for the newborn, products for the mother's hygiene and care and also includes a special gift from Esselunga: one year of home delivery, thanks to which Esselunga will deliver the shopping at home for free to all mothers who receive it.

**86,089 € 1,050**  
INVESTED KITS DISTRIBUTED<sup>2</sup>



<sup>2</sup> Figures relating to the period from 24/09/2020 to 31/12/2020.

## 8.2.2 ARCHITECTURE AND URBAN RENOVATION

Every new Esselunga shop is built with a special focus on enhancing the area and integrating in the community, a guiding principle also for the initiatives in 2020.

**Esselunga's project in Montecatini made it possible to redevelop a degraded and neglected area of about 21,000 m<sup>2</sup>**, by demolishing existing buildings, improving the infrastructures and building a parking lot for public use, adjacent to the Sports Hall. The retail building features an innovative main façade made with white-glazed terracotta tiles.

**The renovation of the Genoa store building**, on the other hand, made it possible to conservatively restore the original core of the building, built by FIAT in 1925, intended to be a car dealership and an adjoining workshop which currently houses the sales area, warehouses and departments. The 1959 extension was partially demolished and replaced by the glazed volume of the Bar Atlantic, surmounted by a large roof that also shields the outdoor terrace, from which you can enjoy the sea view.

**The Mantua area (approx. 14,000 m<sup>2</sup>), which had been unused and neglected since 2013, was renovated by Esselunga** with a project that led to the construction of infrastructure, such as public parking lots, and the redesign of the road

network, thanks to the construction of pedestrian and cycle-pedestrian connections to the city centre which completely reclaimed the neighbourhood. Within the area, portions of **historic walls dating back to 1400, the Gonzaga era**, were found during the works; **these were moved**, duly restored and will be part of the Archaeological Park which will complement and connect to the existing Nuvolari Park.



Removal of the historical Gonzaga era walls



**SIMONE**

DEVELOPMENT  
DEPARTMENT

“

*In my role as sustainability Ambassador I am able to help people understand the importance of urban redevelopment and regeneration, which often takes place in some areas of the cities where we are expanding: cities change and evolve, as do the needs of customers and of the community.*

#SUSTAINABILITY AMBASSADOR

”

## 8.2.3 ESSELUNGA'S GREEN THUMB

**Greenery plays a fundamental role in the design of Esselunga facilities; it creates a value for the local communities and reduces the impact of shops, also thanks to "green roofs" and hanging gardens.** "Esselunga gardens" are designed to be sustainably cared for and maintained, through trickle irrigation for trees and shrubs and irrigation with well or rain water taken from the storage tanks. At the Montecatini shop, the rear side is embellished with a metal superstructure on which shrubs and climbing plants are set which, once grown, will form an actual vertical green wall with significant environmental and scenic benefits.

Esselunga also deals with the **maintenance of public parks, the regeneration of fallow grounds and transformation into urban parks**. The 2019-2020 period marked the start of an important public park regeneration project **thanks to the planting of 2,625 chestnuts at Villa Toeplitz in Varese**. The operations for the regeneration of the forest, located behind the Castiglioni museum, include the removal of dead plants, in an

area of over 11,000 m<sup>2</sup>, and subsequently planting 175 new, approximately 2.5-metre-high trees and 2,450 new chestnut seedlings. This operation, designed not only for the present, but also for future generations, will restore to public use an area of over one hectare that had been inaccessible until now due to fallen or unsafe plants.

**64,000 m<sup>2</sup>**  
OF "GREEN ROOFS"

**40,000 m<sup>2</sup>**  
OF HANGING GARDENS

**150,000**  
ROSE PLANTS

**950,000 m<sup>2</sup>**  
OF MANAGED PUBLIC AND PRIVATE  
GREEN AREAS EQUAL TO:

**133** SOCCER FIELDS

### ELISENDA: THE ESSELUNGA ROSE

In the spring of 2018, some new rose varieties selected by Kordes Rosen started being tested at the headquarters of Limoto di Pioltello. After a three-year study, a specific variety was chosen, with beautiful flowers that can embody the elegance and sophistication of one of our brands: Elisenda. This rose belongs to the Floribunda group, i.e. modern, remontant roses, particularly suitable for creating mass effects. The colour ranges from red to yellow when in bud, then changing to an orange hue, to turn light apricot and pink when the flowers are open. It bears flowers repeatedly, from May to the autumn. The plant can reach one metre in height, if pruned with discernment.



## 8.2.4 ART AND CULTURE

### BOOKCITY

For the third year in a row Esselunga chose to sponsor BookCity, a cultural event promoted by the Corriere della Sera, Feltrinelli, Mondadori and Mauri foundations and by the Milan Municipality, aimed at promoting the world of books and reading as a valuable experience. A **different, exclusively digital edition** was held in 2020, even more inclusive and open to a national and international public. During the festival Esselunga promoted **three events on the topics of bread, supply chains, vegetable gardens and urban gardens.**

**2,071,400** VIDEO VIEWS  
OF THE EVENT

**9,470** PEOPLE REACHED BY THE  
PROPRIETARY CHANNELS OF BOOKCITY

### LA SCALA PHILHARMONIC ORCHESTRA

For three years now Esselunga has been a partner of the Philharmonic Orchestra of the La Scala theatre and supports the big Concerto for Milan, which every year brings the symphonic music of the most prestigious Italian orchestra to piazza Duomo for free. Despite the pandemic, the 2020 concert was held on 13 September and was a symbolic form of encouragement for the entire country. Esselunga also supports "Open Rehearsals", an initiative thanks to which the magic and prestige of Teatro alla Scala are the backdrop for music to go hand in hand with social engagement – making it possible to attend the rehearsals of the Philharmonic while donating the proceeds to children and young people from all over Italy who are hospitalised at the main Milanese hospitals.

### FESTIVAL OF NERVI

Esselunga was the official sponsor of the International **Festival of Nervi in Genoa** also in 2020. This summer festival that began in 1995 is set at Villa Grimaldi Fassio and the surrounding area of 8,000 m<sup>2</sup>: a natural arena overlooking the sea, a unique backdrop to be experienced and shared.

A rich calendar and three events "**signed**" by **Esselunga with Mario Biondi, Giovanni Allevi and Eleonora Abbagnato.**

**3** EVENTS "SIGNED"  
BY ESSELUNGA



Giovanni Gastel  
per  
**ESSELUNGA®**

A HOMAGE TO THE GREAT ARTIST,  
WHO HAS BEEN ABLE TO IMPRINT HIS  
SIGNATURE ALSO ON OUR HISTORY.



