

# THE JOY OF FOOD FOR A BETTER LIFE

SUSTAINABILITY REPORT 2022

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

# THE JOY OF FOOD FOR A BETTER LIFE

BRINGING PEOPLE  
CLOSER TO THE JOY OF GOOD FOOD  
AND MAKING QUALITY  
THE CHOICE FOR A BETTER LIFE,  
FROM EACH INDIVIDUAL TO THE PLANET.

BECAUSE THIS IS HOW WE ARE  
NURTURING THE FUTURE, TODAY.

The Sustainability Report is the tool used to share the path undertaken by Barilla for a better today and tomorrow.

It includes the key results that have been achieved and the roadmap for coming years, consistently with the United Nations' Sustainable Development Goals, part of the 2030 Agenda.

The results presented in this Report were achieved thanks to all Barilla people, their passion and dedication.

The information and data contained in the report relate to Barilla Group for the period from 1<sup>st</sup> January to 31<sup>st</sup> December 2022, unless otherwise indicated.

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# THE JOY OF FOOD FOR A BETTER LIFE

GUIDO, LUCA E PAOLO BARILLA,  
Chairman and Vice-chairmen

Food has always had a profound significance in human history and has supported people's lifestyles and expectations. This is the essence of our job, only seemingly unchanging, but in constant, great turmoil because of all that goes on behind the scenes.

Agriculture, cultivation systems, transformation of the raw material into finished product, packaging, distribution and consumption have evolved over time to meet our increasingly pressing demand for products that satisfy the emotion of taste, nutrition, health, integrated with the ability to regenerate the planet's resources.

This makes our job an extremely exciting challenge to find ever better solutions quickly.

The quality expressed in the product is the synthesis of a multiplicity of activities where the protagonists are the people who with their preparation and experience face the future.

Since 1877, our work has been fuelled by the desire to surpass ourselves, arriving to the present day with the same spirit as the founders.

**This is the only certainty before us: a lot of passion and still a lot of work.**

Guido Barilla  
Luca Barilla  
Paolo Barilla



# THE JOY OF FOOD FOR A BETTER LIFE



**“This report tells about us, our products, our people and our way of doing business”**

GIANLUCA DI TONDO,  
CEO

For me, Barilla represents not only the company I work for, but my 'family'. And what I want for my family is for it to grow, be strong and healthy.

Being the CEO is a great responsibility, towards our people, towards our consumers and towards the environment around us.

For years we thought we could take without giving anything back and today we realise that it is no longer possible to think of unlimited growth within a world that by definition has limited resources. If we want to give our planet and all of us a future, we must do our part.

We know how difficult this path will be and we also know that it is something we cannot do alone. But we must begin, all of us.

Our company embarked on this journey many years ago: it did so without making big announcements, because it felt it was the right thing to do.

We did it in small steps, but over time they helped us to achieve great results.

And so we want to continue, one step at a time.

**This report tells about us, our products, our people and our way of doing business.**

Enjoy reading

A handwritten signature in black ink, appearing to read "Gianluca Di Tondo".

A photograph of a Barilla pasta factory at dusk or night. The building's facade is illuminated with a large, vibrant rainbow mural. In the foreground, there are several large, stylized sculptures of pasta shapes, including spaghetti and tortiglioni. The Barilla logo, featuring the brand name in white inside a red oval with the text "DAL 1877" above it, is prominently displayed on the top left of the building.

WHO WE ARE

WE ARE  
A BIG FAMILY  
IN LOVE WITH  
GOOD FOOD

# PROFILE OF THE GROUP

**“We are a big family  
in love with good food”**

Our story begins in Parma in 1877, when Pietro Barilla opens a small bakery and pasta shop.

Today, after 145 years, our products are eaten by people throughout the day. We have a presence in over **100 countries** thanks to our brands, we have become an icon of excellence in the food sector. Thanks to the **29 production facilities**, each year we provide **over 2,109,000 tonnes** of products to people.

**over 2,109,000 tonnes  
of products sold**

Our purpose “**The joy of food for a better life**” expresses the foundation of our existence.

It's about us and our commitment for people and for the planet: **offering wholesome products, made with high quality ingredients from sustainable supply chains**.

**“more than figures,  
our **results** motivate us  
to **move boldly forward**”**

## BARILLA PEOPLE

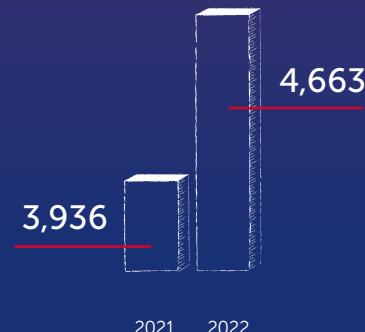


## BUSINESS AREA

(TURNOVER)

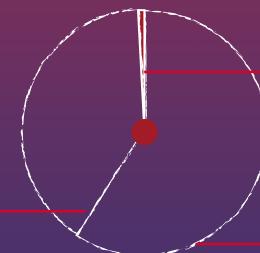
BAKERY  
PRODUCTS  
**39.9%**

TURNOVER  
(MILLION EURO)



**272 Million**  
in investments

OTHER  
**0.8%**



## GEOGRAPHICAL AREA

(TURNOVER)

**37.7%**  
ITALY



# BARILLA IN THE WORLD

**8,747**  
BARILLA PEOPLE

**21**  
BRANDS

**29**  
PRODUCTION  
DISTRICTS

\*that envisages one or more sites

**15** IN ITALY  
**14** ABROAD



## WHO WE ARE

### ITALY



LOMBARDY  
CASTIGLIONE  
CREMONA

FRIULI-VENEZIA GIULIA  
MUGGIA

PIEMONTE  
NOVARA

EMILIA ROMAGNA  
PEDRIGNANO  
RUBBIANO

MARCHE  
ASCOLI

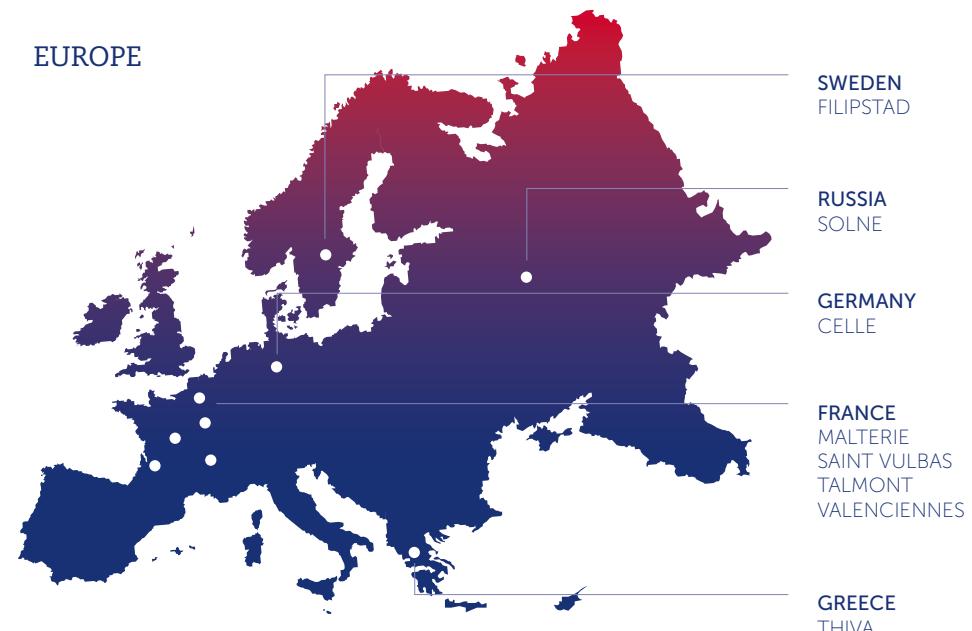
PUGLIA  
FOGLIA

BASILICATA  
MELFI

CAMPANIA  
CASERTA

## SUSTAINABILITY REPORT 2022

### EUROPE



#### SURFACE AREA

2,994,000 mq

#### HOURS WORKED

4,391,000

#### SURFACE AREA

960,000 mq

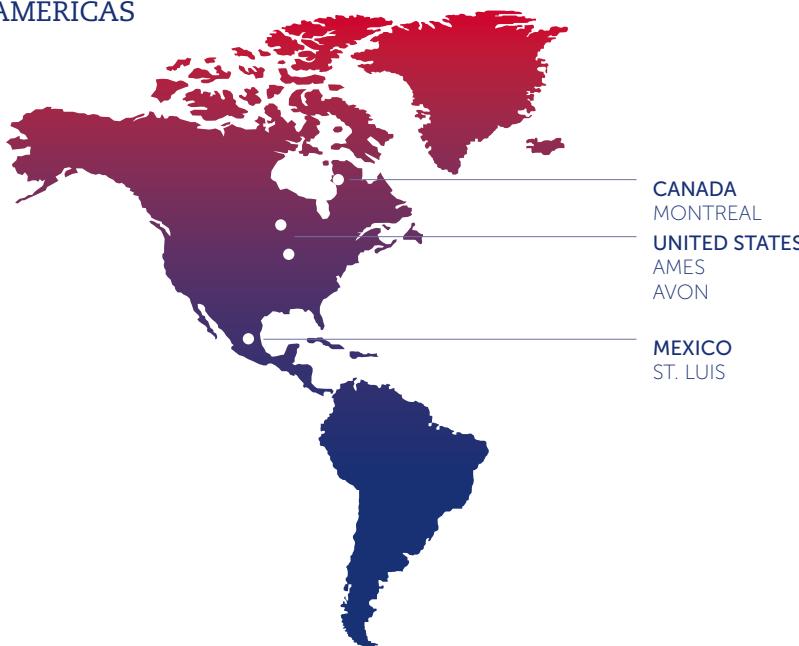
#### HOURS WORKED

3,197,000

BRANDS	EMPLOYEES	PRODUCTION
	2,922	1,135,000 t
<b>GREENHOUSE GAS EMISSIONS</b>		
Barilla	Scope 1	186,341 t CO <sub>2eq</sub>
Voiello	Scope 2	49,215 t CO <sub>2eq</sub>
Mulino Bianco	CO <sub>2eq</sub> emissions per tonne of finished product	0.21 t
<b>WATER CONSUMPTION</b>		
Pavesi	Water withdrawals	1,754,671 m <sup>3</sup>
GranCereale	Water withdrawals per tonne of finished product	1.55 m <sup>3</sup> /t
Pan di Stelle		
Wasa		
BluRhapsody		

BRANDS	EMPLOYEES	PRODUCTION
	2,154	339,000 t
<b>GREENHOUSE GAS EMISSIONS</b>		
Barilla	Scope 1	26,975 t CO <sub>2eq</sub>
Mulino Bianco	Scope 2	21,898 t CO <sub>2eq</sub>
Harrys	CO <sub>2eq</sub> emissions per tonne of finished product	0.14 t
Misko		
Wasa		
Pasta Evangelists		
<b>WATER CONSUMPTION</b>		
	Water withdrawals	396,329 m <sup>3</sup>
	Water withdrawals per tonne of finished product	1.17 m <sup>3</sup> /t

## AMERICAS

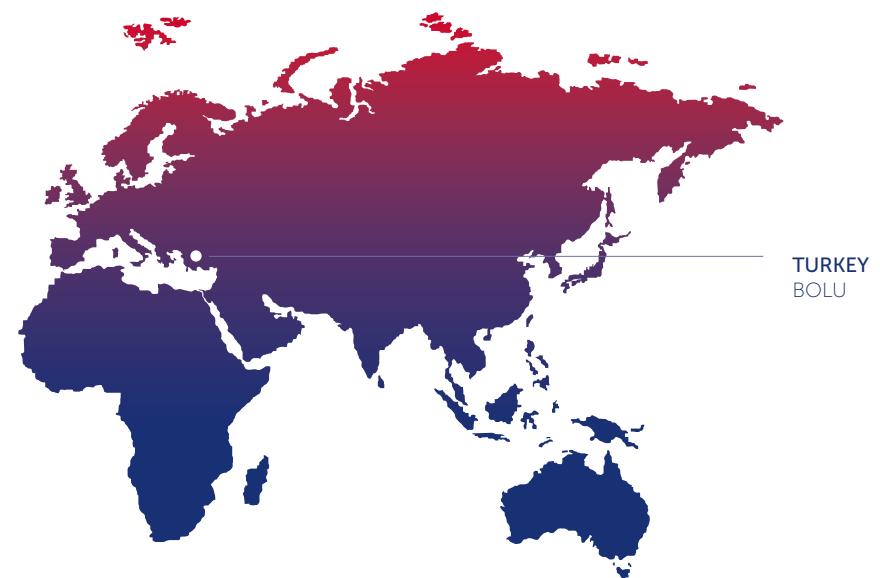


CANADA  
MONTREAL  
UNITED STATES  
AMES  
AVON  
  
MEXICO  
ST. LUIS

**SURFACE AREA**  
809,000 mq

**HOURS WORKED**  
1,487,000

## ASIA, AFRICA AND AUSTRALIA



TURKEY  
BOLU

**SURFACE AREA**  
140,000 mq

**HOURS WORKED**  
326,000

BRANDS	EMPLOYEES	PRODUCTION
	742	394,000 t
<b>GREENHOUSE GAS EMISSIONS</b>		
Barilla	Scope 1	43,618 t CO <sub>2eq</sub>
Vesta	Scope 2	56,052 t CO <sub>2eq</sub>
Yemina	CO <sub>2eq</sub> emissions per tonne of finished product	0.25 t
<b>WATER CONSUMPTION</b>		
Catelli	Water withdrawals	337,382 m <sup>3</sup>
Lancia	Water withdrawals per tonne of finished product	0.86 m <sup>3</sup> /t
Tolerant		
Splendor		

BRANDS	EMPLOYEES	PRODUCTION
	106	97,000 t
<b>GREENHOUSE GAS EMISSIONS</b>		
Barilla	Scope 1	7,594 t CO <sub>2eq</sub>
Filiz	Scope 2	12,264 t CO <sub>2eq</sub>
	CO <sub>2eq</sub> emissions per tonne of finished product	0.20 t
<b>WATER CONSUMPTION</b>		
	Water withdrawals	81,323 m <sup>3</sup>
	Water withdrawals per tonne of finished product	0.84 m <sup>3</sup> /t



## BRANDS

“All the brands of the Barilla Group  
are linked by the same goal:  
**offer to people the joy and pleasure  
of the good food”**





The **Barilla** brand is born in 1877 as a small bread and pasta shop in Parma. The best durum wheat and cutting-edge technologies make it possible to offer pasta that always remains "al dente" and ready-made sauces to millions of people around the world.



The ancient **Voiello** brand was founded in 1879 in Torre Annunziata (Naples), a major center of pasta production since the 16th century. Made with 100% Italian Aureo wheat. Voiello has formed part of Barilla since 1973.



Founded in 1977, **Filiz** is one of the largest pasta producers in Turkey, a country that ranks as one of the most avid consumers of pasta. Filiz has been part of Barilla since 1994.



**MISKO** was founded in Greece in 1927 and embodies the values of the Hellenic pasta tradition, personified by the monk Akakios riding his donkey to buy pasta at the village market. MISKO is part of Barilla since 1991.



**Yemina** and **Vesta** – founded in 1952 and 1966 respectively – are two brands of the Mexican market. They joined Barilla as a result of the joint venture established with Mexico's Grupo Herdez in 2002.



**Catelli** is a brand of the Canadian market with over 100 years of history, acquired in 2021 together with the Lancia® and Splendor® brands and the plant in Montreal, Quebec.



A Premium British brand specialized in the production and digital distribution of fresh pasta and high-quality sauces, in both the recipe boxes category and online **takeaway**. With its 2021 acquisition of a majority stake in **Pasta Evangelists**, Barilla entered the fresh pasta market and consolidated its presence in the United Kingdom.



**Tolerant** is the brand of plant-based foods, rich in proteins, designed for those who have food intolerances or dietary restrictions. Tolerant is a specialty food line based on legumes subjected to minimal transformation processes, made with organic mono-ingredient.



**Academia Barilla** was founded in 2004 with the aim of promoting Italian gastronomic culture, and disseminating the Mediterranean Diet as a healthy and balanced lifestyle.



**FIRST** is a brand specializing in retail services.



**Barilla for Professionals** offers high-quality products, services and know-how for the catering industry.



A line of 3D printed pasta that reinvents the art of making pasta. With **BluRhapsody** a new digital craftsmanship of made in Italy pasta is born.



Established in 1975, **Mulino Bianco** now forms part of Italian food culture, as a testament to the everyday life of Italian families. It offers simple, authentic bakery products in all categories, suitable for consumption at home and away from home.



**GranCereale** was founded in 1989 as a Mulino Bianco wholemeal biscuit and has grown to become the Barilla Group brand that offers wholemeal and natural products. To date, the brand offers consumers a range of products that includes whole grain biscuits, bars and breakfast cereals.



**Pan di Stelle** was founded in 1983 as one of the Mulino Bianco biscuits for breakfast. When the snack and cake were launched in 2007, it began its journey as a separate brand.



The **Pavesi** brand was created in 1937 by Mario Pavesi, a brilliant confectioner and entrepreneur from Novara. It offers a wide range of bakery and pastry products. Pavesi has formed part of Barilla since 1992.



Launched in 1970 on the French bakery market, the **Harry's** brand is now present in the bread sector and in the morning goods. Quality and innovation are two of the main strengths that have made it such a success.



Founded in Sweden in 1919, with a wide range of rye and wheatbased products, **Wasa** currently sells its products in over 40 countries. Wasa joined Barilla in 1999.

### THE NEW LOGO

2022, the year in which **Barilla celebrates its 145<sup>th</sup> anniversary**, is full of innovations consistent with the long history of the brand. Among these, the launch of the new logo: a more intense red, a symbol of Barilla's love for pasta.