*"With gentle irony, Giovanni Gastel was able to deeply understand our company, grasping its essence and most hidden side, and picturing it with unique, never commonplace photographs. We will deeply miss this kind artist, his great human qualities and out-of-the-ordinary aesthetic sense."*



*Roberto Selva*

ROBERTO SELVA,  
Chief Marketing and Customer Officer





## GIOVANNI GASTEL. THE PEOPLE I LIKE

In 2020 Esselunga was the sponsor of the exhibition "Giovanni Gastel. The People I Like" at the MAXXI Museum of Rome on the master and his photographic portraits of the prominent figures of our times.

**14 settembre September  
2020**  
ore 19.00 - 20.00 - 21.00  
7.00 - 8.00 - 9.00 pm

**Giovanna Melandri**  
Presidente Fondazione MAXXI

è lieta di invitare alle visite in anteprima di  
has the pleasure of inviting to the  
preview visits of

la mostra sarà aperta al pubblico  
fino al 22 novembre 2020  
the exhibition will be open to the public  
until 22 November 2020

**MAXXI**

**THE  
PEOPLE  
I LIKE** Giovanni Gastel

MAXXI Museo nazionale delle arti del XXI secolo  
via Guido Reni, 44 - Roma | [www.maxxi.it](http://www.maxxi.it)

MAXXI Founding members

partner: BMW ROMA ESSELUNGA ALCANTARA HEROES COOP

spONSOR: ENEL RICOH

con il patrocinio di tutti i partecipanti di

media partner: COLLETTIVO ESPRESSO MALEDATTILE

## 8.3 FOOD DONATIONS

For over fifteen years Esselunga has been cooperating with the **Banco Alimentare (Food Bank)** to systematically and safely donate surplus food to those most in need.

OVER  
**3 MILLION**  
MEALS DONATED<sup>3</sup>

OVER  
**1,500** TONNES  
OF FOOD DONATED

**6.7 MILLION**  
EUROS OF DONATED FOOD

Esselunga supports the Banco Alimentare (Food Bank) and connected bodies in the training of volunteers and in the organisation of audits carried out by the staff of the Quality Assurance Department who, together with the volunteers, periodically visit the charitable facilities which receive the food to ensure optimal service to the end recipients. In 2020, with the start of the COVID-19 emergency, Esselunga implemented a specific action plan to support the groups of people most severely affected by the pandemic, in particular families with financial problems, in order to focus the actions on food donations.

**Starting from March 2020, all the donations were allocated to support the families most in need, by putting together food boxes capable of ensuring the weekly requirements of a family of 4/5 people.**



<sup>3</sup> 1 equivalent meal is 500 g of donated food.

#INTERVIEW WITH

**VITTORE MESCIA**

OPERATIONS MANAGER OF BANCO ALIMENTARE NPO FOUNDATION



The partnership with Esselunga is solidly rooted in the history of Banco Alimentare.

A history made up of participation in the National Food Collection Day, which Esselunga supported since the very first editions and that made an even greater effort in such a difficult year as 2020. In 2020, in fact, Banco Alimentare organised the Food Collection in a dematerialised form, to comply with the safety restrictions imposed by health concerns. Esselunga joined the collection with its entire network of shops.

But Esselunga's support to Banco Alimentare also consists of tonnes of donated surplus.

Food that's still perfectly good, but can no longer be sold, which Esselunga sends to the Banco Alimentare network with dedication and care. A dedication that has resulted in the progressive growth in the number of Esselunga Network shops involved in a socially beneficial and sustainable activity, that holds the future of our planet in its sight. In 2020, Esselunga donated to the Banco Alimentare Network over 1,500 tonnes of food from its DCs, from 155 shops and from distribution platforms. Fresh and dry food that is truly precious for the charitable

facilities that have joined the Banco Alimentare Network and that deal with supporting people that have fallen on hard times. That is how people and families who have been affected by the consequences of the pandemic have been able to receive the comfort of a meal or the contents of a shopping bag.

Esselunga's care and determination in its partnership with Banco Alimentare has also taken the form of health&safety training for the volunteers of Banco Alimentare and the charitable facilities that have joined its network. Added to this is the will and constant desire to support new initiatives, new projects (e.g. the commitment to recover fresh pasta and unsold bread): a comprehensive commitment full of stimuli and shared values.

We are grateful to the people at Esselunga because they devote their time, minds and hearts to Banco Alimentare, embracing its cause - to support people who are more vulnerable than us.

**FOR OUR ANIMAL FRIENDS**

Esselunga supported the initiative "**Let's give them a paw**" also in 2020: for one day, at 118 Esselunga shops, the volunteers of the more than sixty associations of the Italian Federation of Animal Rights and Environment Associations have collected **donations from customers to be sent to kennels and catteries in difficulty in the whole country**. The food collection effort for our four-legged friends made it possible to collect **55,100 kg of food equivalent to about 386,200 meals**. Furthermore, this marked the beginning of a partnership with **Balzoo**, Italian Animal Food Bank NPO, the first and only animal food bank in Italy.

#FOCUS

## 2020 FOOD COLLECTION




In December Esselunga gave its customers the opportunity to take part in the **National Food Bank Collection**, an annual effort that allowed, online and in the store, by purchasing the Charity Cards in 2, 5 and 10 euro denominations, to collect foodstuffs (canned tuna and meat, olive oil, baby food, biscuits, UHT milk, canned tomatoes, rice, legumes) to be donated to the Banco Alimentare (Food Bank) Network, which then dealt with distribution to **over 8,000 participating charitable facilities, which support approximately 2.1 million people in need.**

**664,560 € COLLECTED**  
**EQUIVALENT TO:**  
**704,000 MEALS    352 t OF FOOD**



### GUSTOP

Esselunga decided to support the Gustop project, carried out within "Milan Helps", an initiative promoted by the Municipality of Milan. Gustop is a restaurant with a high social value in the south of Milan which, **in addition to employing 10 people with disabilities, provides free meals to impoverished people or meals at controlled prices for other customers.** With the COVID-19 emergency, as the restaurant premises could not be opened, the service turned into an actual take-away restaurant capable of delivering **over 400 meals a day.** **The donation by Esselunga (worth 10,000 euros in foodstuff)** allowed Gustop to support people in need.



## 8.4 EDUCATION

Esselunga's long-standing commitment to support education by providing technological tools through its fundraisers turned out to be even more important at a time when schools were required to evolve rapidly towards a distance learning model. With the changed needs and technologies, **Esselunga kept up its commitment in supporting education and the bodies that deal with it every day, adapting its contribution to the new demands.**

### "AMICI DI SCUOLA" (SCHOOL FRIENDS)



born in 2015, makes it possible to collect vouchers to be donated to nurseries, kindergartens, primary, middle and secondary schools, thanks to which schools can receive computer equipment and teaching materials wholly for free. **In 2020, over 13.4 million euros in school material were distributed to more than 13,700 schools that joined the**

The "Amici di scuola" (School Friends) initiative, which was

**project.** The catalogue offered to schools consists of high-quality, long-lasting and state-of-the-art tools, including IWB (interactive whiteboards), video projectors, tablets, computers and printers.