**More red than red,  
to symbolize a great  
“Sign of love”**

The new oval loses its white component, historical reference to egg pasta, to best represent the offer of the brand which has expanded, year after year, to meet the needs and tastes of consumers such as wholemeal pasta and gluten-free pasta.

Finally, the year of foundation appears above the word Barilla, which changes font and remains in italics: **1877**, underlining the **long history of one of the world icons of Italian agri-food**.

A change that wants to bring "A sign of love", not only for people, but also for the planet, thanks to more aware daily choices.

### THE BARILLA SHOP (BOTTEGA BARILLA)

For its 145<sup>th</sup> anniversary, Barilla reopens its first and historic Bottega, founded in the heart of Parma by Pietro Barilla in 1877. A return to the place where it all began.

The shop becomes a space open to all, where past, present and future meet.

**Here where it all began...  
Barilla, to celebrate 145 years in business,  
reopens its first shop**

In the Bottega it is possible to discover the new "Al Bronzo", a type of pasta that evokes the traditional roots of this product.

In the back, inside the historic laboratory, it is possible to taste specialties prepared by Barilla chefs and watch the preparation of historical recipes.



# VALUES

“Give people food that you would give to your own children”

PIETRO BARILLA

The **values** we believe in determine how we act and inspire our people. They are our best ingredients and the secret of our success.

## Passion

Putting heart and soul into the excellence of our products



## Courage

Overcoming challenges to move forward

26



## Intellectual Curiosity

Listening humbly to find innovative solutions



## Trust

Working together towards a common future



## Integrity

Being transparent for the respect of people and the planet

27

# THE HISTORICAL ARCHIVE

**“Our past is our future”**

COME ON A JOURNEY WITH US TO THE ROOTS OF OUR HISTORY.  
EXPLORE OUR HISTORICAL ARCHIVE TO FIND OUT HOW,  
INCLUDING THROUGH THE COMMUNICATION CAMPAIGNS  
WE HAVE LAUNCHED OVER THE YEARS.

The Barilla Historical Archive was established in 1987 by Pietro Barilla, with the aim of **collecting, preserving** and **enhancing** the historical material relating to the company and its brands. In 2001 the Historical Archive was founded in Milan by the founding members of **Museimpresa**, on the initiative of Assolombarda and Confindustria. The Associazione Italiana Archivi and Musei d'Impresa brings together over 100 museums and archives of large, medium and small Italian companies.

Over the years, the Archive has been the curator of **anthological publications** (including, with regard to Barilla, "Centoventicinque anni di pubblicità e comunicazione", 2004; with regard to Pavesi, "Cinquant'anni di pubblicità e comunicazione", 1997) or **specific publications** (The series "I quaderni dell'Archivio Storico" in CD-Rom format with titles on: Barilla calendars, Barilla stands, the soundtracks of Barilla commercials, etc.) and **historical and informative reports** in the daily and periodical press: all activities aimed at the study, valorisation and integration of the existing documentary heritage.

The Archive is part of a **broader cultural network** that includes the **Gastronomic Library** of Academia Barilla, the **Barilla Family Modern Art Collection**, and the **Pasta Museum of the Food Museums circuit**, to the setting up of which it has contributed extensive material of historical importance.

[www.archivistoricobarilla.com](http://www.archivistoricobarilla.com)



Barilla celebrates its **145th anniversary** with a **special stamp** that tells and interprets the company's history, its relationship with art, its ability to look to the future and its vocation to respond to the needs of every era of its time with innovation.

**The hot air balloon reworks a historic poster from 1947**, created by painter and graphic designer Giuseppe Venturini from an idea by Carlo Mattioli, a reminder of how art has always been intertwined over the years with Barilla's entrepreneurial vision. The work in question represented a company and a country: faith in tomorrow, the will to leave behind the difficulties of the post-war period and get back "to the top".

The stamp, issued by the Italian State on 6 December, belongs to the thematic series "le eccellenze del sistema produttivo ed economico" (excellence in the production and economic system), created to promote Italian professional and entrepreneurial skills and reserved for companies that have made a difference to our country.

# BARILLA FOUNDATION

**Barilla Foundation** is promoting **responsible behaviours and healthy dietary choices** to bring about concrete **change in society**.

We are doing this disseminating scientific topics to people in the form of **Food Facts**: useful and interesting information to understand the importance of our daily choices for a healthy, planet-friendly life.



With this in mind, 2022 saw the release of the book "**100 Food Facts - Small Guide for Big Changes**" which, with scientific data and plenty of suggestions, encourages people to take active part in this change, consisting in small actions and greater awareness.

45,000 copies of this book have been published and already distributed throughout Italy. It is still available on [www.fondazionebarilla.com](http://www.fondazionebarilla.com), upon request, until stocks last.

**Comedians and food creators** play a role in this new path as well. They are main characters of a video-pill series released on the web, social networks and TV and viewed by millions of Italians. **With humour and comedy, they are leading the audience in the discovery of the very basic relationship among food, people and environment.** Along with this content, the new site also offers a wealth of tasty **Save-the-Planet Recipes** to bring Barilla Foundation approach on the table: **celebrate the joy of food choosing delicious, healthy and low-impact dishes.**

## THE RESEARCH PROJECTS PROMOTED BY BARILLA FOUNDATION



Lastly, the Foundation activity is still driven by a relentless commitment in education - involving thousands of schools at all levels - as well as in the scientific field through European LIFE and Erasmus Plus projects:



- **CLIMATE SMART CHEFS:** is a three-year LIFE project led by the Barilla Foundation. Launched in 2022, it intends to contribute to the implementation of the **EU Climate Policy** and of the **Farm to Fork Strategy** by actively engaging European chefs as promoters of **low-emission and healthy diets**. It also aims at promoting a wide-ranging debate on **food as a key tool for the mitigation of climate change**. [www.climatesmartchefs.eu](http://www.climatesmartchefs.eu)



- **SKILLED** is a three-year **Erasmus+** project led by Barilla Foundation. Launched in 2020, it involves **high school teachers and students** from Italy, Greece, Lithuania and Spain, with the aim of building a set of certified skills for **teaching food, people and environment relationship in Europe**. [www.skilled4food.education](http://www.skilled4food.education)

**2009**

**Barilla Center for Food & Nutrition**  
is founded as a research group

**2014**

**Barilla Center for Food & Nutrition** becomes a Foundation

**2017**

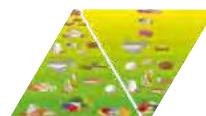
Birth of the European Su-Eatable Life project

**2016**

Barilla Foundation launches a collaboration with **The Economist** for the development of the "Food sustainability Index"

**2010**

The "Double Pyramid" model is developed

**2019**

Barilla Foundation launches "Fixing the Business of Food" with SDSN, Columbia University, and Santa Chiara Lab

**2021**

**Barilla Foundation** develops an updated version of the "Double Pyramid" model and a new version of the "Food Sustainability Index"

**2022  
2023**

The "Climate Smart Chefs" project is launched

**2018**

The Barilla Foundation **International Forum** reaches Brussels, New York, and Milan

**2020**

Launch of the **Skilled Through Food** project in the framework of the Erasmus+ initiatives



A group of five people are gathered around a table outdoors, sharing a meal of pasta. A woman in a floral top is smiling and feeding a man in a plaid shirt. The table is set with plates of pasta, glasses of wine, and a bottle of water. The background shows a brick building and some greenery.

OUR WAY OF DOING BUSINESS

WE BELIEVE  
THAT GOOD FOOD  
CAN UNITE  
THE WORLD

# FUTURE OF FOOD

---

We nourish  
a better future, today

In a very complex international context, in relation to the conflict situation as well as the volatility of energy prices and the continuously growing focus on environmental and social issues, **food products** and the connected **supply chains** play a very important role.

**The consumption choices we make today and the way to satisfy them can indeed change our future.**



As a world leading company, Barilla endeavours to offer wholesome, **high quality products** made with **ingredients from sustainable supply chains**. This commitment is summarised in our Purpose "The joy of food for a better life".

Underlying this commitment, is the will to firmly continue on the path that we undertook several years ago, **investing in the product portfolio**, combining tradition and innovation; **strengthening the environmental and social sustainability of the supply chains**, introducing **principles of regenerative agriculture**; **reducing the environmental impact** of our strategic supply chains and **production facilities**; and **designing packaging to be recycled**.

All the brands of the Group are already contributing to this path by offering not only food products, but the joy that tasty food, made skilfully and through selected ingredients, can bring them.

In order to implement this path, **Barilla began defining the new ESG Agenda in 2022**, which will contain clear and measurable objectives in order to guide the Company's business through the upcoming years. We will continue to focus on an essential aspect: **the well-being of people** who choose our products every day; **we will offer them better and better taste and quality**. We will strengthen sustainable agriculture projects and further deepen regenerative agriculture. In line with global commitments, we will define a long-term plan to continue **reducing the impacts of CO<sub>2eq</sub> emissions** at our production sites and along supply chains. We will continue to produce **packages designed for recycling** and we will explore any new solutions allowing us to have less and less impact. Finally, we will maintain **our commitment to support communities**, thus allowing access to food for a growing number of people, promoting **inclusion** and the **development of local areas**.

## OUR AGENDA 2030

On 25 September 2015, the 193 member states of the United Nations signed the **Agenda 2030 for Sustainable Development**, a plan of 17 global goals, including many linked to the current food models, such as the fight against hunger and poverty, access to education and the fight against climate change. In its role of leading food company, **Barilla has decided to adhere to the 2030 Agenda, promoting the sustainable development guidelines on all 17 Goals**. Therefore, the company endeavours to guarantee its concrete contribution to achieving the Sustainable Development Goals (SDGs).

SDGs	Results achieved
	<ul style="list-style-type: none"> <li><b>3,200+ tonnes of products</b> donated to people in need</li> </ul>
	<ul style="list-style-type: none"> <li>Since 2010, <b>491 product reformulations</b>, of which 3 in 2022, reducing fat, saturated fat, salt and/or sugar content or increasing fibre</li> <li><b>40 new products</b> without added sugar, rich in fibre, wholegrain or made with pulses</li> <li><b>New Nutrition and Wellbeing KPIs</b> to define the recipes of products</li> </ul>
	<ul style="list-style-type: none"> <li>Over <b>65,000 children</b> involved in ViviSmart and Giocampus, a recreational-educational pathway for primary schools and families</li> <li>About <b>300 children</b> have access to education, thanks to the school built in the Ivory Coast</li> </ul>
	<ul style="list-style-type: none"> <li><b>38% of Barilla executives and managers are women</b></li> <li>The <b>unjustified pay gap</b> for all Barilla People has been <b>eliminated</b></li> </ul>
	<ul style="list-style-type: none"> <li><b>64% of the purchased electricity</b> comes from <b>renewable sources</b> with GO certificates</li> </ul>

SDGs	Results achieved
	<ul style="list-style-type: none"> <li><b>130,000+ hours of training</b> delivered to Barilla people and an <b>investment of 4 million</b> to support their <b>professional growth</b></li> <li><b>17 Employee Resource Groups (ERGs)</b>: interest groups created by employees, centred around specific types of diversity</li> </ul>
	<ul style="list-style-type: none"> <li><b>98% of the Italian company cars</b> converted to hybrid or plug-in hybrid vehicles with integrated combustion engine and electric motor</li> <li>About <b>35,000 fewer trucks on the roads</b>, thanks to projects aimed at encouraging rail transport</li> </ul>
	<ul style="list-style-type: none"> <li>Over <b>3,200,000 Euro</b> donated to communities</li> <li><b>agriBosco</b>: an area of <b>23 hectares</b> where <b>sustainable agriculture</b> coexists with nature, thanks to the collaboration with Legambiente and AzzeroCO2</li> </ul>
	<ul style="list-style-type: none"> <li><b>9,000+ farms</b> involved in <b>sustainable agriculture</b> projects</li> <li><b>67% of raw materials</b> purchased from <b>sustainable supply chains</b></li> <li><b>2 Charters</b> for the sustainable cultivation of <b>common wheat</b>: Carta di Harrys and Carta del Mulino</li> <li><b>Manifesto del Grano Duro (Durum Wheat Manifesto)</b>: a set of commitments for a better and more responsible durum wheat supply chain</li> <li><b>Carta del Basilico</b> to define sustainable basil farming practices</li> <li><b>100% of eggs</b> from <b>free-range hens</b></li> </ul>
	<ul style="list-style-type: none"> <li>- <b>32% CO<sub>2</sub>eq</b> per tonne of finished product (since 2010) and subscribed to SBTi</li> <li><b>2 Carbon Neutral brands</b>: Wasa and GranCereale</li> <li>- <b>24% water consumption</b> in plants per tonne of finished product (from 2010)</li> <li><b>99.7% packages</b> designed to be recycled</li> <li><b>99+%</b> paper and cardboard from <b>responsibly managed forests</b></li> <li>Over <b>88%</b> of the waste produced was sent to <b>recycling and energy recovery</b></li> </ul>
	<ul style="list-style-type: none"> <li><b>Zero tests of raw materials and products on animals</b>, directly or indirectly</li> <li>Support for the <b>protection of biodiversity</b> thanks to Carta del Mulino and Carta del Basilico</li> </ul>
	<p><b>The results achieved</b> were <b>possible thanks to dialogue and constant discussion</b> with the stakeholders in the supply chain, with the academic, scientific, non-profit world and with institutions, at national and international level</p>

# MATERIALITY ANALYSIS

Barilla's **Sustainability Report** is based on the identification of **material topics**, i.e. the most significant topics, at an **economic, environmental and social level** (including those on human rights), according to a perspective known as inside-out<sup>1</sup>. From the first year of reporting, the Group decided to give itself a structure to define the sustainability aspects on which to focus, starting a **materiality analysis** process, updated periodically.

The publication of the updated **GRI Universal Standards**, and specifically Standard **GRI 3 – Material Topics**, was followed by a revision of the process of identification of material topics, based on the concept of the **impact generated by organisations on the external context** (known as '*Impact materiality*')<sup>2</sup>.

Specifically, starting from the material topics of the 2021 Sustainability Report, a benchmark and context analysis was carried out, in order to ascertain the validity of the sustainability aspects already considered, as well as to identify possible new trends and related impacts (especially starting from the new GRI Standard 13: Agriculture, Aquaculture and Fishing Sectors 2022). This activity led to the identification of a new topic, Biodiversity, for a total of 18 topics.

The **materiality assessment of the topics**, in the light of the identified impacts, was carried out through interviews with the corporate front lines, who assessed the impacts relating to their area of responsibility, and assuming the perspective of external stakeholders for each material topic on the basis of the impacts it may generate on the environment, people, communities and holistic well-being. Interviewees were requested to assess the impacts identified on the following drivers (both on the basis of a four-level scale): **magnitude**, including

the controls in place, and **probability** with reference to an inside-out perspective.

On the basis of the average assessments expressed for each topic, a prioritised list of material topics was then drawn up. The list was presented to the corporate front lines, and subsequently shared with the Sustainability Experts Team.

MATERIAL TOPICS*	PILLARS
Products	Holistic wellness
Raw Materials	Holistic wellness
Governance, Ethical business, and Integrity	Governance
Diversity and Inclusivity	Barilla People
Human Resources	Barilla People
Traceability and Transparency	Holistic wellness
Animal Welfare	Holistic wellness
Education	Community
Human Rights	Community
Support to Communities	Community
Climate Change	Environment
Consumption	Environment
Packaging	Environment
Marketing and Labels	Holistic wellness
Innovation	Holistic wellness
Health and Safety	Barilla People
Circularity	Environment
Biodiversity	Environment

1. The perspective known as inside-out considers the impacts of an organisation ('inside') towards the external context ('out'), that is, the significant impacts, current or potential, on people and the environment, directly related to the activities, products and services of an organisation, including activities upstream and downstream of its value chain.

2. Please refer to the 'Reconciliation table of material topics and associated impacts (Inside-out Perspective)', in the 'Methodological Note' section of this document, for details on the description of Barilla's material topics and associated impacts.

\* From the analysis carried out, the first 10 topics have the same level of importance

**Value chain**

Scope	Material Topic	Description						
GOVERNANCE	<b>Governance, Ethical business, and Integrity</b> 	Establishing proper internal control measures and conducting all business activities with transparency, integrity, honesty and in compliance with the law. Implementing policies and practices by adopting a responsible approach to fiscal strategy. Protecting information assets and privacy.						
HOLISTIC WELLNESS	<b>Products</b> 	Formulating any product recipes for the well-being of people. Ensuring quality and safety of products at all stages of the supply chain.						
	<b>Innovation</b> 	Fulfilling people's needs through products that are able to meet any emerging trends in the food sector.						
	<b>Raw materials</b> 	Promoting the responsible management of the raw material production and supply chains by fostering sustainable agricultural practices and selecting high-quality raw materials.						
	<b>Animal wellbeing</b> 	Promoting responsible animal husbandry practices for raw materials of animal origin in compliance with legal requirements and high animal welfare standards.						
	<b>Traceability and transparency</b> 	Ensuring the traceability of products, from the cultivation of raw materials to distribution at the point of sale. Ensuring accurate and transparent communication.						
	<b>Marketing and labels</b> 	Guaranteeing that the products' nutritional information is correct, in compliance with the rules and regulations and/or national and international self-regulation codes.						
COMMUNITY	<b>Education</b> 	Promoting the spread of sustainable and balanced lifestyles and proper nutrition, paying particular attention to younger people.						
	<b>Support to communities</b> 	Consolidating our commitment to the community with specific initiatives and activities that aim to support local economies. Strengthen relations with the various players in the area.						
	<b>Human Rights</b> 	Guaranteeing that human rights are protected inside, outside of, and along the whole Barilla value chain, thus consolidating a business culture that opposes all forms of violence and discrimination.						

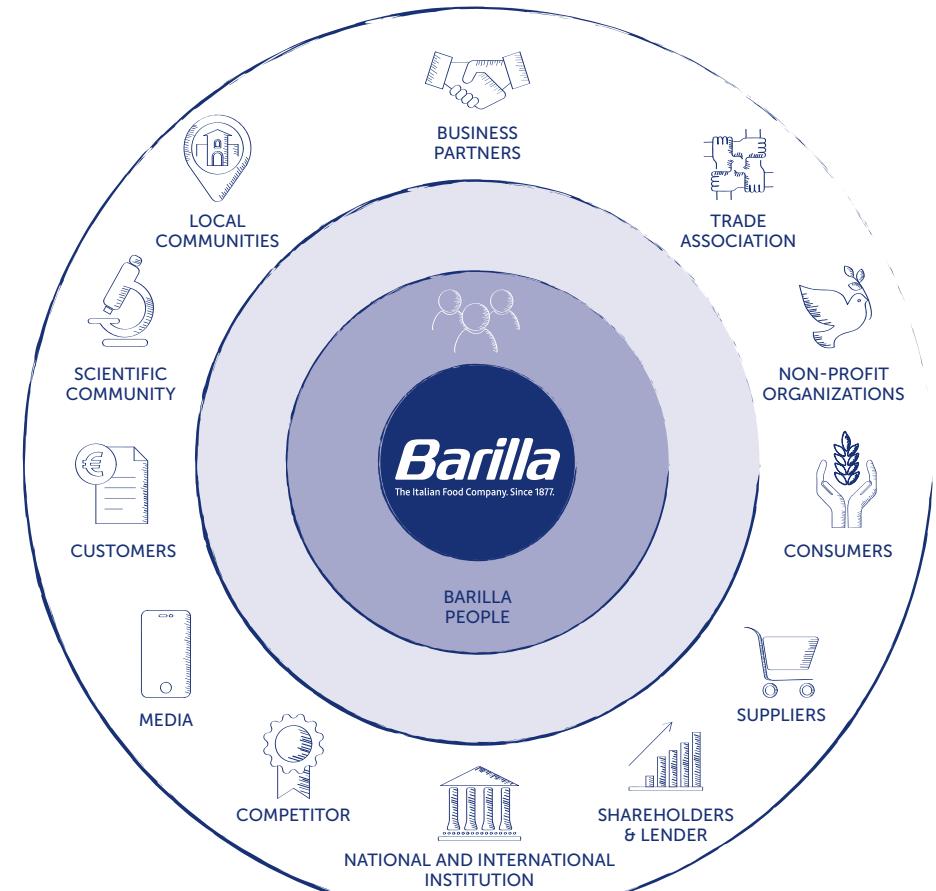
**Value chain**

Scope	Material topic	Description						
ENVIRONMENT	Climate change 	Guaranteeing the efficient management of the entire production and supply chain with the aim of limiting the environmental impact, with particular reference to greenhouse gas emissions.	<input type="radio"/>					
	Circularity 	Researching and ensuring the enhancement of waste materials and proper waste management by promoting the optimisation of production processes, the promotion of responsible consumption practices and the adoption of circular practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
	Packaging 	Searching for the best types of products packaging, able to guarantee the highest quality and safety and, at the same time, with the lowest possible environmental impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
	Consumption 	Ensuring the adoption of material solutions for the management and reduction of energy consumption, with the aim of substantially containing the environmental impact.	<input type="radio"/>					
BARILLA PEOPLE	Human Resources 	Promoting the development of a work environment aimed at balancing work and private life and at guaranteeing a continuous process of growth and enhancement of each one's own resources.	<input type="radio"/>					
	Health and Safety 	Guaranteeing working conditions that fully respect the right of workers to health and protect their physical and mental integrity through management systems that make it possible to prevent accidents and injuries at work, and occupational diseases.	<input type="radio"/>					
	Diversity and inclusion 	Promoting a global and inclusive corporate culture by enhancing diversity and by ensuring equal opportunities to all employees in each career path.	<input type="radio"/>					

# STAKEHOLDERS

“For Barilla the **dialogue** with the **stakeholders** represents the basis for the creation of **long-term value**”

It is thanks to the active **involvement** of and **constant dialogue** with its stakeholders that Barilla has successfully established itself and continues to consistently improve in pursuing sustainable development.



STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
 <b>LOCAL COMMUNITIES AND THE THIRD SECTOR (trade associations, non-profit organisations)</b>	<ul style="list-style-type: none"> <li>Implementation of projects at local level to promote food education (e.g., Giocampus, Vivismart)</li> <li>Promotion of sustainable agricultural practices (e.g., Durum Wheat Manifesto, Carta del Mulino [Mulino Charter], Carta del Basilico [Basil Charter])</li> <li>Donations and volunteering (e.g., Red Cross, UNHCR, UNICEF, Caritas International, Hayata Destek Derneği)</li> </ul>
 <b>BARILLA PEOPLE</b>	<ul style="list-style-type: none"> <li>Creation of the Global Diversity &amp; Inclusion Board</li> <li>Awareness-raising on safety culture at work (e.g., Safety Culture Project)</li> </ul>
 <b>PRODUCTION CHAIN (suppliers, customers, business partners)</b>	<ul style="list-style-type: none"> <li>Promotion of good sustainable agriculture practices (e.g., Barilla Sustainable Farming Code and Barilla Sustainable Farming (BSF), The decalogue for the sustainable cultivation of durum wheat, the Carta del Mulino [Mulino Charter], the Harrys Charter and the Carta del Basilico [Basil Charter])</li> <li>Organisation of national and international networking events (e.g., World Mycotoxin Forum, Club Harrys)</li> </ul>

STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
 <b>PUBLIC AND RESEARCH (national and international institutions, research organisations and Universities)</b>	<ul style="list-style-type: none"> <li>Study projects on the impact of Barilla products (e.g., LCA, EPD)</li> <li>Organisation of national and international networking events</li> </ul>
 <b>LENDERS &amp; SHAREHOLDERS</b>	<ul style="list-style-type: none"> <li>Participation in and organisation of networking events</li> </ul>
 <b>COMPETITORS</b>	<ul style="list-style-type: none"> <li>Participation in and organisation of networking events (e.g., The Consumer Goods Forum)</li> </ul>
 <b>MEDIA</b>	<ul style="list-style-type: none"> <li>Use of social channels (LinkedIn, Twitter, YouTube) for dissemination and dialogue purposes</li> <li>Press interviews on ESG issues, with the aim of sharing the group's strategy and related action plan</li> </ul>

## THE CONSUMER GOODS FORUM

The **Consumer Goods Forum (CGF)** is an organisation that **brings together manufacturers and retailers of consumer goods globally**. It aims to pursue business practices for efficiency and positive change throughout the industry, to the benefit of buyers, consumers and the world, without hindering competition. The CGF supports action coalitions focused on sustainable practices, by providing support for implementation and by equipping its members with any skills and tools that are necessary to drive positive change on a large scale.

Its membership includes around 400 retailers, producers, service providers and other stakeholders from over 70 countries, representing around 10 million workers, plus another 90 million if we include the entire supply chain.

The network is led by a Management Board that includes CEOs of producers and retailers, as well as the CEO, Gianluca Di Tondo.



## OTHER COLLABORATIONS

In addition to the ongoing collaboration with the Consumer Goods Forum (CGF), Barilla Group entertains **important relationships and a constant dialogue with various industry associations**, among which:

<b>AIM</b> European Brands Association	<b>CAOBISCO</b> Chocolate, Biscuits and Confectionery of Europe	<b>CENTROMARCA</b> Italian Brand Industry Association
<b>CONFINDUSTRIA</b> (Territorial branches) - General Confederation of Italian Industry	<b>ECR</b> Efficient Consumer Response	<b>IBC</b> Consumer Goods Industries
<b>ILSI</b> International Life Sciences Institute	<b>IPO</b> International Pasta Organization	<b>L'ALLIANCE 7</b> La fédération des produits de l'épicerie et de la nutrition spécialisée
<b>NPA</b> The US National Pasta Association	<b>ITALMOPA</b> Italian Millers Association	<b>SEMOULIERS</b> Union des Associations des Semouliers de l'EU (Union of Associations of Semolina Producers of the EU Countries)
<b>UNAFPA</b> Union of Organizations of Manufacturers of Pasta Products of the EU	<b>UNIONE ITALIAN FOOD</b>	<b>UPA</b> Associated advertising users
<b>NFI</b> Nutrition Foundation of Italy	<b>SITOX</b> Italian Society of Toxicology	<b>SVENSKA KVARNFÖRENINGEN</b> Swedish Flour Milling Association

## ITALIAN FOOD TRANSITION AWARD, FOR MACINE MULINO BIANCO



A journey that **began in 2017** by leveraging the international partnership with Carrefour fueled by Global Customer Development in a step by step approach.

### 2017 - 2018

Barilla and Carrefour together against **FOOD WASTE**. A 360 ° initiative carried out in Italy and Spain and celebrated during the Consumer Goods Forum in Montreal in 2017.

### 2019 - 2020

Barilla joins the **Food Transition Pact** as co-founder and co-leader of the brand by committing to climate, biodiversity, sustainable packaging and nutrition in line with the "**Act for Food**" manifesto.

### 2021

Barilla wins the **International Transition Award** with **Spaghetti n.5** and the Sirus Award in France for the Healthy Bundles activity.

### 2022 & beyond

Barilla wins the **Italian Food Transition Award**, with Macine Mulino Bianco and the Sirus Award in France for the Veggi Bundles.

At an international level, Barilla continues to work with Carrefour, sharing vision and values for the sustainable transition of consumption, in various areas such as for e.g. food education, nutrition, pro-balanced and plant-based products.



## CONAD & MULINO BIANCO



Mulino Bianco has entered an important collaboration with Conad on sustainability topics, which includes:

- the **engagement in the development of a digital game of the Conad app**. The game is dedicated to Conad consumers and gives the opportunity to win coupons or other prizes while allowing people to have fun through quizzes, games, tips around the **theme of sustainability and of the commitments of Mulino Bianco and Conad**;
- **two special packs for Rigoli and Pancake products** and **one product dedicated exclusively to Conad that celebrate biodiversity, bees and other pollinating insects**: essential creatures to ensure the pollination of 70% of plant species and the stability of ecosystems, today more than ever at risk of survival;
- the **installation of 3 educational bug boxes near three points of sale Conad** to spread culture on the world of bees and raise awareness communities on the dangers to which these insects are exposed.



ONFOODS, THE FOUNDATION FOR A NEW  
AND SUSTAINABLE FOOD MODEL, IS BORN



On 11 November 2022, the Aula Magna of the University of Parma hosted the presentation of **ONFOODS**, a Foundation that is concretely committed to improving the future of the community and of the supply chain through a new sustainable food model.

It will be possible to reach this ambitious goal thanks to a new and unprecedented form of collaboration between Barilla and 25 other businesses, universities and research organisations in Italy.

ONFOODS is **one of the 14 partnerships envisaged by the PNRR** [Italy's National Recovery and Resilience Plan] and envisages **funding to member organisations to the tune of EUR 114.5 million** for fundamental, industrial and experimental development research project activities to bring value to the food supply chain and the community.

**There are 6 objectives that the Foundation is committed to achieving within 36 months of its inception:**

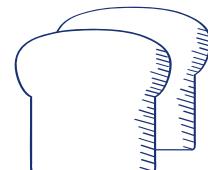
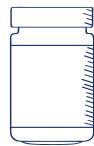
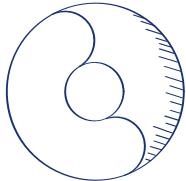
1. promote sustainable food production;
2. promote sustainable food distribution;
3. develop innovative technologies for production and the consumption of sustainable foods;
4. spread more sustainable food models;
5. improve the quality of food and diets;
6. ensure food security for the population general and for specific vulnerable targets.





PRODUCTS

ALL OUR  
PRODUCTS  
HAVE AN  
EXTRA DOSE  
OF GOODNESS



**491** PRODUCTS  
REFORMULATIONS  
TO REDUCE THE QUANTITY  
OF SUGAR, SALT, FAT, AND  
SATURATED FAT (SINCE 2010)

MORE WHOLEGRAIN  
AND PULSE FLOURS  
PRODUCTS

**Our commitment**  
starts with the  
**products' recipes**,  
which **we are**  
**continuously**  
**improving** to offer  
**tastier, safe**  
**products** that are  
nutritionally **balanced**

**65,000**

CHILDREN AND YOUNG  
PEOPLE INVOLVED IN FOOD  
EDUCATION ACTIVITIES



**40** NEW  
PRODUCTS  
WITH A BETTER  
NUTRITIONAL PROFILE:



● PRODUCTS WITH  
WHOLEGRAIN FLOUR  
FOR OUR PASTA,  
BAKERY PRODUCTS  
AND BREADS



● NEW PRODUCTS  
TO INCREASE THE  
VARIETY OF DIET  
INCLUDING DIFFERENT  
TYPES OF CEREALS,  
LEGUMES, DRIED FRUIT

# NUTRITION & WELLBEING

—  
“Tasty and quality products,  
for the different moments  
of consumption”

Barilla continually reformulates existing recipes to improve the nutritional profile of its products and create new ones that are tasty, high-quality and in line with a balanced diet.

To guide these activities, the **Nutritional Guidelines** have been defined and updated over the years: a set of standards and rules developed together with the **Health and Wellbeing Advisory Board**, made up of international experts in nutrition issues and in various branches of medicine.

The first Barilla Nutritional Guidelines were drawn up in 2009 and periodically revised to bring them into line with the updates of scientific research and international guidelines for healthy eating.

Since early 2023, the Nutrition Guidelines have evolved into the Nutrition & Wellbeing Framework.

## FROM NUTRITIONAL GUIDELINES TO THE NUTRITION AND WELLBEING FRAMEWORK

The last 3 years have seen a shift in the global landscape: new people's attitudes towards wellbeing and health have emerged, the regulatory environment has become stricter and public health policies have evolved towards a more holistic approach, following of the COVID-19 pandemic.

The **Barilla Nutrition & Wellbeing Framework** captures the evolution of external scenarios, to have a positive impact on people's wellbeing. Indeed, the new Framework **aims to support Barilla in offering tasty and nutritious products**, in the right portions, which fit into a healthy lifestyle, **contribute to holistic wellbeing** and celebrate the joy of food.

It expands on the basic principle of previous Nutrition Guidelines and adopts a more holistic approach to wellness, considering both the point of view of science and consumer orientation.

Starting from the premise that taste can encourage the consumption of healthy products and make nutritious foods people's first choice, the aspiration of the new Framework is to **encourage conscious food choices**, showing the value and role of products for health and wellbeing. Furthermore, the Framework aims to provide internal Group teams with **awareness of the role of products in the daily diet**, and to highlight areas of risk and opportunity for new product development, portfolio optimization, education , communication and engagement.

Thanks to this new approach, **Barilla has defined the 2030 Nutrition and Wellness Objectives and KPIs**.

## NEW PRODUCTS

Also in 2022, the Group invested in the development of its offer to respond to the food and cultural needs of consumers.

### MORE PRODUCTS WITH FIBER...

In details:

- **nine products with 100% wholegrain flour** (Mulino Bianco Minifette mirtilli rossi e mandorle; Misko Tortellini Whole Wheat Cheeses; Feliz Bulgur; Harrys Beau & Bon Seigle Tournesol et Lin; Wasa Falu chia & sea salt; Wasa Crunchy Twist Cranberry seeds; Wasa Crunchy Twist Chia; Wasa Crunchy Twist Sesame, Wasa Sandwich Taco);
- **five products rich in fiber** (Harrys 100% Mie Tranche Épaisse Céréales; Harrys Brioche Tranchée chocolat au lait & noix de coco; Wasa Roasted garlic & sea salt; Barilla Chickpea Penne; Tolerant Chickpea Spaghetti);
- **three bakery products source of fiber** (Mulino Bianco Scacchieri; Gocciole Caramello, Harrys 100% Mie Tranche Épaisse Nature).



### MORE PRODUCTS WITH NEW INGREDIENTS

**More products with ingredients of different types, such as legumes and dried fruit, to support the variety of the diet:**

- **eight products with nuts or seeds** (Mulino Bianco Minifette mirtilli rossi e mandorle, Harrys Beau & Bon Seigle Tournesol et Lin; Harrys 100% Mie Tranche Épaisse Céréales; Wasa Falu chia & sea salt; Wasa Crunchy twist Cranberry seeds; Wasa Crunchy twist Chia; Wasa Crunchy twist Sesame; Barilla Pesto Basilico e Pistacchio).
- **eight products with cereals other than wheat** (Harrys 100% Mie Tranche Épaisse Céréales, Feliz Bulgur, Harrys Beau & Bon Seigle Tournesol et Lin; Wasa Falu chia & sea salt; Wasa Crunchy twist Cranberry seeds; Wasa Crunchy twist Chia seeds; Wasa Crunchy twist Sesame seeds; Wasa Sandwich Taco);
- **two 100% legume and gluten-free products** (Barilla Chickpea Penne; Tolerant Chickpea Spaghetti).

PRODUCTS WITH DRIED FRUIT



PRODUCTS WITH SEEDS



100% LEGUME PRODUCTS



**More single-serving products** that help people consume the right portion:

- **2 new single-portion baked goods** with less than 150 kcal (Mulino Bianco Baiocchi Pistacchio; Wasa Sandwich Taco)
- **4 formats of pasta ready** for the American market in single-serving format (Barilla Ready Pasta Penne, Rotini, Elbows, Gemelli).