In this year of distance learning, technological devices have probably played a key role for schools and the technological prizes most in demand were therefore: **notebooks (4,209), tablets (1,742) and monitors (961).**

**OVER 93 MILLION EUROS DISTRIBUTED SINCE 2015**



### TOGETHER TO UNDERSTAND

In 2020 the **Insieme per Capire (Together to understand)** project – in collaboration with the **Corriere della Sera Foundation** – organised a series of events to give secondary schools the opportunity to explore current issues and topics in the ministerial curricula through the stories told by journalists, experts and exclusive accounts. To comply with government provisions relating to the COVID-19 emergency, the events were held in virtual mode: teachers and students connected to the streaming platform set up to follow the presentations either from school or from home. The students again had the opportunity to interact with prominent speakers such as Giuliano Amato, Gherardo Colombo, Alessandra Dolci, Milena Gabanelli, Giorgio Metta, Gianfranco Pellegrino and Anna Villarini.

**155,000 STUDENTS AND TEACHERS INVOLVED ALL OVER ITALY**

## ONE OCEAN FOUNDATION THE ADVENTURE OF WATER

Esselunga and One Ocean Foundation, born with the aim of expediting solutions to the problems of the oceans and promoting a sustainable blue economy, inspiring international leaders, companies, institutions and people, **announced in 2020 the start of a partnership focused on promoting the environmental protection of the seas for new generations.**

In particular, with the project “The Adventure of water”, which received the patronage of the National Research Council - Institute of Polar Sciences – an educational kit was prepared mainly aimed at pupils in the fourth grades of primary schools to increase their awareness of environmental sustainability.



The initiative aims to increase the knowledge of water as an essential element for life and allow young pupils to experience an actual virtual journey that covers issues related to climate, water pollution, micro-plastics, the delicate natural balances and, therefore, individual behaviours.

**420**  
CLASSES INVOLVED

**8,200**  
PARTICIPATING PUPILS

## THANK YOU, LILIANA!

Over the years, thanks to the events promoted by “Amici di Scuola” (School Friends) in partnership with the Corriere della Sera Foundation, Esselunga has invited hundreds of high school kids to listen to the tragic, indelible and moving memories of Holocaust survivor Liliana Segre.

**Esselunga was among the sponsors of the event held at Rondine, Citadel of Peace (Arezzo) on 9 October 2020, during which Senator Liliana Segre gave her last address to young people** in the presence of the highest offices of the State. Her last address was published and distributed for free by RCS, also thanks to the contribution of Esselunga which then gifted a copy to all employees.



**«Ho attraversato l'orrore.  
Ma sono diventata una donna libera e di pace».**



**LILIANA  
SEGRE**

**HO SCELTO LA VITA**  
LA MIA ULTIMA TESTIMONIANZA  
PUBBLICA SULLA SHOAH

**GRATIS  
IN EDICOLA  
SOLO IL  
30 OTTOBRE**

**Corriere della Sera presenta  
«HO SCELTO LA VITA» di Liliana Segre.  
L'ultima testimonianza pubblica sulla Shoah.**

In esclusiva per i lettori del Corriere diventa libro il recente, meraviglioso discorso tenuto da Liliana Segre nella Cittadella della pace di Rondine, ad Arezzo. Un ideale passaggio di testimone con le nuove generazioni, future sentinelle della memoria. Nel libro, con la prefazione di Ferruccio de Bortoli è inclusa anche l'edizione integrale dell'intervista rilasciata da Liliana Segre al «Corriere» in occasione dei suoi novant'anni. Memoria e impegno, per cui possiamo solo dire "grazie".

**Il 30 ottobre in edicola GRATIS con il Corriere della Sera**

Con il sostegno e la partecipazione di **ESSELUNGA**

**CORRIERE DELLA SERA**  
La libertà delle idee

"I lived through horror. But I have become free and a woman of peace". Corriere della Sera presents "I CHOSE LIFE" by Liliana Segre. The latest public testimony on the Shoah. Exclusively for Corriere readers, the recent, wonderful speech given by Liliana Segre at the Citadel of Peace in Rondine, Arezzo, is now a book. An ideal passing of the baton to the new generations, future sentinels of memory. The book, with the preface by Ferruccio de Bortoli, also includes the complete edition of the interview given by Liliana Segre to the "Corriere" on the occasion of her ninetieth birthday. Memory and engagement, for which we can only say "thank you". On 30 October at the newsagents' FREE with Corriere della Sera

## SPORTS SPONSORSHIPS



Sports in all their disciplines celebrate commitment, the spirit of sacrifice and healthy competition, which play an even more significant role in this historical period and could be a stimulus for a reawakening. What is more, sports always encourage a focus on a healthy and balanced diet, which Esselunga promotes in its ranges as well as through special initiatives. Esselunga signed a partnership with **CONI (Italian National Olympic Committee)** and since 2020 it has been the official partner of the Italy Team and official supplier of Casa Italia at the 32nd Olympic Games, which will be held from 23 July to 8 August 2021 in Tokyo. It also started a collaboration with **FIGC (Italian Football Federation)** as Premium Partner of the 2020/2021 Women's Serie A Football League. It is also a sponsor of: AC Monza and EUROBASKET Rome.



## WOMEN'S TIME

In 2020 **Esselunga renewed its support as main partner of the “Il Tempo delle Donne”** (Women's Time) festival organised by Corriere della Sera, in collaboration with IO Donna, Corriere della Sera Foundation and Valore D.



The 2020 edition, which was held in dual mode, live and online, had as its dominant theme the “re-generative” force that can be triggered by a crisis, with a special focus on the role that women and young people can play. In particular, during one of the presentations, our colleague Roberta Sucameli, checkout counter assistant at the Corsico shop, spoke about her life and work experience during the pandemic<sup>4</sup>.

<sup>4</sup> For more details on her experience, you can refer to chapter 2 the management of the COVID-19 emergency or go to <https://video.corriere.it/impariamo-piante-numeri-resilienza-trasformativa/83f2f896-f4f0-11ea-814b-1722ae1ed93d>.

# 8.5 SOLIDARITY

## TELETHON

### FONDAZIONE



Thanks to a multi-year agreement signed in 2019 with Telethon, Esselunga will implement a number of solidarity activities aimed at raising funds for scientific research, by raising the awareness of customers and communities.

The initiative by which a solidarity contribution is collected against the purchase of one of the participating products by customers continued at the Esselunga shops throughout 2020.

## 2 MILLION EUROS

COLLECTED FOR TELETHON  
TOWARDS SCIENTIFIC RESEARCH

Thanks to the Fidaty points used by customers, Esselunga donated **211,230 EUROS** to **FONDAZIONE TELETHON** supporting the project "**LIKE AT HOME**", set up to welcome the families of the children who arrive at the San Raffaele-Telethon Institute of Milan from all over the world.