## AND FINALLY...

The offer has expanded with other tasty products such as:

- Pan di Stelle Merenda with fresh milk, Mulino Bianco Tartelle Cuor di mela with fresh eggs, Mulino Bianco Tigelle with **extra virgin olive oil**, and Barilla Pesto Basilico & Pistacchio, with **100% Italian basil** from sustainable agriculture.

WITH FRESH EGGS



WITH EXTRA VIRGIN OLIVE OIL



WITH 100% ITALIAN BASIL



## NEW PRODUCTS

2022	2021	2020
40*	55	34

\* The data refers to the number of innovations that took place in 2022 and consequently the same product could be counted several times if it relates to several innovations.

## REFORMULATION OF PRODUCTS

Also in 2022 Barilla is active in the **reformulation of existing products** with the aim of improving the recipes from a nutritional point of view.

## REFORMULATIONS TO IMPROVE NUTRITIONAL PROFILE

- **Less added sugar** for Merenda Pan di Stelle
- **Less saturated fat** in the Barilla Bolognese sauce dedicated to the Asian market
- **Less salt** for Wasa Ideal flatbröd

## PRODUCTS REFORMULATED

2022	2021	2020
3	13	26



# QUALITY AND FOOD SAFETY

The **quality of the products** and the **safety of the people** who consume them are **indispensable requirements**, guaranteed by paying the utmost attention to all stages of the supply chain: from raw materials to distribution at the point of sale.

To achieve this goal, 80 managers in the *Quality and Food Safety* department are dedicated to **quality and food safety management**, overseeing all stages of the supply chain with prevention and control actions.

The food safety quality and management system make it possible to **identify** and **prevent possible risks**, both known and emerging, related to products, raw materials, packaging, and the impact on the production and distribution environment.

Risk analysis is based on a methodology called **Risk Assessment**, which equips the company with tools and guidelines to **identify**, **analyse** and **assess the entire food chain** and **define** the necessary measures for prevention and management. For example, in the production establishments, Barilla adopts the **HACCP methodology<sup>1</sup>** (*Hazard Analysis Critical Control Points*) for the management of risks that are known and regulated by the law, deriving from chemical, biological, microbiological, and physical contaminants. Thanks to this methodology, the Critical Control Points (CCPs) of the production process are defined and monitored, points that are essential to guarantee product safety.

<sup>1</sup> Barilla adopts an HACCP model in line with the requirements of the FSSC 22000 version 5.1 certification scheme.



As a further guarantee for consumers, the Company's control plans envisage the performance of approximately **4 million tests per year at global level** and the constant **monitoring of quality and food safety indicators** that make it possible to promptly take action in case of deviation from the preset standards.

Added to this is the ***Thermal Process Authority Unit***, responsible for defining the key parameters, such as time and temperature, to be adopted during the production process of those products that require heat treatment to be good and safe.



#### FOOD SAFETY CERTIFICATION SYSTEM

(FSSC 22000-FOOD SAFETY SYSTEM CERTIFICATION)

**FSSC 22000 certification** is one of the tools used by Barilla to ensure the proper functioning of its food quality and safety management system and to identify possible areas for improvement.

FSSC 22000 is a robust, ISO-based certification system designed for the food industry and recognised internationally. Developed by an independent non-profit body, the ***Foundation of Food Safety Certification*** is recognised by the **GFSI (Global Food Safety Initiative)**, a worldwide consortium of 42 retailers and manufacturers in The Consumer Goods Forum, whose aim is to assess, validate and oversee food safety standards.

In addition to the management of known risks, the **Quality & Food Safety and Analytical Food Science Units** identify and monitor potential emerging risks, i.e., those risks that are not yet regulated by law and that have been studied by the scientific community, to take preventive measures to mitigate them well in advance.

**OVER 2,500 MONITORING TESTS EVERY YEAR ON THE MAIN EMERGING RISKS IN THE FOOD SECTOR**

## THE WORLD MYCOTOXIN FORUM: PARMA, MAY 2022

**Food safety, knowledge, prevention, and mitigation** of known/emerging contaminants are a priority for the food industry today; special emphasis is certainly placed on **mycotoxins**, one of the highest and most unpredictable risks. For example, the high number of pathogenic fungi, weather conditions and the effects of climate change make the mycotoxin risk difficult to predict and mitigate along the cereal chain.

To this end, Barilla has defined and strengthened over the years an articulated strategy that includes the creation of a dedicated transversal team, research activities and a prior risk assessment for raw material and semi-finished product acquisitions.

The **World Mycotoxin Forum** is the leading international meeting series on mycotoxins, dedicated to bringing together the world's top experts in integrated strategies to ensure the safety of the food and feed chain.



The 13<sup>th</sup> conference of the World Mycotoxin Forum® - WMFmeetsItaly - co-organised by Barilla and the University of Parma, was attended by around **400 international representatives** from funding bodies, food retailers, food processors, brands, public administration, control laboratories, authorities, and other food industry players.



For more information:

<https://www.worldmycotoxinforum.org/index.html>

<https://www.sciencedirect.com/science/article/pii/S2214799321000370>

<https://www.wageningenacademic.com/doi/10.3920/WMJ2020.2588>

<https://www.mdpi.com/2072-6651/11/6/317>

<https://www.mdpi.com/2072-6651/7/8/2773>

## RAW MATERIALS

The Group regularly carries out **checks on the raw materials**, both during the selection and approval of suppliers and when the raw materials reach the production sites.

**OVER 650,000 TESTS ARE CARRIED OUT GLOBALLY EVERY YEAR TO MONITOR THE QUALITY AND SAFETY OF RAW MATERIALS AND PACKAGING**

Barilla is aware that raw materials present different risks to quality and food safety. Indeed, they are **accurately assessed** and they are subjected to specific **monitoring plans** for each ingredient. The plans are implemented daily by the **Quality Control** laboratories of the production plants or with the support of qualified external laboratories.

The **Analytical Food Science Unit** promotes the **ongoing research and development of innovative analytical methods and techniques** aimed at **preventing** the **risks** of emerging contaminants, food fraud and adulteration.

Regarding durum wheat, Barilla has defined prevention and control activities along the entire supply chain, guaranteeing maximum safety and product quality. Barilla requires its durum wheat **suppliers** to comply with the **good agronomic practices** contained in the **Barilla wheat growing and storage rules**, which, among other things, require pesticides to be used only where strictly necessary to protect crops against pests, in accordance with more restrictive procedures and rules than those imposed by current legislation. Additionally, a forecasting model has been developed that allows the classification of the cultivation areas in which the grain may be subject to attacks by fungi that develop mycotoxins, the most important of which is deoxynivalenol (DON). Thanks to this predictive system, Barilla is able to accurately establish the frequency of analytical checks for this mycotoxin, to be carried out before buying the grain. After the planning stage, Barilla carries out thorough checks on all the lots coming from the areas classified as being at risk.

At the mills, durum wheat is subjected to a rigorous food safety plan, e.g., each individual durum wheat grain is checked by means of an optical sorting system that rejects extraneous material and grains unsuitable for milling, and further analyses are carried out with respect to different risk factors to search for traces of food contaminants.





## HIGH RESOLUTION NON-TARGET MASS SPECTROMETRY FOR THE EVALUATION OF MILK FRESHNESS

The freshness of milk is an important parameter for both the health of consumers and the quality of milk products. So far, there are neither analytical methods nor specific parameters to unambiguously define the freshness of milk from a complete chemical perspective.

In this study, eight molecules responsible for milk ageing were selected and identified using high-resolution liquid chromatography followed by chemometric data processing.

Our results showed that the markers identified in this study can be successfully used for the correct classification of non-fresh milk samples, successfully complementing, and enhancing the parallel evaluations obtainable through sensory measurements.

For more information:  
<https://www.sciencedirect.com/science/article/pii/S0022030221008997>

## PRODUCTION PROCESSES

Barilla guarantees the **quality** and **food safety** of its production processes. Indeed, it adopts **Good Manufacturing Practices**, a set of guidelines that include more than **1,700 requirements** for the **hygiene and health standards** that environments, production facilities, plants and people must adhere to produce good and safe food.

To promptly identify potential areas for action and improvement of the food safety system, more than **2,000 audits** by in-house experts were carried out in 2022. These were supplemented by more than **100 specific** food safety **audits** conducted by qualified external professionals, commissioned by an independent accredited certification body.

At the production sites, people are **constantly trained**: in 2022 there were more than **2,000 participants** in different areas such as **Food Safety, HACCP, Food Defence, Food Pest Control**.

In Italian bakery plants in 2022, the **Quality Performance Index** was introduced, a quantitative continuous improvement indicator aimed at objectively assessing the organoleptic characteristics of products (i.e., appearance, smell and taste) and creating a common tasting approach during product evaluation. In 2022, **8,250 packages** were evaluated with this index and more than **120 people** from the production plants of different functions were involved.

Finally, during 2022, Barilla issued a product recall in France and Belgium, due to the presence on the market of Lasagne produced in Italy with incorrect packaging.

IN 2022, **6.3 MILLIONS EURO**  
TO IMPROVE PLANTS AND PRODUCTION LINES,  
FOR A BETTER **QUALITY AND FOOD SAFETY**

## POINT OF SALE

The following ***Good Distribution Practices*** have been defined to protect product quality up to the point of sale: **258 requirements for the storage and transport of products**, as well as the service quality standards that logistics partners must comply with. Distributors are periodically involved in training sessions dedicated to food quality and safety issues throughout the supply chain.

During the year, **more than 3,000 packages were analysed** at the point of sale.



## FOOD FRAUD PREVENTION

Over the years, Barilla has developed a structured system for the **prevention of fraud**, by identifying, managing, and mitigating at-risk situations along the entire food production and supply chain.

To support the prevention system, the Group implements the ***Food Fraud Prevention Programme***, an initiative in cooperation with its suppliers to share precise standards for assessing supply chain vulnerability. The results obtained include the identification and development of **unconventional analytical methodologies**, i.e., methodologies not yet included in the current regulations.

In 2022, to mitigate the risk of fraudulent adulteration of spices with other plant species, Barilla implemented routine tests to verify the authenticity of **pepper and oregano**, which are the most adulterated spices.

Specifically, the analytical methods developed, in collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie, were near-infrared spectroscopy (NIR) for black pepper and high-resolution real-time mass spectrometry (DART-HRMS) for oregano; the methods are based on mathematical models that allow the discrimination of fraudulent addition of foreign materials.

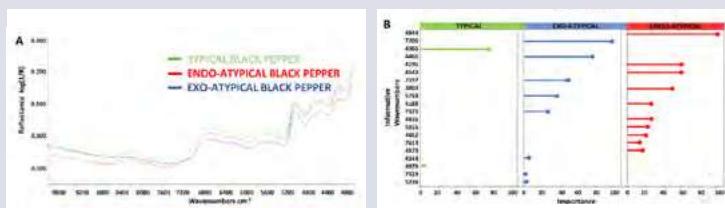
Furthermore, to protect the **fresh milk claim** placed on the packaging of bakery products, Barilla has developed an analysis method capable of identifying innovative freshness indicators related to the shelf life of milk. Specifically, eight molecules responsible for milk ageing were identified using a high-resolution liquid chromatography-mass spectrometry approach.

## FAST NEAR-INFRARED SPECTROSCOPY FOR BLACK PEPPER AUTHENTICATION

Black pepper is a commodity susceptible to adulteration for economic purposes. Barilla, in collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie, has developed, standardised and validated a spectroscopic fingerprinting method for the authentication of black pepper using near-infrared (NIR) spectroscopy, combined with statistical data processing and a dedicated database.

**150** different samples of black pepper were analysed with the aim of recovering the discriminating spectral characteristics and classifying the samples as authentic, exogenously adulterated or endogenously adulterated.

The model was tested achieving **an overall accuracy of 94%** with very high sensitivity and specificity rates and is now stably applied for batch plan monitoring from suppliers in different company plants.



For more information:  
<https://www.sciencedirect.com/science/article/abs/pii/S0956713522006703>

## AUTHENTICATION OF OREGANO BY DATA FUSION OF SIGNATURES BY ENVIRONMENTAL MASS SPECTROMETRY

Economically motivated adulteration (EMA) of herbs and spices is very common and is a major cause of concern for consumers, producers and regulators. Environmental mass spectrometry (AMS), combined with data fusion approaches, was successfully applied as an innovative strategy to authenticate oregano, in a joint collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie.

Samples of authentic and adulterated oregano were subjected to this direct real-time analysis with high-resolution mass spectrometry (DART-HRMS) and the resulting unique dataset was subjected to supervised statistical analysis to ascertain the signals that discriminate authentic from adulterated oregano, resulting in a final model with **>90% accuracy, sensitivity and specificity**.

This strategy is now applied on a stable basis for batch plan monitoring from suppliers in different company locations.



For more information  
<https://www.sciencedirect.com/science/article/abs/pii/S0956713521001961?via%3Dihub>

## CULTURE OF QUALITY

Barilla promotes and spreads the culture of quality through a number of **internal training** and **communication** activities **with the various stakeholders**, while evaluating their performance through specific indicators.

With reference to internal communication, in 2022 **more than 4,500 Barilla people**, from offices and factories, were engaged on different topics (e.g., Food Safety, HACCP, Food Defence, Good Manufacturing Practices, Food Pest Control) thanks to a **training plan** carried out both online and in person.

During 2022, 43 *Product Quality Review* events were also organised with the aim of evaluating Barilla products against the competition to improve them. Consideration was given to the performance of the product in terms of both organoleptic and food safety, the market, the time of consumption and the voice of the consumer. A total of 43 Barilla products and 168 competitors were analysed and discussed.

In addition, an interesting new initiative was further promoted, the **Quality Partner**, a **chatbot** via WhatsApp that Barilla employees can use to contribute their opinion on product quality. This tool makes it possible to **send reports** to the Quality & Food Safety team from home, from the office, or from the sales point; these reports are handled immediately.



## DIGITALIZATION

In 2022, a digitalization programme was undertaken for production plants and offices.

Digital tools, thanks to the availability of **always up-to-date data**, enable **efficient and effective** management of all the company's main Quality and Food Safety processes, e.g., by accurately assessing compliance with regulations and certification standards and providing evidence of this to the relevant authorities and third-party certification bodies, as well as making **timely decisions for the continuous improvement** of processes and products.

The company has developed a multi-year digital plan in two areas: '**paperless**' digital systems/apps and **analytical digital interactive tools**.

**Paperless** digital tools, thanks to the immediate availability and centralisation of data, help manufacturing plants to manage key Quality and Food Safety processes such as the evaluation and management of product non-conformities, audit programmes and the monitoring of critical control points in the HACCP process, as well as to **remove large amounts of paper from the plants** for the benefit of the company's sustainability programme.

Barilla has also developed **four** power BI-based **analytical digital tools**<sup>2</sup> that contain data, integrated from different sources, presented in synthetic views that allow for high-level or granular, global or local perspectives. Data sources are automatically verified, validated and updated. It is easier to check compliance of indicators, correct deviations from standards, define actions for continuous product improvement and better manage investments.

<sup>2</sup> Power BI is a digital business analysis service that provides interactive data visualisations to create reports and dashboards.

## THE 4 DIGITAL TOOLS

1 Q&FS



**Q&FS Executive Boardroom:** collects indicators on product quality, food safety, raw material and packaging conformity and the quality culture dissemination programme;

2 GMP



**Good Manufacturing Practices Audit Cockpit:** gathers indicators on the guidelines for hygiene and health standards that production environments, facilities and people must adhere to in order to produce good and safe food;

3 VOICE of C&C



**Voice of consumer and customer:** collects indicators on the feedback the company receives from consumers;

4 LIMS



**Lims analytics insights:** collects the results of chemical analyses carried out by external laboratories that the company relies on for specific analyses.

In 2023, the project will also include tools for quality management of raw materials and packaging.



# FOOD EDUCATION

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Barilla promotes educational and information activities on **responsible consumption patterns** and **balanced eating habits**.

**“Promoting the well-being of future generations through an education pathway that brings together motor and food education.”**

## GIOCAMPUS

**Giocampus** is a project founded in **2002** by an association of **institutions** and **companies**, with the aim of **promoting the well-being of future generations** via a **motor and food education** pathway.

The Project is intended for children and teenagers; during the year, however, there are also food and motor education pathways for teachers and parents.



### 1 ○ Giocampus School

It involves 60 hours per year of physical education and 20 hours of nutrition education for all primary school classes

### 2 ○ Giocampus Summer

A daily summer camp intended for children aged 5-14, involved in various sports, in expressive workshops, and manual activities

### 3 ○ Giocampus Snow

Allows children to learn skiing and winter sports, experiencing autonomy and socialisation

### 4 ○ Giocampus Together

The inclusive project emphasising the inclusion of children with disabilities in the class group, whether a certified disability or not

## GIOCAMPUS GREEN: AT SCHOOL FOR SUSTAINABILITY!

As of school year 2022/2023, the **Giocampus Green** project dedicated to **sustainability** education is active in all middle schools in the municipality of Parma. 4,300 students from 170 classes will cover five different topics - **energy, waste, air, water and food**. Giocampus Green aims to stimulate the **new generations, inviting them** to think and behave according to the logic of an all-round **sustainable lifestyle**.

## VIVI SMART (LIVE SMART)

**"At school and at home...  
a project aimed at well-being"**



**ViviSmart** is the innovative recreational-educational programme for primary schools and families promoted by the unprecedented **aBCD** Alliance of **Barilla**, **Coop** and **Danone** who, by combining their expertise, work together to foster the culture of **healthy eating and healthy lifestyles** in school children and their parents.

Scientific research carried out by SIMG (the Italian Society of General Medicine) and the Lumsa, Roma Tre and Parthenope Universities has demonstrated the effectiveness of the programme in terms of increasing awareness among children and families.