## DONATION OF CHRISTMAS TREES TO HOSPITALS

To lighten up the emergency atmosphere in the places that were most severely hit by the pandemic, Esselunga set up Christmas Trees in some of the Hospitals that received its donations.

Sistema Socio Sanitario



Regione  
Lombardia

ASST Spedali Civili

Sistema Socio Sanitario



Regione  
Lombardia

ASST Cremona

Sistema Socio Sanitario



Regione  
Lombardia

ASST Fatebenefratelli Sacco



SERVIZIO SANITARIO REGIONALE  
EMILIA-ROMAGNA

Azienda Unità Sanitaria Locale di Piacenza



SERVIZIO SANITARIO REGIONALE

EMILIA-ROMAGNA

Azienda Ospedaliero - Universitaria di Bologna

IRCCS Istituto di Ricovero e Cura a Carattere Scientifico

POLICLINICO DI SANT'ORSOLA



Istituto Clinico  
Città di Brescia

Gruppo San Donato

Sistema Socio Sanitario:



Regione  
Lombardia

ASST Papa Giovanni XXIII

Gemelli



Fondazione Policlinico Universitario Agostino Gemelli IRCCS

Università Cattolica del Sacro Cuore



ASL  
CITTÀ DI TORINO



Fondazione IRCCS Ca' Granda  
Ospedale Maggiore Policlinico



Sistema Socio Sanitario



Fondazione IRCCS  
Policlinico San Matteo



Sistema Socio Sanitario

## ITALIAN SINGERS' NATIONAL TEAM

In 2020, following the cancellation of the Match of the Heart scheduled for May, the National Singers' Team played a game called "Special Edition" which took place on 3 September behind closed doors for safety reasons. **Esselunga sponsored various activities, including the game, with a contribution of 230,000 euros; the proceeds from the event were donated to workers in the entertainment sector**, particularly affected by the emergency.



**ABOUT  
5 MILLION  
EUROS  
COLLECTED  
SINCE 2017 FOR  
THE MATCH OF  
THE HEART**

## ITALIAN MULTIPLE SCLEROSIS ASSOCIATION (AISM)



Every year, at the Esselunga stores, AISM holds some awareness-raising days – such as the events "Garden-sia" and the "AISM Apple" – aimed at raising funds to support scientific research and assistance activities for people with multiple sclerosis.

## COLLABORATION WITH THE NATIONAL CANCER INSTITUTE (INT)

The partnership between Esselunga and INT focusing on a healthy and balanced diet and the food pyramid continued in 2020 with the second book published in the series "Let's eat well", concerning the properties of foods rich in proteins. Lots of interesting facts about the origin and features of the products, tasty recipes and laboratory experiments to be replicated also at home. It included a special focus on the sustainability of Esselunga products, from fish to pulses, from white meat to eggs.



Thanks to the Fidaty Points used by customers for an overall value of **2,049,190 EUROS<sup>5</sup>**, Esselunga funded a project by the **NATIONAL CANCER INSTITUTE** targeting young cancer patients, aimed at investigating the need for targeted care and the long-term effects of therapies in order to **IMPROVE THEIR QUALITY OF LIFE**.



**APPLE RED** - Esselunga decided to purchase **(PRODUCT)RED iPhone**s as work equipment for its employees. These red-coloured products allow Apple to allocate a portion of the proceeds to Global Fund projects that fight HIV and AIDS on the field in sub-Saharan Africa. In light of the global health emergency, in **2020 the entire amount was donated to the "Global Fund's COVID-19 Response"**.

<sup>5</sup> Data at 30/04/2021.

## 8.6 2025 OBJECTIVES AND KPIs

2025 OBJECTIVE	KPI	u.m.	2018	2019	2020	2025
<strong>SUPPORT TO LOCAL COMMUNITIES</strong>						
<strong>Constant support to local areas with donations intended to promote the growth and well-being of local communities and education</strong>	Amount in euros of donations intended to promote the growth and well-being of local communities and education	MIO €	0.52	2.65	6.91	>2.00
<strong>FOOD DONATIONS</strong>						
Approximately 4,000,000 meals donated, an increase of 70%	Number of meals donated	no. of meals	2,397,700	3,416,485	3,045,000	4,000,000
	Percentage of increase in donated meals compared to 2018	%	n.a.	+42%	+27%	+67%
<strong>EDUCATION</strong>						
Over 100 million euros in educational material distributed to schools between 2018 and 2025, through the "Amici di Scuola" (School Friends) initiative	Total value in euros of the educational material distributed through the "Amici di Scuola" (School Friends) initiative since 2018	MIO €	14.8	27.2	40.6	>100.0
<strong>SOLIDARITY</strong>						
Constant support to organisations engaged in scientific research and solidarity projects with donations	Amount in euros of donations intended to support organisations engaged in scientific research and solidarity projects	MIO €	0.76	2.04	1.56	>1.00

# **OUR CONTRIBUTION TO THE NATIONAL ECONOMIC SYSTEM**

# APPENDIX

# INTRODUCTION TO THE ANALYSIS MODEL

The Modern Mass Retail sector plays a crucial role in the growth of the country's economy. With a total turnover of approximately **60.1 billion euros, 14,000 points of sale and 200,000 jobs**, the Mass Retail companies belonging to FederDistribuzione allow millions of consumers to buy food and non-food products every day. With a turnover of more than 8 billion, Esselunga plays a key role in the sector, also thanks to its dual role as producer and distributor<sup>1</sup>.

Thanks to a deeply-rooted presence in Italy and well-organised and extensive trade relations with national suppliers, Esselunga has been providing a significant support to the country's economy for years, generating wealth and employment along the entire value chain, being able to make a positive contribution even in those regions where it does not have a presence.

In fact, in addition to having **direct impacts** (i.e. strictly connected to the Company's business), Esselunga's activity has **indirect impacts**<sup>2</sup> (the purchase of goods and services produced by other companies) and **induced impacts** (it allows households who have received an income thanks to the work done for Esselunga and its suppliers to buy new goods and services).

**OVER 8 BILLION** TURNOVER

**301 MILLION** INVESTMENTS  
IN THE INDUSTRIAL SECTOR

**6.6 BILLION** PURCHASED  
FROM ITALIAN SUPPLIERS



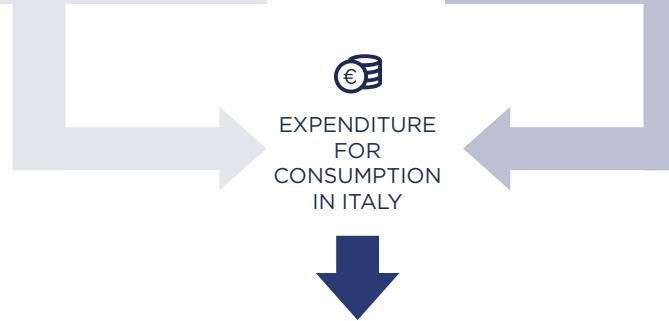
<sup>1</sup> The figures for the Mass Retail sector were extracted from the 2020 Sustainability Report for the sector published by FederDistribuzione.

<sup>2</sup> Indirect impacts derive from purchases from suppliers with an Italian VAT number, considered net of discounts, made during 2020.

THE OPERATING ACTIVITIES  
CARRIED OUT IN THE COUNTRY  
GENERATE **DIRECT IMPACTS**



THE PURCHASES FROM LOCAL SUPPLIERS GENERATE **INDIRECT IMPACTS**



THE EARNED INCOME DISTRIBUTED TO LOCAL HOUSEHOLDS GENERATES **INDUCED IMPACTS**



# THE CONTRIBUTION OF ESSELUNGA GROUP

In order to estimate and provide data on these impacts, Esselunga conducted an analysis on the **economic and social** contribution generated towards its suppliers and employees and, more generally, **throughout the Italian territory**. In order to produce goods and services, each one of Esselunga's suppliers "activates" its own suppliers, in

its turn generating new demand for productive factors (workforce, goods and services, capitals). Using the same logic, the **induced impacts** are estimated, quantifying the added value that is generated thanks to the consumption of the Group's employees and of the companies along the entire supply chain.

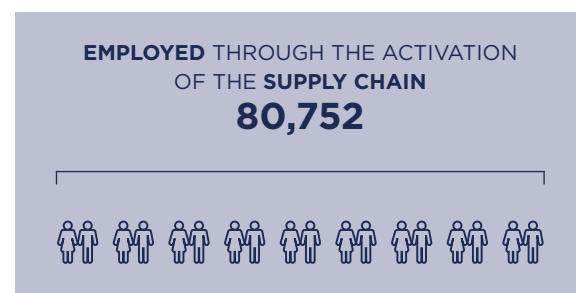
DIRECT



INDIRECT



INDUCED



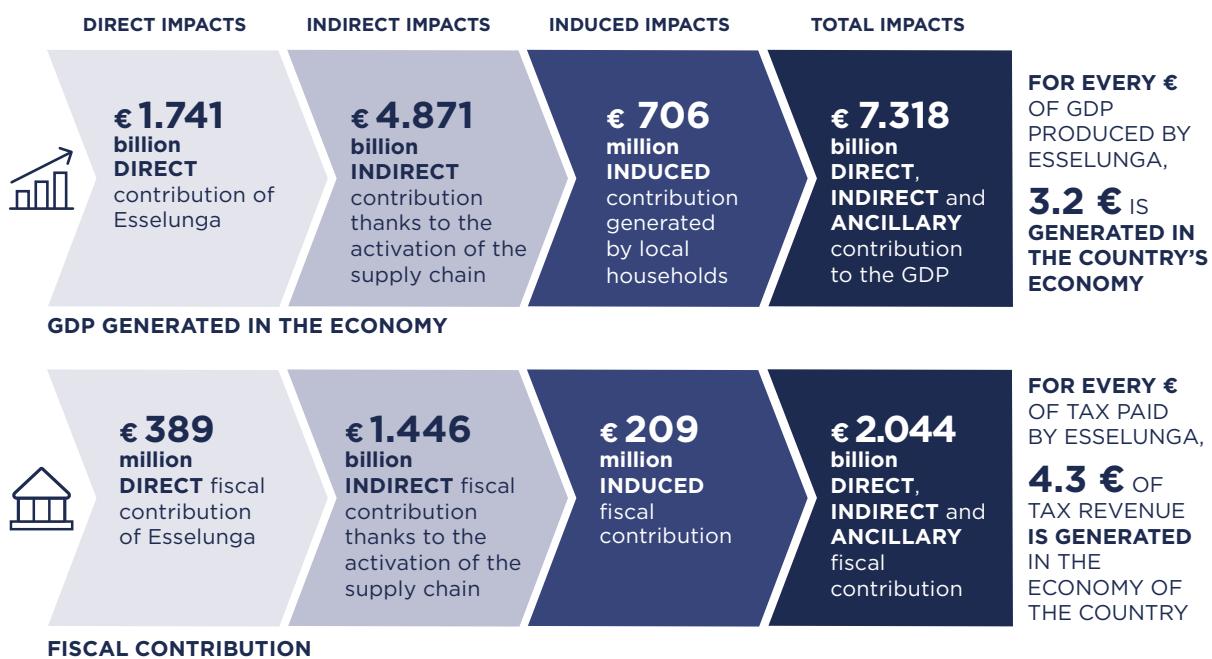
<sup>3</sup> The figures on direct employment include the employees of the Esselunga Group, trainees and temporary workers employed at the production plants, offices, DCs and stores.



## THE ECONOMIC IMPACTS

In 2020 Esselunga generated **direct, indirect and induced impacts on the Italian economy** for a total of over **7.3 billion euros** of Gross Gross Domestic Product (equal approximately **0.4% of the Italian total**). This means that for

every euro of GDP produced by Esselunga through its activities, another **3.2 euros** are generated in the economy. In addition to the workers who took part in the production processes and who received remuneration in the form of wages and salaries, the State benefited from part of this result as it received taxes and duties of around **2 billion euros<sup>4</sup>**.