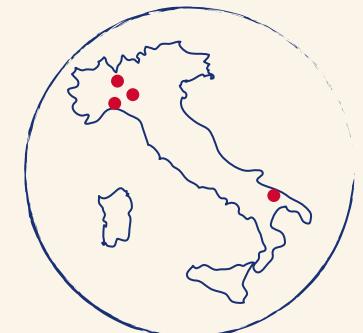
Moreover, in November 2021, the **aBCD** Alliance became a member of the "Green Community", the national network created by the Ministry of Education to support the Public Administration and schools throughout Italy in implementing the "School ReGeneration" Plan, the plan for eco-friendly and cultural transition, conceived in the context of the implementation of the UN's 2030 Agenda.

### 2017-2019 FIRST PHASE

**Project:** tested with face-to-face activities

**Where:** primary schools and sales points at local level

**4 pilot cities:** Milan, Parma, Genoa, and Bari.



### 2020-2021 SECOND PHASE

ViviSmart evolved into a new **digital version**, to spread the healthy habits of the Mediterranean diet **throughout the country**.

### 2021-2022

**4,171** PARTICIPANTS

1,713 TEACHERS

2,458 FAMILIES

REACHED MORE THAN  
**42,000** CHILDREN



A close-up photograph of a dense patch of vibrant green basil leaves, filling the frame. The leaves are large, glossy, and have distinct serrated edges.

SUPPLY CHAINS

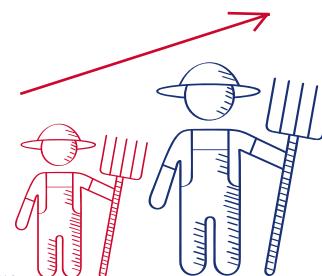
OUR  
COMMITMENT  
FROM FIELD  
TO FORK

A **sustainable production**  
and supply chain, from the field  
to the table, in **respect**  
**of people** and the **planet**

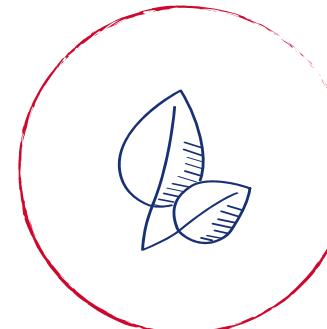


**67%** OF THE  
RAW MATERIALS  
ORIGINATE FROM SUPPLY  
CHAINS MANAGED  
RESPONSIBLY

**9,000+**  
F FARMS INVOLVED  
IN SUSTAINABLE AGRICULTURE PROJECTS



**80%**  
OF THE VOLUMES  
PRODUCED ARE COVERED  
BY LIFE CYCLE ASSESSMENT (LCA)

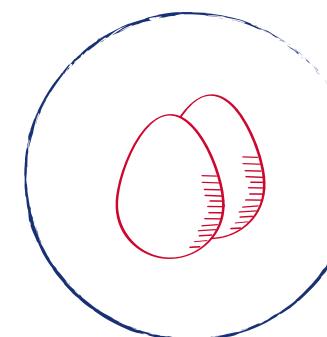


**72** ENVIRONMENTAL  
PRODUCT DECLARATIONS  
(EPD) PUBLISHED

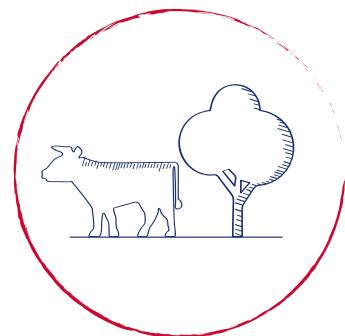


**4** CHARTERS FOR THE  
SUSTAINABLE FARMING

OF THE MAIN INGREDIENTS: DECALOGUE FOR  
THE SUSTAINABLE CULTIVATION OF QUALITY  
DURUM WHEAT, THE MULINO CHARTER, THE  
HARRYS CHARTER, THE BASIL CHARTER



**100%** OF EGGS  
FROM CAGE-FREE HENS



**BBFAW** AWARD  
FOR THE LEADERSHIP IN ANIMAL  
WELFARE CARING

# RAW MATERIALS

**“Barilla has been committed to sourcing raw materials from sustainable supply chains for years”**

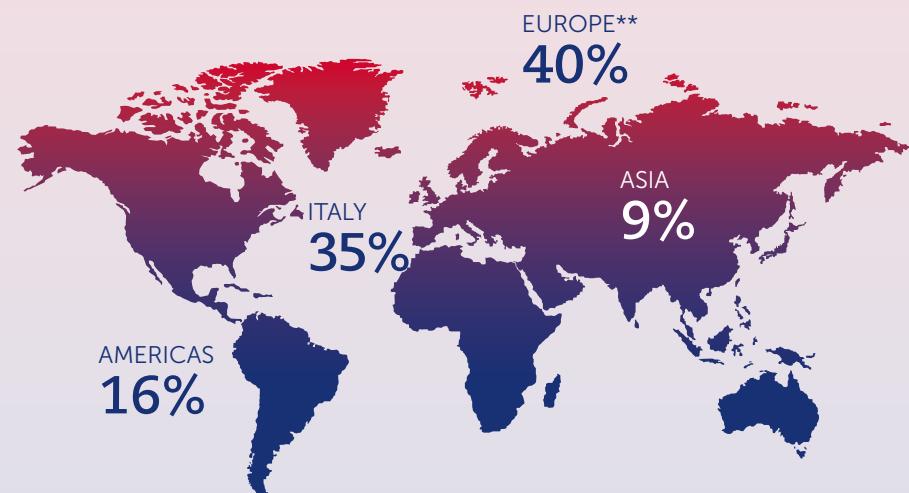
Ensuring a sustainable supply chain, not only economically, but also socially and environmentally, is crucial for Barilla.

For this reason, **the Group considers it essential to establish direct and lasting working relationships with its suppliers, based on dialogue, transparency and counterparty satisfaction**. Among the criteria used to select its suppliers, preference is given to **quality excellence, respect for human rights and the environment**.

In this context, in order to make its responsible approach to the different supply chains of raw materials and packaging materials consistent, Barilla has for years had a **Code of Sustainable Agriculture** (called SAC), **four Disciplines for Sustainable Cultivation** (Quality Wheat Decalogue, Harrys Charter, Mulino Bianco Charter and Basil Charter), an **Animal Welfare Policy** and **Principles for Sustainable Packaging**.

These Codes and Principles also represent important control measures to avoid or minimise possible negative impacts that may occur along the supply chain (for more details on potential risks, policies and management methods adopted, please refer to the chapter 'Risk Management' in this document).

SUPPLIERS BY COUNTRY\*



\*\* Italy excluded

SUPPLIERS BY TYPE\*\*\*

Strategic raw materials	264
Critical raw materials	15
Packaging of raw materials	228
Indirect material****	8,463
Copacker	60
Non-strategic and critical raw materials	244
<b>Total</b>	<b>9,274</b>

\* The figure referring to the number of suppliers broken down by geographical area does not coincide with the actual number as the same supplier may supply several Barilla Legal Entities worldwide.

\*\*\* The figure for the number of suppliers broken down by type was counted several times in the case of the supply of different types of products and services.

\*\*\*\* Goods and services purchased not already included in the other categories.

## THE BARILLA SUSTAINABLE AGRICULTURE CODE

Barilla has defined the **Sustainable Agriculture Code** (SAC). A set of good practices based on **five fundamental principles**.

The Sustainable Agriculture Code finds its concrete expression in ***Barilla Sustainable Farming (BSF)***, a programme aiming to guarantee the correct application of the Code by means of more efficient and innovative production systems. In this way it is possible to obtain safe and high-quality agricultural products, as well as protecting the environment and the farmers' socioeconomic conditions.

### THE SUSTAINABLE AGRICULTURE CODE 5 PRINCIPLES

- improve the efficiency and competitiveness of the agricultural system
  - act with integrity, applying the Barilla Code of Ethics
  - believe in listening and collaborating for continuous improvement
  - research food quality and safety
  - reduce the impact on the environment
- 

In 2022, supply chains managed with sustainability protocols and supply chain agreements showed great resilience, despite the difficulties of the previous year. In particular, the total amount of strategic materials purchased in line with the Codes and Principles is 67%, in line with 2021. The figure is down from 2021 due to:

- lower quantity of durum wheat harvested in Italy according to the granoduro.net system;
- drastic drop in certified sunflower oil due to the Russia-Ukraine conflict;
- reduction of the responsible rye project in Sweden.

### SHARE OF RESPONSIBLY PURCHASED STRATEGIC RAW MATERIALS IN 2022 VS. 2021



RESPONSIBLY PURCHASED RAW MATERIALS						
Total tonnes purchased		Tonnes selected from responsibly managed production and supply chains		Share of purchases selected from responsibly managed chains out of the total		
t		t		% 2022	2021	
2022	2021	2022	2021	2022	2021	
<b>STRATEGIC RAW MATERIALS</b>						
Durum wheat	1,107,194	1,079,726	667,478	685,628	60%	64%
Durum wheat semolina	403,397	383,681	267,212	222,590	66%	58%
Common wheat	78,992	82,458	77,498	81,033	98%	98%
Common wheat flour	349,258	322,989	300,176	294,704	86%	91%
Rye	38,294	41,332	2,900	4,350	8%	11%
Rye flour	27,349	23,228	247	11,300	1%	49%
Tomatoes	70,544	63,891	70,306	63,395	100%	99%
Sunflower oil	35,784	42,471	15,368	40,709	43%	96%
Rapeseed oil	8,745	7,901	8,603	7,119	98%	90%
Beet sugar	48299	55,721	48299	55,721	100%	100%
Eggs	20,259	22,445	20,191	22,435	100%	100%
Basil	6,761	7,427	6,761	7,427	100%	100%

RESPONSIBLY PURCHASED RAW MATERIALS						
Total tonnes purchased		Tonnes selected from responsibly managed production and supply chains		Share of purchases selected from responsibly managed chains out of the total		
t		t		% 2022	2021	
2022	2021	2022	2021	2022	2021	
<b>RAW MATERIALS FROM SUPPLY CHAINS WITH ENVIRONMENTAL AND SOCIAL ISSUES</b>						
Cane sugar	6,233	2,060	6,233	2,060	100%	100%
Cocoa	12,010	13,682	12,010	13,682	100%	100%
Beef	766	782	732	716	96%	92%
Pork	1,951	1,952	1,869	1,943	96%	100%
Chicken	11	8	0	0	0%	0%
Wild-caught fish	32	21	32	21	100%	100%
<b>OTHER RAW MATERIALS OF ANIMAL ORIGIN</b>						
Butter	6,913	7,219	0	0	0%	0%
Fresh milk	3,413	3,323	3,143	3,027	92%	91%
Dairy products	7,334	7,728	350	348	5%	5%
<b>Total</b>	<b>2,233,539</b>	<b>2,170,045</b>	<b>1,503,340</b>	<b>1,518,208</b>	<b>67%</b>	<b>70%</b>



## DURUM WHEAT

The main ingredient for all Group pasta brands is **high quality durum wheat** originating from **Italy, Greece, Turkey, and North America**.

Where possible, Barilla prioritises local procurement chains, as well as establishing collaboration relationships with its suppliers that aim to disseminate more efficient, innovative, and sustainable agricultural practices, with the intent of improving the socioeconomic conditions of the entire agri-food production and supply chain.

**“For Barilla, using high-quality raw materials is not just a prerequisite for competitive production. It is a social and ethical responsibility.”**

For over 20 years, Barilla has embarked on a **research** path, studying and analysing the **various types of wheat**, in order to identify the **best** type in terms of **protein content and gluten quality**, elements that make for perfectly cooked pasta, and a **low content in ash** (mineral salts), necessary to optimise the grinding process.

The verities of wheat currently used are: **Aureo, Svevo, Puro, Intenso**.

DURUM WHEAT PURCHASES										
	Total tonnes purchased		Tonnes purchased from the local market				Tonnes purchased under farming contracts			
	t		t		%		t		%	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Italy	706,313	697,540	601,423	587,345	85%	84%	484,800	473,082	69%	68%
Greece	53,615	52,141	53,615	52,141	100%	100%	19,600	22,000	37%	42%
Turkey	131,035	131,507	131,035	131,507	100%	100%	18,786	18,858	14%	14%
North America	216,231	204,708	216,231	204,780	100%	100%	0	0	0%	0%
Total	1,107,194	1,085,896	1,002,304	975,773	91%	90%	523,186	513,940	47%	47%

DURUM WHEAT SEMOLINA PURCHASES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	127,807	107,275	98,269	104,736	77%	98%
North America	128,923	113,295	128,923	113,295	100%	100%
Mexico	59,054	76,757	59,054	76,757	100%	100%
Russia	66,512	68,775	66,112	68,775	99%	100%
Turkey	21,101	17,578	21,101	17,578	100%	100%
Total <sup>1</sup>	403,397	383,680	373,459	381,141	93%	99%

1. The values for the financial year 2021 have been restated, in view of the retrieval of data from Turkey.



### “AUREO” DURUM WHEAT

Year of registration	2009
Genealogy	Kofa/Sveva

#### Agronomic characteristics

Aureo has an average-early growth cycle with vigorous plants featuring good resistance to drought.

Suitable for areas in central-southern Italy, it has very good resistance to the most common diseases (especially mildew).

#### Wheat quality

The semolina obtained from this variety is high quality as it is distinguished for its high protein content, gluten quality and yellow colour. These characteristics make “Aureo” durum wheat particularly suitable to produce top quality pasta.

#### Curious facts

With Aureo it has been possible to change the procurement origins of high quality durum wheat: from the irrigated desert areas of Arizona to Italy, distinguished by its rainfall. This translates into a significant reduction in the use of drinking water.



### “PURO” DURUM WHEAT

Year of registration	2017
Genealogy	Alamo/Claudio

#### Agronomic characteristics

Suited to the central-southern areas of Italy, with an average-early cycle and has average tolerance to mildew and septoria. It is medium size and has a good resistance to lodging.

#### Wheat quality

High protein level, high gluten quality and distinctive yellow colour make it suitable for the production of top quality pasta.

#### Curious facts

This variety is suitable for farmers in the supply chain who wish to achieve excellent quality grain through agronomic simplicity, given its strong predisposition to be a grain with high protein accumulation capacity also with low technical input.

### “SVEVO” DURUM WHEAT

Year of registration	1996
Genealogy	Cimmyt/Zenit Line

#### Agronomic characteristics

Svevo is of medium size and has a very early growth cycle, brown awn and good production potential. It is mainly grown in the Southern Italy areas, adapting perfectly to the climate of the Mediterranean basin. Svevo has excellent genetic resistance to the main plant diseases, particularly powdery mildew.

#### Wheat quality

Svevo durum wheat is distinguished by excellent qualitative characteristics, such as constant protein content, yellow index and an extraordinary aptitude for industrial transformation.

#### Curious facts

The exclusive "oldest" and "most international" Barilla wheat species. Farming contracts with this variety are stipulated in Italy, Greece and Turkey.



### “INTENSO” DURUM WHEAT

Year of registration	2021
Genealogy	S353xGC21D10

#### Agronomic characteristics

Intenso has a medium-high size, good resistance to lodging chin and color of the loins clear. It is suitable for cultivation in fertile areas of the Po valley and has a good tolerance to fusariosis of the ear and brown rust.

#### Wheat quality

Intenso durum wheat has a protein level that is always in line with expectations, an excellent test weight as well as the intensity of the semolina color.

#### Curious facts

New exclusive variety of the Barilla supply chain for cultivation contracts made in Italy.

## ITALY

Barilla has long been pursuing projects aimed at improving the quality of wheat and enhancing the Italian wheat supply chain.

With this in mind, several collaborations have been set up over the years, resulting in free tools to support farmers:

- the collaboration with HORTA<sup>2</sup> in 2009, thanks to which two new tools were created to improve and support agronomic practices:

**Decalogue for the sustainable cultivation of wheat:** a set of 10 rules and tips aimed at spreading more efficient and sustainable agricultural practices;

**GRANODURO.NET® platform:** a tool to provide farmers with useful information or warning signs for field cultivation through the study of objective parameters, such as weather conditions.

- **adoption of the AgroSat tool** in 2018, i.e. a platform derived from the collaboration with CNR-IBE (National Research Council - Institute for Bio-Economy); AgroSat is an innovative and completely free tool able to support farmers in managing fertilisation through precision farming techniques. Again in collaboration with the CNR

### PURCHASES OF DURUM WHEAT FROM ITALIAN FARMERS WHO USE THE GRANODURO.NET® SYSTEM

	Number of farm holdings that use granoduro.net®		Tonnes of wheat grown with the support of granoduro.net®	
	2022	2021	2022	2021
Northern Italy	1,410	1,694	147,783	164,554
Central Italy	2,171	2,190	159,365	161,831
Southern Italy	1,946	1,931	135,922	140,592
Total	5,527	5,815	443,070	466,977

2. A spin-off of Università Cattolica del Sacro Cuore, Hort@ was founded in Piacenza in 2008 as a company providing services in the field of plant production. It offers solutions aiming to increase the competitiveness and sustainability of agricultural and agri-food undertakings.

and dedicated to all operators in the wheat chain, GranoScan<sup>3</sup>, Barilla's Artificial Intelligence Application for field recognition of the main wheat adversities, was derived in 2021;

- partnership in 2019 with the Cooperative of Beet Farmers (CO-PROB), Italia Zuccheri, the Agrarian Consortium of Emilia-Romagna, LEGAMBIENTE and the Agrarian University of Piacenza to study the positive impact of the rotation between durum wheat and sugar beets.

Thanks to the initiatives implemented throughout, in 2022 the Group was able to purchase **over 443,000 tonnes of durum wheat grown in a more responsible way**.

Finally, thanks to the various investments made to improve the durum wheat supply chain in Italy, the pasta sold in the Italian market is made **with 100% Italian wheat**.