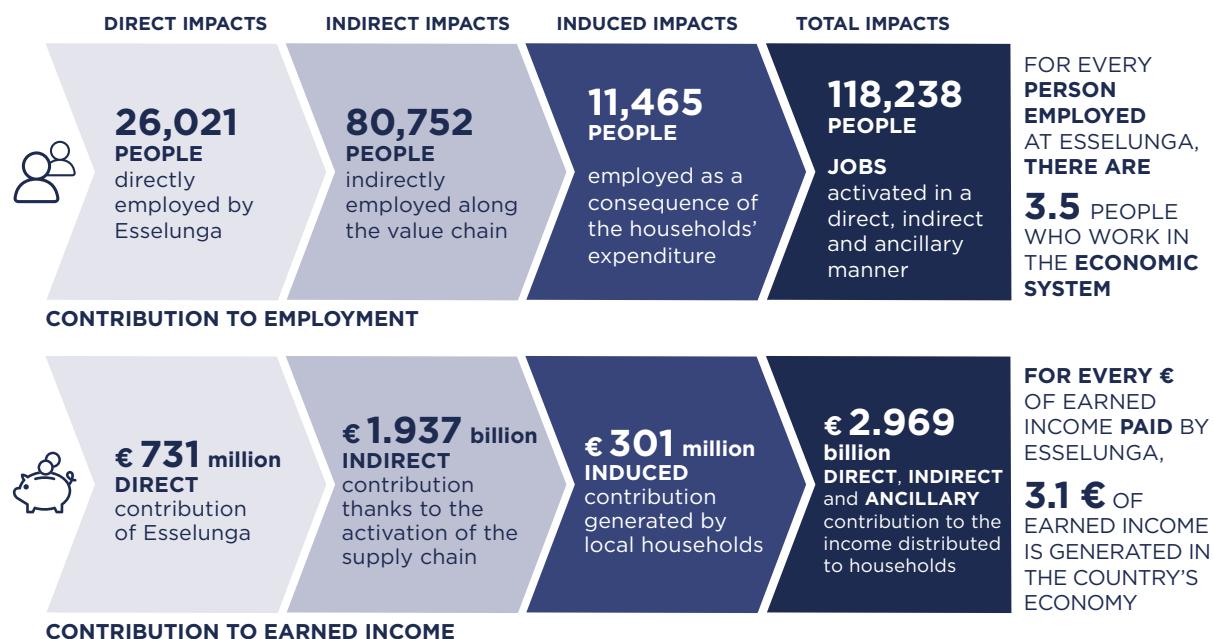


<sup>4</sup> Direct tax contribution takes into account national tax contributions (IRES, IRAP, IMU and other taxes), in addition to non-deductible VAT, withholdings on prize competitions organised by Esselunga and social security contributions.

## SOCIAL IMPACTS

One may estimate that the **direct, indirect and ancillary impact** generated in the economy **involves about 118,000 people along the production chain**. The use of the workforce also entails the **distribution of income to workers**

for a total of approximately **3 billion euros in 2020**<sup>5</sup>. Translating these values into unitary measures, this means that for each worker of the company's workforce **another 3.5 jobs** are generated in the country and that for every euro that Esselunga uses for the salaries of its employees, **other income is generated in the Italian economy for 3.1 euros**.



<sup>5</sup> The direct contribution of Esselunga to earned income is calculated using only the item "Salaries and wages" net of social security contributions, Employee Severance Pay and other personnel costs.

## THE CONTRIBUTION TO THE ITALIAN SMALL AND MEDIUM ENTERPRISES (SMEs)

SMEs are a precious resource for Esselunga for the creation of shared value in the national production chain since, with small and not always continuous production volumes, they guarantee the protection of species and varieties (such as mountain cheeses) and the extreme quality of the ingredients and production processes. In 2020 the Company purchased goods and services

from over **2,650 SMEs<sup>6</sup>** for a total value of about **2.2 billion euros** (29% of total purchases from Italian suppliers).

A further aspect to underline is the geographical distribution of local suppliers – as a matter of fact, they are from the whole country. This is evidenced by the fact that many suppliers of branded products are located in southern Italy and its islands<sup>7</sup>. Esselunga's purchases from Small and Medium Enterprises led to the generation of:

	GDP	EMPLOYMENT	EARNED INCOME
INDIRECT IMPACTS	<b>€1.686 billion</b>	<b>29 thousand jobs</b>	<b>€673 million</b>
ANCILLARY IMPACTS	<b>€178 million</b>	<b>3 thousand jobs</b>	<b>€76 million</b>
TOTAL IMPACTS	<b>€1.864 billion</b>	<b>32 thousand jobs</b>	<b>€749 million</b>



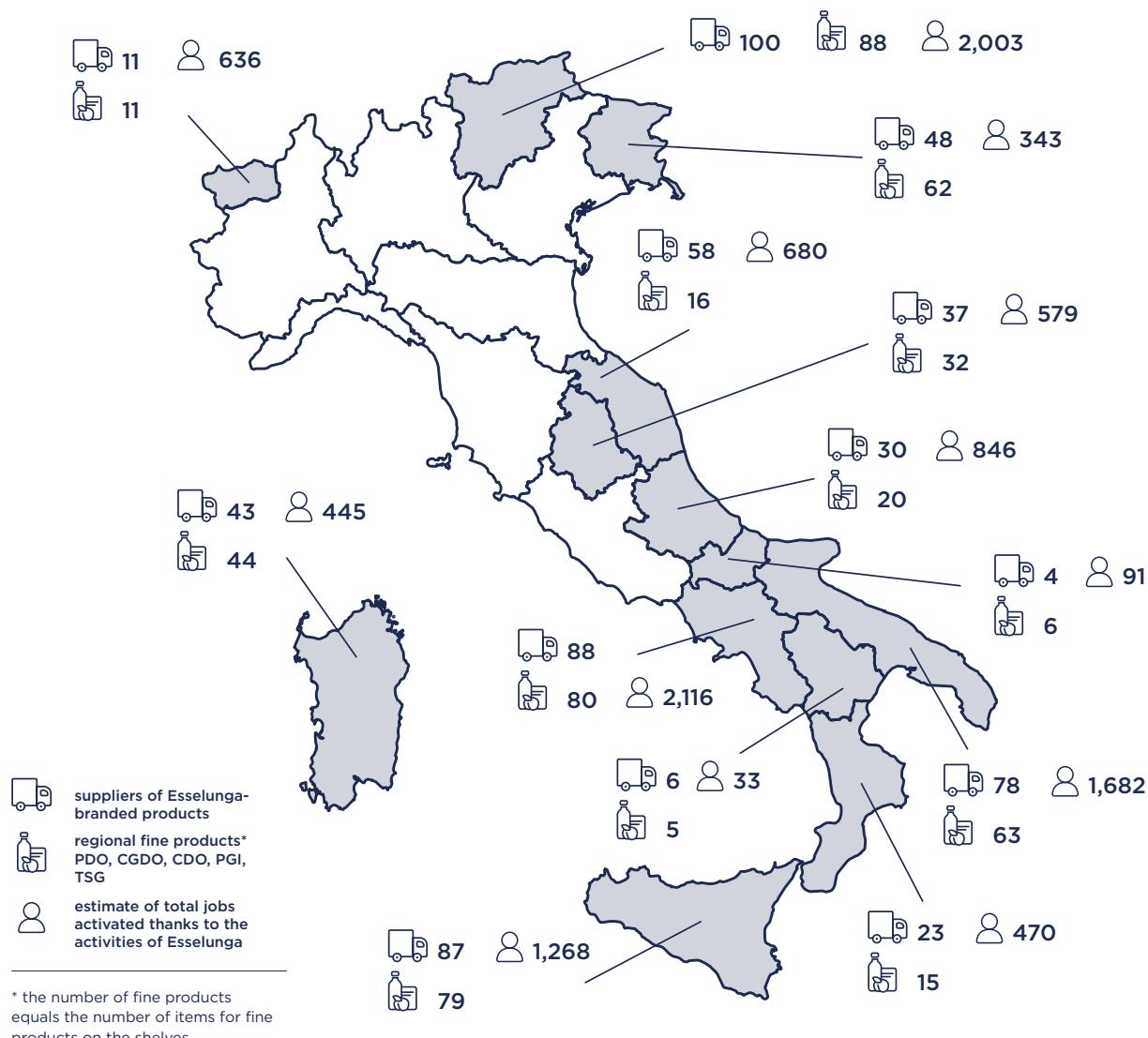
<sup>6</sup> This analysis identified Italian suppliers that are characterised as Small and Medium Enterprises according to the parameters defined by the European Commission and the indirect and ancillary impacts attributable to them.

<sup>7</sup> For more information on the analysis method used to calculate the impacts, refer to the Methodological Note.

## THE CONTRIBUTION OF ESSELUNGA TO ITALIAN REGIONS

The **economic impacts** in Italy are not limited to the regions where there is a production facility or

a store, but **extend to the whole country** thanks to the involvement of the entrepreneurial fabric: the activation of the supply chain on a large part of the national territory, in fact, indirectly stimulates the GDP and employment that are added to the Company's direct impacts.



What is more, on Esselunga shelves there are other **44** regional PDO and PGI fine products **from abroad** and another **190** Italian PDO and PGI fine products that do not come from one region only.



**LOMBARDY**

	<b>101</b> stores		<b>58</b> <i>Bar Atlantic</i>
	<b>26</b> <i>esserbella</i>		<b>5</b> <i>laESSE</i> di ESSELUNGA
	<b>1</b> production plant		<b>1</b> Meat Processing Centre
	<b>2</b> Distribution Centres		
	<b>1</b> operative headquarters		
	<b>16,430</b> employees		
	<b>91%</b> on permanent contracts		
	<b>1,767,964</b> meals donated with Banco Alimentare		
	<b>66.3 mio</b> donated with the School Friends initiative since 2015		
	<b>2,230</b> local suppliers involved in the supply chain		
	<b>244</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**EMILIA-ROMAGNA**

	<b>13</b> stores		<b>8</b> <i>Bar Atlantic</i>
	<b>4</b> <i>esserbella</i>		
	<b>1</b> production plant		
	<b>1,957</b> employees		
	<b>86%</b> on permanent contracts		
	<b>234,704</b> meals donated with Banco Alimentare		
	<b>5.3 mio</b> donated with the School Friends initiative since 2015		
	<b>542</b> local suppliers involved in the supply chain		
	<b>243</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**TUSCANY**

	<b>30</b> stores		<b>11</b> <i>Bar Atlantic</i>
	<b>7</b> <i>esserbella</i>		
	<b>1</b> Distribution Centre		
	<b>1</b> operative headquarters		
	<b>4,119</b> employees		
	<b>91%</b> on permanent contracts		
	<b>799,668</b> meals donated with Banco Alimentare		
	<b>11.9 mio</b> donated with the School Friends initiative since 2015		
	<b>539</b> local suppliers involved in the supply chain		
	<b>286</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**VENETO**

	<b>3</b> stores		<b>2</b> <i>Bar Atlantic</i>
	<b>382</b> employees		
	<b>80%</b> on permanent contracts		
	<b>24,000</b> meals donated with Banco Alimentare		
	<b>780,000 €</b> donated with the School Friends initiative since 2015		
	<b>359</b> local suppliers involved in the supply chain		
	<b>191</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**LAZIO**

	<b>2</b> stores		<b>2</b> <i>Bar Atlantic</i>
	<b>388</b> employees		
	<b>84%</b> on permanent contracts		
	<b>44,239</b> meals donated with Banco Alimentare		
	<b>304,000 €</b> donated with the School Friends initiative since 2015		
	<b>230</b> local suppliers involved in the supply chain		
	<b>94</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**PIEDMONT**

	<b>16</b> stores		<b>14</b> <i>Bar Atlantic</i>
	<b>3</b> <i>esserbella</i>		
	<b>1</b> Fish Processing Centre		
	<b>1</b> Distribution Centre		
	<b>2,450</b> employees		
	<b>93%</b> on permanent contracts		
	<b>135,973</b> meals donated with Banco Alimentare		
	<b>7.9 mio</b> donated with the School Friends initiative since 2015		
	<b>383</b> local suppliers involved in the supply chain		
	<b>221</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

**LIGURIA**

	<b>2</b> stores		<b>2</b> <i>Bar Atlantic</i>
	<b>295</b> employees		
	<b>67%</b> on permanent contracts		
	<b>12,210</b> meals donated with Banco Alimentare		
	<b>250,000 €</b> donated with the School Friends initiative since 2015		
	<b>98</b> local suppliers involved in the supply chain		
	<b>26</b> regional fine products PDO, CGDO, CDO, PGI, TSG		

# METHODOLOGICAL NOTE

**THE ESSELUNGA SUSTAINABILITY REPORT (HEREINAFTER, ALSO REFERRED TO AS “REPORT” IN SHORT), IN ITS SECOND EDITION, IS THE MAIN REPORTING TOOL OF THE ESSELUNGA ENVIRONMENTAL AND SOCIAL PERFORMANCE AND AIMS FOR PROVIDING ALL STAKEHOLDERS WITH A CLEAR, COMPREHENSIVE AND TRANSPARENT PICTURE OF THE STRATEGIES, PROJECTS AND RESULTS ACHIEVED WITH A VIEW TO CREATING VALUE IN THE LONG TERM.**

The document, published on a yearly basis, is drawn up in compliance with the Sustainability Reporting Standards published by the Global Reporting Initiative – GRI, with application level “In accordance – Core”. Specifically, the Report refers to the GRI Standards indicated in the table of the GRI Index provided on the corporate website at [www.esselunga.it](http://www.esselunga.it), where, for each aspect deemed significant (“material”) by Esselunga, the page of the Report or other corporate documents available on [www.esselunga.it](http://www.esselunga.it), where the relevant content can be found, is indicated. The information included within the Financial Statements is in fact complementary to that reported in the Consolidated Non-Financial Statement 2020, which specifically deals with the environmental, health and safety, personnel management, corruption prevention and human rights protection aspects, in accordance with the requirements of Italian Legislative Decree 254/2016. The data and information contained in the Consolidated Non-financial Statement, as required by the Decree, are subject to an external compliance audit by the statutory auditor PricewaterhouseCoopers S.p.A.

The Sustainability Report includes the data of the Parent Company, Esselunga S.p.A. and of the subsidiaries Atlantic S.r.l., EsserBella S.p.A., La Villata S.p.A. Immobiliare di investimento e sviluppo [Real estate investment and development] (La Villata S.p.A.) and Orofin S.p.A. relating to the

financial year ended on 31 December 2020, with the exception of the data concerning the number of offices, stores, bars, perfumeries, web stores and the number of EsserBella items which are updated as at 30 April 2021.