### THE MoU FOR ITALIAN DURUM WHEAT

In 2019, Barilla and the (It.) Ministry of Farming, Food and Forestry Practices - MIPAAF - signed the MoU for Italian durum wheat, in which the parties undertake to embark on a path that will make the best use of Italian durum wheat. In this MoU, Barilla undertakes:

- **to increase** purchases of Italian durum wheat;
- **to stipulate** supply contracts for at least 65% of its total annual supplies;
- **to guarantee** a bonus in addition to the market price, related to the achievement of qualitative parameters.

3. GranoScan was derived from the desire to create a tool that is closer to the farmer, starting with a simple photo taken from a smartphone or tablet, can be of assistance in identifying the main adversities in wheat and thus help in determining interventions.

## THE BARILLA DURUM WHEAT MANIFESTO

Barilla renews its classic pasta making it even tastier and more full-bodied, making it entirely with **100% Italian durum wheat**. Chosen from the best varieties, they are characterized by a high protein content, **high quality gluten**, a **golden yellow color** and a **low content of mineral salts**. The perfect ingredients to season a "tricolor recipe" that demonstrates foresight, **attention and concrete commitment to our Country**. At the base, the close collaboration with millers, cooperatives and consortia, farmers and institutions who have chosen to bring together their wealth of knowledge, tools and experiences to enhance the Italian agricultural supply chain and give life to a production of the highest quality.

By virtue of its commitment, **Barilla has set out a real statement of intent and concrete goals**, an innovative vision of the product and of the supply chain in the name of excellence and the enhancement of resources, local communities, the territory and the environment. These principles take form in a **ten-point prospectus, the "Durum Wheat Manifesto"**.



## THE TEN RULES FOR GROWING DURUM WHEAT

- It is cultivated by the community of agricultural partners with whom we collaborate to build the future together, every day
- It is obtained thanks to the work of farmers to whom we ensure transparent prices and which reward their work
- It is cultivated near our pasta factories and mills to support Italian agriculture and local communities
- It comes from high quality durum wheat varieties, developed because of the different climatic conditions of our country
- It has the golden color of the Italian sun and it is rich in protein for a full-bodied quality pasta that is always al dente
- It helps to reduce the impact on the environment thanks to the diffusion of responsible agricultural practices
- It is sown in fields where different crops alternate to safeguard the natural fertility of the soil
- It is followed along the entire supply chain to ensure maximum food safety



## GREECE

For several years, Barilla has been stipulating collaboration agreements with local actors to promote the sustainable growth of the durum wheat production and supply chain in Greece. In particular, jointly with the ***University of Thessaly***, the Group has studied new tools and means of farming that respect the environment and limit the impact generated on natural resources.

In 2022, the spread of **farming contracts** and the use of **granoduro.net®** continued **for a total of 19,600 tonnes**. Thanks to these initiatives, 404 farmers sowed 4,387 hectares of land in accordance with the new Barilla standards for a harvest of over 18,200 tonnes.

## TURKEY

Thanks to the collaboration with ***Bahri Dağdaş International Agricultural Research Institute***, Barilla has published and distributed the **Sustainable Agriculture Manual**, as well as continuing its work with the **Namık Kemal Institute**. In particular, collaboration with the latter was aimed at implementing projects that contribute to creating a sustainable supply chain model, on a par with Italy and Greece.

In 2022, **18,786 tonnes** of durum wheat were purchased **under Farming Contracts**.

## NORTH AMERICA

In 2022, Barilla continued the dissemination of best agronomic practices to suppliers in order to improve the **agronomic knowledge** of local producers and to develop technologies for a more sustainable agriculture. In particular, the Agronomic Guide developed over the past years with the ***University of North Dakota, Agrifood and Se-Can***, includes a **decalogue with the most innovative agricultural techniques for growing durum wheat**.

## RUSSIA

Since the wheat supply chain in Russia is still in development, Barilla launched a project to identify the most efficient **durum wheat** type in terms of **yield** and **environmental sustainability**. In the course of 2023, the first decalogue will be published and disseminated throughout the supply chain.

## EUROPE

Barilla took part in "***Horizon Europe***", i.e. the European Union framework Programme for research and innovation for 2021-2027, aiming to:

- strengthen the scientific and technological bases of the Union and promote its competitiveness in all member states;
- implement the Union's strategic priorities and contribute to the implementation of European policies, helping to deal with the global challenges of our time, as laid down by the sustainable development goals (SDGs) of the United Nations' 2030 Agenda and the Paris Agreement on the climate;
- strengthen the European research space.

## NEW VALIDATION STRATEGIES FOR THE EVALUATION OF THE GEOGRAPHICAL ORIGIN OF DURUM WHEAT

The assessment of durum wheat's geographical origin is an important and emerging challenge, due to the added value that a claim of origin could provide to the raw material itself, and subsequently to the final products.

The origin of the raw materials is one of the main selection criteria that over 85% of Italian consumers apply when choosing products and pasta, in particular. Europe is the largest producer and consumer of durum wheat in the world.

The goal of this research activity has been to find objective chemical footprints/markers to guarantee traceability along the durum wheat production and supply chain, thus making it possible to:

- improve the competitive advantage of Barilla pasta brands;
- guarantee compliance with the incoming new EU legislation;
- limit possible fraud.



Samples that are representative of the various global geographical areas were taken (a total of over 170 samples divided over 3 annual wheat seasons) that formed the base for the development, and

subsequent approval, of a **methodology for validating geographical origin** based on combined  $87/86\text{Sr}$  isotope ratio information and multi-element analysis.

This **methodology makes it possible to differentiate the various geographical areas in which durum wheat originates**: it is possible to discriminate (regardless of the harvest season) among **Italian, European and non-European samples**.



Moreover, in order to boost the potential of the Barilla strategy, in terms of costs/benefits ratio, an additional analytical methodology was provided that uses a LC-HRMS metabolomic approach, a selection of chemical markers related to the geographical origin of durum wheat.

For more information:

<https://www.sciencedirect.com/science/article/abs/pii/S0308814620302235>

## COMMON WHEAT AND COMMON WHEAT FLOUR

Common wheat and its flour are the main ingredient for baked goods.

In order to promote the sustainable development of the common wheat production and supply chain, Barilla has drafted the **Mulino Bianco Charter** and **Harrys Charter**, to be signed by all producers.

OF APPROXIMATELY **66%** TODAY, AN AVERAGE,  
**OF COMMON WHEAT**  
IS PURCHASED ON THE LOCAL MARKET

AND **61%** OF COMMON WHEAT FLOUR  
IS PURCHASED ON THE LOCAL MARKET



COMMON WHEAT						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	77,498	81,033	50,847	52,766	66%	65%
Sweden	1,494	1,425	1,494	1,425	100%	100%
Total	78,992	82,458	52,847	54,191	66%	66%

COMMON WHEAT FLOUR						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	185,856	177,479	51,191	48,309	28%	27%
France	124,321	113,199	12,321	113,199	100%	100%
Germany	10,344	9,247	10,344	9,247	100%	100%
Sweden	10,499	11,701	10,499	11,701	100%	100%
Canada	5,490	0	5,490	0	100%	0%
Russia	12,748	11,363	12,748	11,363	100%	100%
Total	349,258	322,989	214,593	193,819	61%	60%

COMMON WHEAT AND COMMON WHEAT FLOUR FROM FARMERS WHO HAVE JOINED THE "MULINO BIANCO CHARTER"		
	Number of farm holdings that use the "Mulino Bianco Charter"	Tonnes of common wheat grown according to the "Mulino Bianco Charter"
Italy	1,397	119,700
France	804	144,900
Other	263	50,400
Total	2,464	315,000

COMMON WHEAT FROM FARMERS IN ITALY WHO HAVE SIGNED UP TO THE "HARRYS CHARTER"		
	Number of farm holdings that use the "Harrys Charter"	Tonnes of common wheat grown according to the "Harrys Charter"
France	607	119,572

## MULINO BIANCO CHARTER

The **Mulino Bianco Charter** was drawn up in 2018 with the objective of supporting the spread of sustainable agricultural practices along the common wheat flour supply chain in Italy and France.

Developed in collaboration with **WWF Italy**, the **University of Bologna** and **Tuscia University**, it contains **10 rules** designed to guarantee the ever-increasing quality of the products, support the work of farmers' communities and limit the impact on the planet, by safeguarding biodiversity (3% of wheat fields are in fact dedicated to flowers), reducing the use of chemicals and protecting pollinating insects.

Mulino Bianco has several partners who have signed up to the Mulino Bianco Charter over time: today there are **2,464 farmers** plus dozens of Italian mills, a Barilla-owned Mill, hundreds of storage centres scattered throughout the country and overseas, which equals to approx. **315,000 tonnes** of common wheat used to produce the flours.

All members of the Mulino Bianco Charter must comply with the requirements of the International Sustainability and Carbon Certification (ISCC PLUS).



## HARRYS CHARTER

In France, the **Harrys Charter** was launched in 2018, developed in collaboration with various stakeholders in the supply chain, experts in agronomy and certification bodies.

The Charter contains the principles of sustainable agriculture that the common wheat supply chain is required to comply with. It consists of **40 agro-ecological rules** based on the NF30-001 public standard, outlining good practices for the responsible farming of wheat at all stages, taking into account the positive and negative effects deriving from soil cultivation.

Harrys has gradually increased the number of farms involved, reaching **607**, which equals about **119,572 tonnes** of purchased common wheat flour.



## RYE AND RYE FLOUR

Rye flour is the **main ingredient** of **crispbreads**, a product that has the advantage of **not requiring a high use of water and fertilisers** for cultivation. In addition, **sustainable agronomic practices** have been consolidated through the years, both from an environmental point of view and in terms of yield.

RYE					
Total tonnes purchased		Tonnes purchased from the local market			
t		t		%	
2022	2021	2022	2021	2022	2021
Sweden	38,294	41,332	100%	41,332	100%
Total	<b>38,294</b>	<b>41,332</b>	<b>100%</b>	<b>41,332</b>	<b>100%</b>

RYE FLOUR					
Total tonnes purchased		Tonnes purchased from the local market			
t		t		%	
2022	2021	2022	2021	2022	2021
Sweden	247	431	247	431	100%
Germany	26,243	22,117	26,243	22,117	100%
Italy	498	484	0	0	0%
France	362	284	0	0	0%
Russia	0	4	0	4	0%
Total	<b>27,350</b>	<b>23,320</b>	<b>26,490</b>	<b>22,552</b>	<b>97%</b>



## REGENERATIVE AGRICULTURE

**Regenerative agriculture** is one of the most effective methods for exploiting the **plants' ability to capture carbon from the atmosphere and transfer it to the soil**. Wasa has promoted a project for exploiting this power of plants, aiming to restore **the soil's natural ability to absorb CO<sub>2eq</sub> emissions** so as to obtain a positive impact on both the environment and the bread's production process.

The project, in collaboration with **Indigo** and **Svensk Kolinlagring**, has involved **14 farmers** in **Germany** and **Sweden**, who were asked to apply regenerative agriculture techniques, such as cover crops, minimal processing of the land, crop rotation, targeted use of fertilisers, and free-ranging animals.

At the end of the project, soil samples will be analysed to measure and check its actual ability to absorb carbon and the quantity of emissions reduced during the process. The effects of regenerative practices are measured over several years of application to measure the actual regenerative effect on the soil.

## TOMATOES

The majority of the **tomatoes** purchased by Barilla for the production of sauces originate from **Italy (81%)**, while the remainder is purchased from **American (18.6%)**, **Chinese (0.3%)**, and **Canadian (0.1%)** producers prioritising local markets.

Moreover, Barilla endeavours to only purchase tomatoes with a certification of good agricultural practices, such as **Global G.A.P** or **regional integrated production charters**.

In all countries, the only way to harvest tomatoes is mechanically.

TOMATOES						
Total tonnes purchased		Tonnes purchased from the local market				
	t	t		%		
	2022	2021	2022	2021	2022	2021
Italy	57,090	50,298	57,090	50,298	100%	100%
China	221	212	221	212	100%	100%
Canada	17	0	17	0	100%	0%
North America	13,216	13,381	13,216	13,381	100%	100%
Total	70,544	63,891	70,544	63,891	100%	100%

## BASIL

Barilla only uses Italian **basil** for the preparation of **Pesto alla Genovese** and of tomato-based sauces.

Basil from Italy, and mainly used in the Rubbiano (Parma) plant, is managed through close relationships with a few selected suppliers. Over time, this has enabled the development of a particularly dedicated supply chain with important innovation and sustainability projects.

THANKS TO THESE LONG-TERM  
RELATIONSHIPS, **BARILLA**  
HAS ALSO CREATED  
**THE BARILLA BASIL CHARTER**



BASIL						
Total tonnes purchased		Tonnes purchased from the local market				
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	6,761	7,427	6,761	7,427	100%	100%

### ISCC Plus certification

The ISCC PLUS certification system is voluntary and is used at international level to guarantee compliance with sustainability standards in food sectors. According to this certification system, being sustainable means guaranteeing: the preservation of biodiversity areas, the preservation of areas with a high carbon content, the adoption of the European Agricultural Good Practices, and traceability using the segregation method.

## BASIL CHARTER

Barilla commits itself on three main fronts:

- The **procurement of basil originating from sustainable agriculture**: each farmer of the basil production and supply chain is subject annually to specific checks and must also comply with the sustainability criteria of the ISCC PLUS certification system;
- **Protection of biodiversity**: In order to obtain quality basil, Barilla must take care of the fields where the basil is grown. Through crop rotation and the creation of areas of biodiversity, soil fertility can be increased and the presence of pests reduced;
- The **empowerment of farming communities**: the bonds that have been established with farmers go back a long time. This enables Barilla to be sure of the quality of the raw materials purchased and farmers to plan their work with greater security.



## NEW BASIL AND LEMON PESTO

**Basil and Lemon Pesto** is the newest addition to the pesto family. The twist of lemon peel combined with the intense aroma of sustainably grown **100% Italian basil** make this pesto the fresh taste of summer that everyone loves.

All in a **100% recyclable** jar.



## VEGETABLE OILS

The vegetable oils used by Barilla are mainly **sunflower seed** oil and **rapeseed oil**.

The **production of sunflower seed oil**, that mostly takes place in the **Italian market**, is **rotated with durum wheat**. Barilla, jointly with the farmers, has for years implemented several initiatives to establish the best agricultural practices for sunflower cultivation, in accordance with the principles of the **Barilla Sustainable Agriculture Code**. To be Barilla suppliers, sunflower seed oil producers must be certified in accordance with the **CSQA or ISCC PLUS DTP 112 standard** (thus guaranteeing sustainable production in environmental, economic, and social terms) or have adopted the **Girasole.net®** platform of HORTA.

With regard to **rapeseed oil**, which is particularly common in France, Barilla has launched several projects in collaboration with the suppliers, to promote the sustainable agriculture principles laid down by the Group and asks that producers be certified in accordance with the **ISCC PLUS or 2BSvs standards**.

The severe Ukraine crisis in 2022 forced the company to change supply chains. Although no sustainability parameters were waived, 100% certification could not be guaranteed.

In Italy, Barilla also uses **soybean oil**, purchased entirely from producers who meet the requirements of the CSQA DTP 112 standard.

VEGETABLE OILS						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Sunflower oil	35,784	42,470	1,133	7,180	3%	17%
Rapeseed oil	8,745	7,102	1,420	1,704	16%	24%
Total	<b>44,529</b>	<b>49,572</b>	<b>2,553</b>	<b>8,884</b>	<b>6%</b>	<b>21%</b>

## SUPPLY CHAINS WITH POTENTIAL SOCIAL ISSUES

The **cocoa and cane sugar production and supply chains**, as well as those for the supply of gadgets and promotional objects, are considered as chains with potential issues related to social aspects, such as the **use of child labour** and **failure to respect human rights**. For this purpose, Barilla purchases these products exclusively from suppliers who hold certifications issued by **independent subjects that ascertain compliance with international ethical/social standards**, as well as requiring registration to the **international Sedex platform** (checked on a quarterly basis, to guarantee strict compliance with the ethical and social standards which inspire the Group) and acceptance of the Code of Ethics by the supplier.

	2022	2021
Total number of suppliers deemed to be at potential risk of violating human rights	<b>91</b>	90
Average risk by sector and country based on international databases and <i>Self-Assessment Questionnaires</i> (SAQ)	<b>4.75</b>	4.75
Completed Self-Assessment Questionnaires (SAQ)	<b>86%</b>	87%
Purchases of gadgets and promotional material from suppliers with audited SA8000 certification	<b>100%</b>	100%

## CANE SUGAR

Cane sugar originates from geographical areas with serious social issues; **Barilla**, therefore, purchases this product only from suppliers certified as **Sedex Members Ethical Trade Audit (SMETA)**.

## COCOA

Barilla, through its Pan di Stelle brand, has been collaborating since 2015 with **Barry Callebaut**, the main supplier of cocoa, and its foundation, **Cocoa Horizons**, which is committed to carrying out projects to improve the living conditions of cocoa farmers in West Africa. Subsequently, the Group also took part in the **Transparence Cacao** project of the supplier **Dipa Cemoi**.

## THE NEW BAIOCCHI ICE CREAM BISCUIT

When the goodness of a biscuit that has always accompanied the days of Italians is combined with the freshness of ice cream, a truly unique taste is created.

Barilla renews its collaboration with **Algida** and opens the Mulino Bianco brand to the world of ice cream for the first time, creating Baiocchi gelato. An iconic biscuit, which in an ice cream version features two biscuits enclosing a creamy cocoa and hazelnut ice cream, made with 100% Italian hazelnuts, fresh high-quality Italian milk and sustainable RFA (*Rainforest Alliance Certified Cocoa*) cocoa.



\* The collaboration with Unilever, specifically with Algida, led to the creation of Pan di Stelle, Baiocchi, Ringo, Gocciole and Togo ice creams.

## SAFEGUARDING FORCED AND CHILD LABOUR ALONG THE SUPPLY CHAIN

The Group respects its customers, suppliers, the environment and local communities in all its activities and operations, as it is convinced that running a sustainable business is the foundation for success in the short and long term. As set out in its **Code of Ethics**, Barilla guarantees the freedom of association of workers and recognises the right to collective bargaining, and also undertakes not to use, even indirectly, forced and compulsory labour or child labour. In fact, for some time, the Group has been active in safeguarding the rights of its workers and those of its supply chain to fight against all practices of child labour and forced labour, especially in the geographical areas most at risk: Africa (cocoa production), Swaziland and Guatemala (cane sugar production) and China (promotional material).

In order to mitigate the above-mentioned risks, the Group has adopted the following safeguards:

- The cocoa suppliers are members of the World Cocoa Foundation and all processing sites of Barilla's main cocoa supplier in Africa are certified by social audits;
- Cane sugar suppliers are subject to verification that they possess a specific certification covering child and forced labour aspects;
- Suppliers of promotional material are audited periodically in accordance with the Code of Ethics.

In addition, all suppliers are required to know, understand and comply with the Group's Code of Ethics and the laws of the countries in which Barilla operates, including those relating to child labour and forced labour. The Group reserves the right to take appropriate action against any supplier found to have acted improperly.

# ANIMAL WELFARE

“In line with **our commitment**, we pay **special attention** to **animal welfare**”

## THE GUIDELINES ON ANIMAL WELFARE

Barilla endeavours to ensure that all suppliers of raw materials of animal origin comply not just with legal requirements, but also with the highest animal welfare standards and criteria.

To support this commitment, the Group has drafted, in collaboration with the organisation *Compassion in World Farming* (CIWF), the **Barilla Guidelines on Animal Welfare**.

Barilla pays attention to the definition of precise purchasing criteria with reference to all animal-origin production chains, with special focus on large-volume production chains, such as those for eggs, meat, fish, and dairy products originating from Europe, North and South America, Russia, and Turkey.

Barilla recognises animals as sentient beings in accordance with the **Lisbon Treaty of 2009**, so animal welfare policies are an integral part of the company's strategy and are managed and monitored by the *Sustainability Board*, a working group composed of the Directors of the Global Units most involved.

The *Board* defines the long-term objectives, the annual objectives, and is responsible for checking that such objectives are being reached. The relations with the production chains to guarantee the proper implementation in daily operations are managed by the *Global Supplier Quality Management and Purchasing Unit*.

The Guidelines define the **five freedoms**, which must be respected to ensure the **physical and mental wellbeing of animals** as well as their ability to express species-specific behaviours.



## STANDARD FOR BARILLA SUPPLIERS

In addition, the Guidelines set forth **specific standards with which the breeders of the Barilla production chains must comply**. Specifically:

- all animals farmed along the production chain must have appropriate access to feed and water, so that their needs are met and aggression is reduced;
- densities must guarantee animal welfare and comfort and the animals should be provided with appropriate enriched environments, making it possible for them to express species-specific behaviours;
- routine mutilations must be avoided, if not absolutely necessary to preserve the animals' welfare;
- animals must always be transported in ways that minimise potential causes of stress and limit the duration of travel as much as possible;
- transport lasting more than eight hours must always be avoided;
- the animals must always be stunned before being slaughtered;
- antibiotics must always be used responsibly, and their use must be reduced whenever possible. Prophylactic use of antibiotics is forbidden;
- the use of all growth-promoting substances, such as the administration of hormones and antibiotics, is not allowed;
- genetic engineering or cloning of farm animals and/or their progeny is not allowed;
- breeds must be selected based on traits that improve wellbeing, rather than only to increase productivity.

Compliance with these standards, which is periodically checked with specific audits, forms an integral part of **100% of contracts with suppliers of eggs, meat and fresh milk** around the world. If the supplier does not comply with the standards, Barilla has set up a plan to restore compliance depending on the severity of the case.

Thanks to its suppliers of pork and eggs, Barilla endeavours to breed animals with species-specific environmental enrichment so as to allow the natural behaviours to be expressed.

In addition and in order to train people on animal welfare, Barilla organised an in-company training course, held by **Compassion in World Farming** for all employees involved in the management of the supply chain, in particular in the **Global Vendor Assurance** and **Purchasing Units**.

### PROCUREMENT OF BARN EGGS

Barilla believes that the confinement of hens is a practice that harms animal welfare; it has therefore decided to abandon this method of farming along the supply chain and to use only **barn eggs**.

**Since 2019, the eggs used for the products of all the Group's brands**, present in all the geographic areas concerned, **come from cage-free supply chains**.

### PROCUREMENT OF MEAT PRODUCTS

Since 2014, Barilla has launched an important project with meat suppliers for the production of sauces and filled pasta aiming to develop new Guidelines on Animal Welfare that cover all **procurement of pork and beef**. These Guidelines comply with all the aforementioned practices.

In 2022, the Guidelines cover 100% of the supplies of pork and beef used for sauces and filled pasta produced in Italy and 97% of the total meat used globally.

## PROCUREMENT OF CHICKEN MEAT

Barilla buys a very limited quantity of **chicken meat** for its products to be produced. However, it is committed to ensure that, by 2024, the purchase comes from suppliers who are committed to implementing specific animal welfare practices.

Specifically, the project aims to ensure:

- transitioning to breeds that demonstrate higher welfare results, such as those approved by the international organisation, RSPCA, or the *Global Animal Partnership* (GAP), based on measurable welfare improvement results;
- reducing densities to a maximum of 30 Kg/m<sup>2</sup>, forbidding the use of cages and multi-level systems;
- providing enriched environments for animals that fulfil the new GAP or similar standards, including bedding (at least two metres of usable space for perches and two substrates for pecking, per 1,000 birds) and light management;
- eliminating pre-stunning handling and adopting controlled atmospheric stunning, using inert gas or multi-stage systems, or effective electrical stunning without live inversion;
- complying with the standards defined by Barilla for the protection of animal welfare by means of third-party audits.

## PROCUREMENT OF FRESH MILK

**Fresh milk** is a key ingredient for many Barilla products and has always been purchased by the Group from local, traceable and controlled production chains.

Since 2018, Barilla, in collaboration with its main supplier, has launched a process for assessing animal welfare and biosafety for cattle farming (meat and milk cattle).

In 2022, the assessment was carried out in conformity with **Classyfarm**, an **integrated system** that aims to **categorise farming based on risk**, recognised and approved by the Italian Ministry of Health. This system provides a checklist that makes it possible to detect, collect, and process data relating to the following assessment areas:

- biosafety;
- animal welfare;
- health and production parameters;
- animal nutrition;
- consumption of antibiotics;
- injuries detected during slaughter.



In late 2022, 100% of the volumes of fresh milk purchased in Italy, which correspond to 92% of the volumes of fresh milk purchased by the Group globally, originated from companies assessed using the Classyfarm system.

POULTRY MEAT									
Total tonnes purchased			Tonnes purchased from the local market						
t			t			%			
2022	2021	2020	2022	2021	2020	2022	2021	2020	
China	11	8	16	11	8	16	100%	100%	100%
Total	11	8	16	11	8	16	100%	100%	100%



## EXTERNAL ACKNOWLEDGEMENTS

The new report of the global benchmark on farm animals, BBFAW (*Business Benchmark on Farm Animal Welfare*) was presented in March 2022. An initiative that grows every year, with a total number of analysed companies that stands at 150 in 23 different countries.

The BBFAW benchmark is becoming an increasingly popular tool, used by investors and sector operators to evaluate the policies, the performance and the transparency of food businesses with regard to animal welfare. In particular, to guarantee clear and transparent communication, the BBFAW analyses and assesses the public communications of industry-leading food businesses at international level, in order to evaluate how they manage and communicate their policies and practices concerning the welfare of livestock.

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In the 2021 edition of the Benchmark, Barilla confirmed its **leadership** in caring for animal welfare – **the only Italian company to reach the second level of the pyramid defined by the BBFAW**, confirming the result of 2020. An important result achieved thanks to detailed and transparent communication on the subject of animal welfare, which includes not only defining more concrete objectives, but also communicating the progress made from year to year to achieve them.

In June 2021, Barilla received the **Special Recognition Award in the Planet Friendly category of the Animal Welfare Awards of Compassion In World Farming**. An important acknowledgement of the Company's constant endeavours to create a sustainable food system that, at the same time, envisages the continuous improvement of animal welfare standards. Thanks to the collaboration with CIWF, Barilla has, in fact, reached the important goal of completely removing cages from the egg production and supply chain; moreover, in the recent past, it has launched several products with a high content of plant-based proteins, thus reducing the consumption of eggs.

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On 24 June 2021, as proof of its commitment and of the holistic approach to animal welfare, from the design of products containing plant-based proteins to the improvement of the procurement chains, Barilla was also the only company in the world in 2021 to receive Special Recognition by the CIWF. The recognition is granted to companies that can show innovation, commitment in, and excellent results for animal welfare.

## THE SUPPLY CHAINS OF ANIMAL ORIGIN: EGGS, PORK AND BEEF

### EGGS AND EGG PRODUCTS



Barilla uses **egg products for its baked goods** and **egg pasta for mats**. Since 2012, the Group has started a process of conversion of the production chain, through the gradual abandonment of caged breeding and favouring purchases from producers who raise hens in barns. Thanks to this commitment, all eggs purchased globally originate from barn poultry farms, and 99% of hens have access to enriched environments, such as perches and bedding.



In the United States, it confirms the commitment to keep procuring barn eggs. Lastly, Barilla performs periodic audits on all barn egg producers, to check that they actually comply with the alternative farming systems. To date, these checks have been performed on European suppliers.

With reference to the other non-European countries, the Group uses suppliers who respect national farming systems. In the absence of national schemes, **an Animal Welfare Officer is appointed to perform auditing activities on a sample of farmers, in order to verify their compliance with a recognised guarantee scheme**.

During 2021, Barilla and the CIWF reached an agreement on the criteria for the definition of mixed aviaries that will be excluded from the production and supply chain in 2023.

EGGS AND EGG PRODUCTS												
	Total tonnes purchased			Tonnes purchased from the local market						Percentage of barn eggs		
	t			t			% 2022 2021 2020			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
<b>Italy</b>	15,951	18,392	18,895	13,706	18,392	18,895	86%	100%	100%	100%	100%	100%
<b>France</b>	3,776	3,571	3,768	3,776	3,498	2,638	100%	98%	70%	100%	100%	100%
<b>United States</b>	42	10	17	42	10	17	100%	100%	100%	100%	100%	100%
<b>Canada<sup>4</sup></b>	26	-	-	26	-	-	100%	-	-	0%	-	-
<b>Brazil</b>	446	446	450	446	446	450	100%	100%	100%	100%	100%	100%
<b>Greece</b>	3	6	3	-	-	-	0%	0%	0%	100%	100%	100%
<b>Turkey</b>	15	20	29	-	-	-	0%	0%	0%	100%	100%	100%
<b>Total</b>	<b>20,258</b>	<b>22,445</b>	<b>22,957</b>	<b>17,996</b>	<b>22,346</b>	<b>22,000</b>	<b>89%</b>	<b>99%</b>	<b>95%</b>	<b>86%</b>	<b>100%</b>	<b>100%</b>

<sup>4</sup>. In 2022, the scope is increased by including Canada as a source country, for which the transition process is in place (26 tones).

### PORK AND BEEF

**Pork and beef** are ingredients used in Barilla ready-made meat sauces and filled pasta produced in Italy, where 96% of meat purchased worldwide is used.

The Group, in line with its animal welfare policy, purchases meat originating from producers who comply with the five animal welfare freedoms.

With reference to procurement of pork, the Group has started a process shared with its Italian suppliers and the organisation *Compassion in World Farming* in order to exclude the practice of tail-docking along the production chain.

A project designed to improve welfare conditions for the animals while increasing awareness among breeders on this subject and promoting the development of alternative breeding practices that can reduce the risk of accidents linked to cannibalism and aggression among the animals.

Following an initial stage of checking and improving environmental standards in all pig farms, Barilla involved the farmers in specific training sessions on correct breeding practices for long-tailed pigs. In parallel, between the end of 2016 and the beginning of 2017, the Group carried out tests and evaluations on the best materials for the environmental enrichment of livestock farms, in order to better meet the behavioural needs of the animals and prevent aggressiveness. In 2020, Barilla implemented these breeding standards throughout the supply chain.



BEEF									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	766 (95.8%)	716 (91.6%)	907 (91.8%)	766 (95.8%)	716 (91.6%)	907 (91.8%)	100%	100%	100%
China	34 (4.3%)	66 (8.4%)	81 (8.2%)	34 (4.3%)	66 (8.4%)	81 (8.2%)	100%	100%	100%
Total	800	782	988	800	782	988	100%	100%	100%

PORK									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	100%	100%	100%
China	41 (2.1%)	9 (0.5%)	13 (0.6%)	41 (2.1%)	9 (0.5%)	13 (0.6%)	100%	100%	100%
Total	1,951	1,952	2,057	1,951	1,952	2,057	100%	100%	100%

## THE BBFAW SURVEY

In 2018, Barilla completed the analysis of its meat production chain in order to identify possible areas of improvement in line with the parameters included in the **Business Benchmark on Farm Animal Welfare** (BBFAW).

In 2019, this analysis led Barilla to lay down an improvement plan to be implemented in collaboration with farmers, an improvement in compliance with the principles of the BBFAW.

In 2022, Barilla carried out an annual survey involving Italian meat suppliers, that 97% of the volumes used by the Group originate from, in order to check compliance with the parameters included in the *Business Benchmark on Farm Animal Welfare* (BBFAW), with the following results:

### Pork

- The gestation cages for sows are used for the first 4 weeks of gestation; subsequently 100% of animals are transferred into collective boxes for the remaining period;
- 100% bred animals are not subject to tail-docking and have access to straw throughout the production cycle (confirmed 100% in 2021);
- all (100%) pigs are transported from the farm to the slaughterhouse in under 8 hours, including loading and unloading;
- all (100%) of products that contain pork originate from animals that are stunned before being slaughtered. First stun is 99.7% effective, in case a second attempt is made a captive bolt gun is used, as of December 2022.

### Cattle

- all (100%) cattle are transported from the farm to the slaughterhouse in under 8 hours, with an average of 3 hours, including loading and unloading;

- all (100%) products that contain beef originate from animals that are stunned before being slaughtered. In December 2022, first stunning was ineffective in 1% of cases; these animals then underwent a second stunning;
- 100% of the cattle bred along the supply chain are not subject to any kind of routine mutilation (horns, castration, tail) and do not have skin lesions, in line with that already observed in 2021;
- 39% of the cattle are bred with straw bedding in the barns;
- none of the animals showed lameness.

Furthermore, Barilla has launched a survey with **fresh milk** and **egg suppliers**. Specifically:

- **with regard to fresh milk:**
  - 91% of fresh milk purchased globally comes from Italy;
  - 4% of animals in the Italian fresh milk production and supply chain are lame;
  - all (100%) milk cows of the Italian fresh milk production and supply chain are not subject to tail-docking or to horn-tipping after the horns' appearance;
  - all (100%) milk cows of the Italian fresh milk production and supply chain are bred in loose houses and are not tied to the pen.
- **with regard to eggs:**
  - eggs produced in Italy and France represent 98% of global eggs and egg products;
  - in Italy and in France, 100% of cage-free egg farms and mixed systems, in accordance with the specifications which were laid down and agreed with the CIWF during 2021.

### OTHER PRODUCTS OF ANIMAL ORIGIN

Barilla recipes also use other products of animal origin, such as fish, milk and dairy products. With reference to these ingredients, the **Group is committed to promoting purchases in line with what is defined within the animal welfare policy and preferring supplies from breeders operating in the countries where Barilla is present.**

With regard to milk, Barilla is committed to replacing powdered milk in its production processes with fresh milk from local, traceable and certified production chains. **Fresh milk** is mainly used in Italy, where around **91% of global milk supplies and 99% of dairy products are consumed.**

The Group only purchases fresh milk in Northern Italy from a single supplier that supplies 91% of the milk consumed globally and 15% of the dairy products. The latter actively endeavours to apply the Barilla Guidelines for Animal Welfare and the points of the Italian Ministry of Health's Classyfarm checklist.