Specifically, the breadth and quality of the reporting reflect the principle of materiality, a characterising element of the GRI Standards.

**The topics covered are in fact those that, following the update of the Materiality Analysis to assess the effects that COVID-19 has had on company priorities, were considered significant as they are able to reflect the social and environmental impacts of Esselunga or to affect the decisions of its stakeholders** (for more information see chapter 3 The sustainability strategy). Where available, comparative data referring to previous years have been reported, in order to present the trend of the Company's performance over a longer time horizon. In order to provide an accurate representation of performance, we opted for the inclusion of directly detectable and measurable qualitative and quantitative indicators, resorting to estimates only in limited cases, duly marked.

The Sustainability Report shows, for the first time, the results of the application of the **model for quantifying the economic, social and environmental impacts generated by Esselunga in the country in 2020**. The model used was defined

with the aim of providing a picture of Esselunga's contribution to the country and, in particular, **to the economy (Gross Domestic Product)**, **to the Public Administration (taxes)**, **to employment (jobs)** and to the **income of households**. The calculation method used (as highlighted in the appendix Our contribution to the national economic system) focuses on measuring the impacts generated on the national socio-economic system, which were estimated by adding the "direct" (strictly related to Esselunga's economic activity such as, for example, sales, production, taxes), "indirect" (deriving from purchases of goods and services from Italian suppliers to which indirect multipliers are applied) and "induced" (deriving from purchases of goods and services from Italian suppliers to which the ancillary multipliers are applied) impacts.

In particular:

- the **Gross Domestic Product** was estimated as the difference between the value of production and the intermediate costs of production;
- **employment** is the jobs supported by Esselunga's economic activity;
- **household income** is given by wages and salaries distributed to workers employed in the economic system thanks to the activity carried out by Esselunga in the area;
- the **fiscal contribution** considers the whole of the sums paid to the Public Administration.

To estimate the indirect and ancillary impacts of Esselunga's economic activity in Italy, "Input-Output" multipliers were used, calculated from tables and data provided by ISTAT and the Ministry of Finance. The multipliers indicate the effect on GDP, taxes, employment and income distributed to households resulting from the change in expenditure on goods and services produced by a specific production sector. These effects are the

result of the inter-sectoral dependencies that characterise an economic system, whereby variations in conditions in an economic sector entail further consequences on connected sectors and on the general economic and social system. The multipliers were applied to the basic data obtained within the Group.

Furthermore, the identification of **Esselunga's contribution towards reaching the 17 Sustainable Development Goals (SDGs) of the United Nations stems from an analysis of the connection between the 2025 objectives defined by Esselunga in the Sustainability Plan and the SDGs**, carried out following the indications of the SDG Compass document, drawn up by the GRI, the UN Global Compact and the WBCSD (World Business Council for Sustainable Development), and also included the study of the individual Goals and the 169 connected targets.

The Report was drawn up with the technical-methodological support of KPMG Advisory S.p.A. For more details on objectives, indicators and results achieved or for comments on this document, a request may be sent to: [csr@esselunga.it](mailto:csr@esselunga.it).



**PHOTO CREDITS**

*Esselunga Archive:* Pages 4-5, 6, 7, 8, 9, 11, 12-13, 14, 15, 16, 17, 18, 24, 25, 26, 28, 29, 30, 35, 36-37, 42, 43, 45, 48-49, 51, 52, 53, 56-57, 60, 61, 62, 63, 64, 65, 66, 67, 68, 70-71, 72, 73, 74, 75, 76, 79, 80, 81, 83, 85, 86, 87, 88, 90-91, 92, 93, 94, 95, 97, 98-99, 101, 102, 103, 104, 106, 108, 109, 110, 112-113, 114, 115, 116, 118-119, 121, 123, 124, 126, 127, 134, 135, 136, 138, 139, 140, 147, 148, 152, 156, 159, 160

*Armando Testa Agency:* Pages 7, 16, 31, 41, 50, 54, 58, 79, 80-81, 82-83, 105, 107, 150, 161

*Giovanni Gastel with Uberto Frigerio:* Pages 1, 142-143, 165

*Andrew Meredith:* Pg. 7

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*Sustainable Development Goals UN official website:* Pages 50, 72, 92, 114, 134

*Viviana Vitale:* Pg. 26

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- Altromercato Impresa Sociale Soc. Coop.: Pg. 119
- Rondine Cittadella della Pace Association: Pg. 148
- Trentino Trout Farmers' Association: Pg. 130
- Local Health Authority Papa Giovanni XXIII: Pg. 32
- Caritas Italiana: Pg. 33
- Compagnie Ittiche Riunite S.r.l.: Pages 128-129
- Italian Red Cross: Pg. 34
- Fater S.p.A.: Pg. 102
- La Scala Philharmonic Orchestra | G. Hanninen: Pages 132-133
- Fondazione Banco Alimentare Onlus: Pages 145, 146
- Fondazione LAPS: Pg. 35
- Fondazione Libellula: Pg. 79
- Food&Science Festival: Pg. 60
- Image Service S.r.l.: Pg. 143
- Jointly il Welfare Condiviso S.r.l.: Pg. 83
- Valtellina Cooperative Dairy: Pages 124, 125, 126-127
- Madegus S.r.l.: Pg. 59
- O.P. Agricor: Pages 64, 122-123
- Pastificio Gentile S.r.l.: Pg. 68

- RCS MediaGroup S.p.A.: Pg. 149

- S. Bernardo S.p.A.: Pg. 109

- Carlo Felice Theatre of Genoa: Pg. 141

*The picture on pages 20-21 was taken from Corriere della Sera of 21 March 2020.*

## CORRIERE DELLA SERA



LA FOTO



### Prato, la lunghissima coda per fare la spesa all'Esselunga: la foto simbolo



La foto è stata fatta dal primo piano del negozio nella mattina di sabato 21 marzo. L'autore è ignoto. Il blogger 34enne Jonathan Targetti, che ha postato l'immagine su Facebook, commenta: «Mi sono tornati in mente i racconti di mio nonno sulla seconda guerra mondiale»



di Andrea Federica de Cesco



Sabato 21 marzo, prime ore del mattino. Decine di persone fanno la coda davanti all'ingresso dell'Esselunga di via Fiorentina, a Prato. Sono composte, attendono pazienti il proprio turno una dietro l'altra, nel rigoroso rispetto della distanza di sicurezza: tra un individuo e l'altro c'è almeno un metro, come raccomandano le autorità sanitarie. Probabilmente ci vorranno delle ore prima che l'ultima persona riuscirà a entrare nel supermercato. La scena, inquadrata dall'alto, sorprende soprattutto per il disegno geometrico creato da quel flusso di gente.

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