OTHER PRODUCTS OF ANIMAL ORIGIN									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Wild-caught fish	32	21	64	-	-	-	0%	0%	0%
Butter	6,913	7,219	7,810	156	628	969	2%	9%	12%
Milk	3,143	3,324	3,576	3,143	3,324	3,576	100%	100%	100%
Dairy products	7334	7,728	8,184	3,625	4,009	3,051	49%	52%	37%
Total	17,693	18,292	19,634	7,194	7,961	7,596	41%	44%	38%

ANIMAL WELFARE REQUIREMENTS								
Animal supply chains	Eggs and egg products****	Cattle	Pork	Poultry	Fresh Milk	Butter and dairy products	Wild-caught fish	
Third party certification, including animal welfare regulations	65%	99%****	96%*	98%**	0%	92%	2%	100%***
Enrichment	56%	99%	36%	98%	0%	92%	2%	N/A
No tail-docking	56%	N/A	96%	98%	N/A	92%	2%	N/A
Transportation less than 8 hours	68%	100%	96%	98%	0%	92%	2%	100%

\*Classyfarm

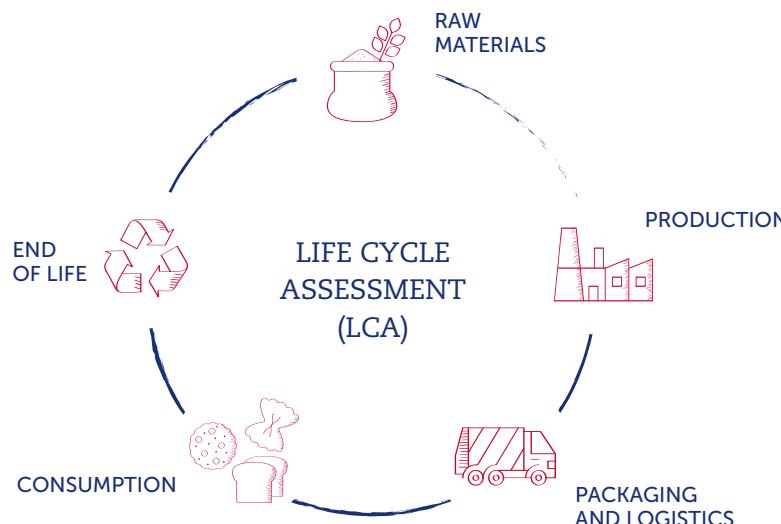
\*\*KIWA DT40

\*\*\*MSC

\*\*\*\* Barilla egg and egg product supply requirements

## THE ENVIRONMENTAL IMPACT OF PRODUCTS

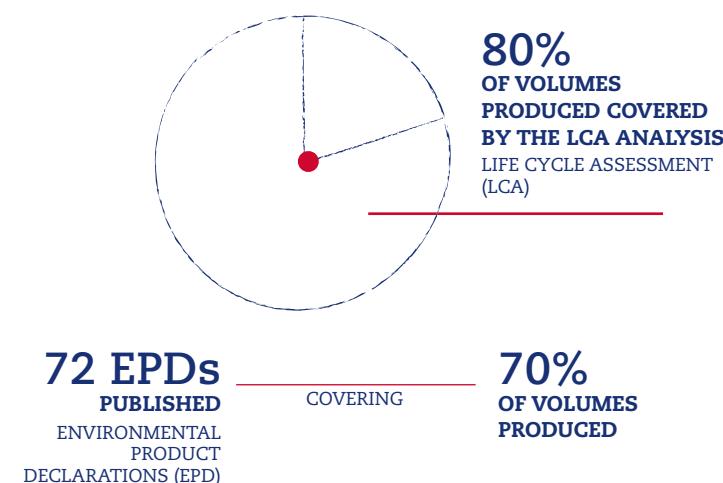
Barilla regularly analyses the environmental impact of the entire life cycle of its products, using the Life Cycle Assessment (LCA) methodology. This tool allows the company to assess the environmental impact of products in terms of CO<sub>2eq</sub>, water consumption and soil area used, taking into account all stages of the product's life, from growing the raw materials until their consumption.



The percentage of products subjected to environmental impact analysis is 80% of production volumes. Furthermore, **approximately 95% of the Group's product portfolio belongs to the base of the Environmental Pyramid** (products with a low environmental impact).

The results of the LCA analyses performed are published through **Environmental Product Declarations** (EPD), an international communication tool compliant with the ISO 14025 standard. Each EPD is subject to internal checks before being published; in addition, Barilla has implemented an EPD Process System that is subject to annual audits by an independent third-party body. The implementation of this system makes it possible to evaluate the environmental impact fast, simply, and reliably, providing results suitable for certification and publication.

All of Barilla's EPDs are published at <https://www.environdec.com/>.



The European Commission has launched pilot projects, known as PEF (Product Environmental Footprint) to develop a common methodology on the quantitative evaluation of the products' environmental impact, throughout their life cycle, in order to support the evaluation and labelling of products. **Barilla has participated in the Pasta Pilot PEF and has applied and certified the PEF methodology for calculating the impact of its iconic product: semolina pasta in a cardboard box.**

## ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2022

	Carbon Footprint
	kt CO <sub>2</sub> eq
Durum wheat	518
Semolina	204
Common wheat	34
Common wheat flour	163
Rye	14
Rye flour	11
Sugar beet	55
Sunflower oil	86
Rapeseed oil	21
Tomatoes	49
Eggs	60
Basil	1
Cane sugar	<1
Cocoa	6
Beef	18
Pork	6
Wild-caught fish	<1
Chicken	<1
Butter	11
Fresh milk	4
Dairy products	71
Total impact	1,332

## LIFE MAGIS

**LIFE MAGIS - Made Green in Italy Scheme** is a project co-financed by the European Union's LIFE Programme, in which Barilla took part, to support the dissemination of the "Made Green in Italy" scheme, promoted by the (It.) Ministry of Technological Transition to recognise Italian products with the best environmental performance, and of the Product Environmental Footprint. The LIFE MAGIS partners are research bodies and universities, sector associations, consortia, and cooperatives. The agri-food, windows and doors, and the leather sector are represented in the project.

LIFE MAGIS also collaborates with other projects that deal with transparent environmental communication and the calculation of the environmental impact of products and services.



## GOALS

We want to help render Made in Italy products of a high environmental quality recognisable on the market.

## ACTIONS

We lay down guidelines for calculating the environmental impact, we communicate transparently with companies and citizens, we transfer our experience to other sectors and countries.

## RESULTS

We provide documents, tools, data, communication materials to facilitate familiarity with and the adoption of the "Made Green in Italy" scheme.

A wide-angle photograph of a wheat field at sunset. The sky is a gradient of orange, yellow, and blue. The wheat stalks are tall and golden. In the distance, there are some low buildings and trees.

ENVIRONMENT

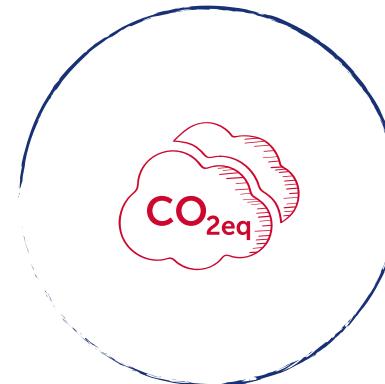
WE REDUCE  
OUR IMPACT  
ON THE PLANET

We endeavour to **reduce**  
**the impact** of our products  
**on the environment**

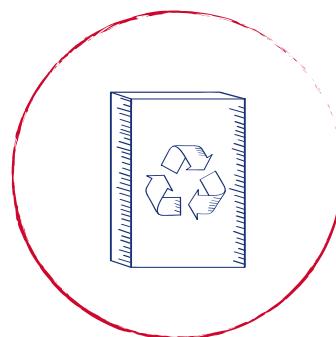
**99+%**  
OF THE PAPER AND  
CARDBOARD  
FROM RESPONSIBLY  
MANAGED FORESTS

**99.7%**  
OF THE PACKAGING  
IS DESIGNED  
FOR RECYCLING

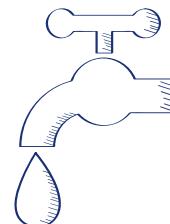
**64%** OF THE ELECTRICITY  
PURCHASED FROM RENEWABLE  
SOURCES WITH GO CERTIFICATES  
(GUARANTEE OF ORIGIN)



**-32%**  
GREENHOUSE  
GAS EMISSIONS  
PER TONNE  
OF FINISHED PRODUCT  
COMPARED TO 2010



**-24%** REDUCTION  
IN WATER USED  
PER TONNE OF FINISHED PRODUCT  
COMPARED TO 2010



**88%** OF THE WASTE  
PRODUCED WAS SENT TO  
RECYCLING AND ENERGY  
RECOVERY

# PACKAGING

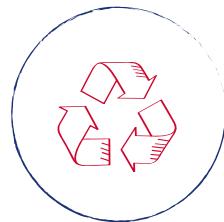
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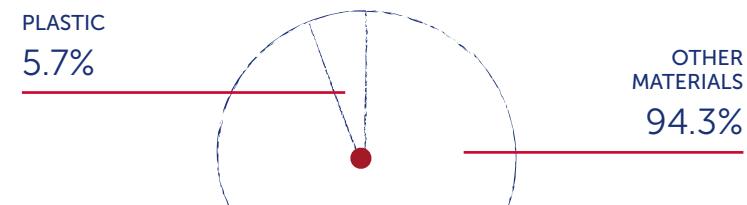
"SUSTAINABLE INNOVATION DRIVES THE CREATION OF OUR PACKAGING. WE DESIGN NEW RECYCLING SOLUTIONS AND CAREFULLY SELECT MATERIALS"

The role of **product packaging** is of twofold importance. On the one hand, it maintains the **taste, quality** and **safety of the product**, while avoiding wastage. In fact, designing strong and durable packaging is a concrete action to combat food waste. On the other hand, the packaging itself has a life cycle and impact on the environment and the community. Barilla pays just as much attention to the development of increasingly sustainable packaging solutions and, for this reason, has defined its **Sustainable Packaging Principles** over the years. These principles are kept constantly updated and are aligned with available technological innovations, knowledge and market trends.

To date, Barilla defines this principles:

## PRINCIPLES OF SUSTAINABLE PACKAGING

- 7.** Assess the choices of packaging using LCA
  - 1.** Reduce the quantity of packaging materials
  - 2.** Use paper and cardboard originating from forests managed responsibly
  - 3.** Use materials from renewable sources not in competition with the food chain
  - 4.** Promotion of reuse models
  - 5.** Use recyclable packaging and promote recycling technologies
  - 6.** Use recycled material when this is safe for the food contained
- 



**99.7%**  
OF PACKAGING  
IS DESIGNED  
FOR RECYCLING

The materials used for packaging are: **paper, cardboard, glass, metal** and **flexible film**, in the amounts listed below.

To date, **99.7% of packaging is designed for recycling**. Semolina Pasta, Sauces, Pestos and bakery products are already 100% designed for recycling.

RAW MATERIALS USED (t)			
	2022	2021	Purchased in accordance with the sustainable packaging principles
Flexible film	26,311	24,723	98%
Glass	70,848	68,283	100%
Paper and cardboard for packaging	161,005	151,368	100%
Metal	3,439	3,242	100%

PACKAGING		
	2022	2021
Packaging designed to be recycled placed on the market	99.7%	99.7%
Packaging with instructions on the correct recycling methods	99%	99%
Packaging produced with recycled materials	37.3%	37.7%

The ongoing commitment to the issue of product packaging is strengthened thanks to the participation in multi-stakeholder round tables and taking part in international initiatives.

Specifically:

- subscribing to the ***European Plastic Strategy*** Pledge;
- joining the ***Sustainable Packaging Coalition*** (in the United States), a working group that involves producers, distributors, public bodies and academics in promoting the wider use of more sustainable packaging materials;
- implementing the ***How2Recycle*** labelling system, which promotes clear and simple communication to consumers on product packaging recycling. This information is mentioned on the packaging of products sold in Canada and in the United States;
- implementing the voluntary OPRL environmental marking in the United Kingdom;
- collaborating with ***CEFLEX*** to promote the circular economy of flexible film.

What is more, Barilla is part of the ***Plastic Waste Coalition of Actions***, introduced by *The Consumer Goods Forum* to manage the issue of plastic within the consumer goods sector.



**THE BARILLA BLUE BOX AWARDED  
THE PACKAGING OSCAR 2023**

During the **Milan Fashion Week 2023**, the **Packaging Oscars** ("Best Packaging") were presented: the awards that, every year, are assigned to the best packaging solutions for innovativeness and sustainability, by the Italian Packaging Institute.

The **Blue Box Barilla** was awarded for its new visual identity which, according to the jury, makes the packaging even more essential, incisive and assertive, increasing its media impact.

The iconic Blue Box also represents a sign of love for the planet:

- **99+%** of paper and cardboard come from supply chains managed responsibly, therefore ensuring environmental protection, respect for human rights and of cultural traditions, and promotion of economic sustainability of forestry activities;
- **progressive removal of the plastic window** thus avoiding placing superfluous plastic on the market, equal to approximately 126,000 kg per year\*.

**"...A POINT OF BLUE THAT ECHOES THE BRAND'S HISTORICAL ROOTS WHILE MAKING THE PACKAGING MORE STRONGLY CONTEMPORARY"**

The Packaging Oscar  
2023 jury

\* Removal of the plastic window in all countries where the Group operates except: Canada, Russia, Japan and the U.S.A. where the transition is nearing completion.

# PRODUCTION

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Barilla has formalised its commitment, aimed at the **continuous improvement of its environmental performance**, through the adoption and disclosure, in all its factories, of **Management systems, policies, guidelines and rules for environmental protection**, which have been defined centrally by the HSE&E (Health, Safety, Environment & Energy) department. The various facilities are subject to periodic audits put in place to monitor and ascertain the correct implementation of the management systems, and compliance with the policies and guidelines.

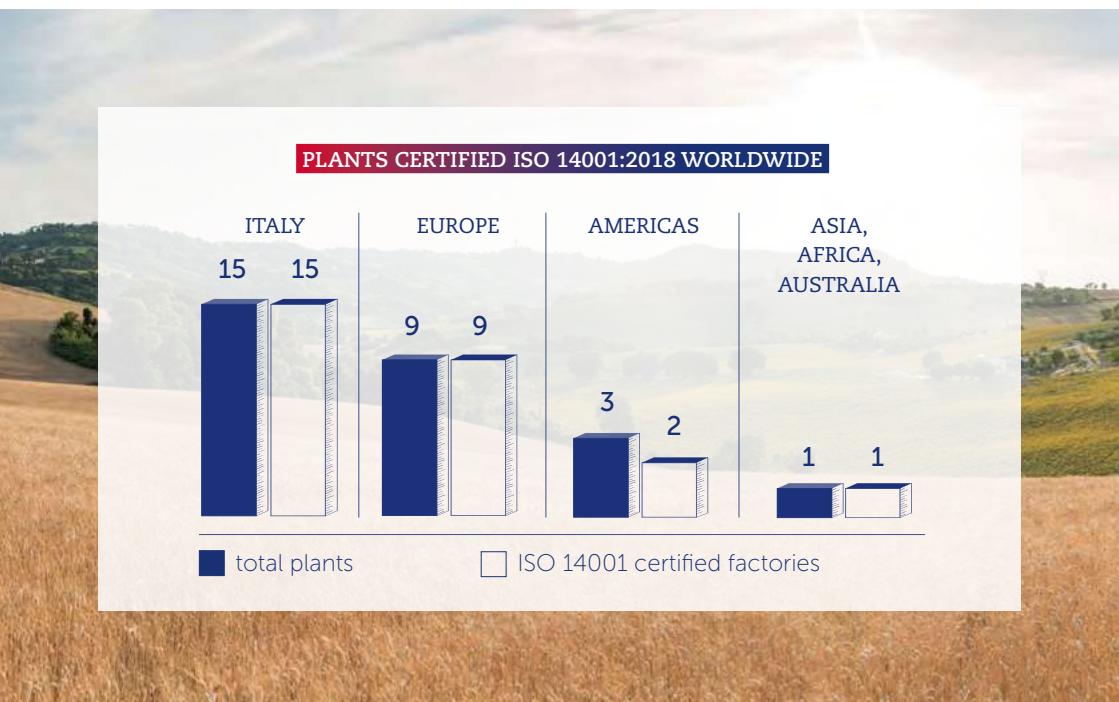
With this in mind, the **Group works constantly to improve the efficiency of its production systems with the goal of reducing the impact of its facilities in terms of CO<sub>2eq</sub> emissions, water use, and waste production**. An **Integrated Safety, Environmental and Energy Management System** has been implemented over the years, in compliance with standards **UNI EN ISO 45001**, **UNI EN ISO 14001**, and **UNI EN ISO 50001**. The Environmental Management System has been certified by an independent third-party body in accordance with the international standard ISO 14001, for 97% of the Group's facilities.

Moreover, with particular reference to **energy resources**, Barilla has implemented a certified **System for monitoring and controlling consumption**, in accordance with standard ISO 50001, for 72% of production facilities (including Mexico).

With a view to transparent communication of its environmental performance, **Barilla adheres to the initiatives promoted by the Carbon Disclosure Project** (CDP), an independent international organisation that provides undertakings, local authorities, governments and investors with a global system that measures and reports on environmental impact.

Each year, the Group participates by filling in the *Climate Change*, *Forest* and *Water* questionnaires. Again in 2022, the Group's score (on a scale from a minimum of D- to a maximum of A) was: "B" in *Climate Change*; "B" for *Forest*, and "B" for *Water*. These results are complemented by an 'A' rating in the *Supplier Engagement* questionnaire, which assesses companies on their performance in the areas of governance, targets, Scope 3 emissions and commitments within their value chain.

**97% OF PRODUCTION VOLUMES MANUFACTURED IN ISO 14001:2018-CERTIFIED FACILITIES**



## ENERGY AND EMISSIONS

In order to guarantee better energy performance, the Group regularly invests in modernising its production facilities and implementing new technologies.

Over **10.9 million euros** were invested in 2022, in detail these investments were intended for: **process optimization interventions** (e.g. automation of refrigeration plant operating logics, management of start-ups and transients of the ovens through procedures and constant monitoring); **improvements made to the general systems of the production plants** (e.g. replacement of diathermic oil boilers with high efficiency oil-free boilers, new compressed air nozzles, monitoring of compressed air losses), **energy efficiency solutions** (installation of high efficiency burners, replacement of lighting systems with new solutions based on LED technologies<sup>1</sup>, installation of insulation to contain heat loss, installation of high-efficiency fans for the drying phases, replacement of heat exchangers) and **installation of self-production plants from renewable sources** (photovoltaic system).

These interventions are estimated to save approximately 14,970 GJ of consumed energy per year (of which 10,037 GJ of direct energy and 4,933 GJ of indirect energy) and approximately 2,055 t CO<sub>2eq</sub> of avoided emissions (1,362 t CO<sub>2eq</sub> from Scope 1 and 963 t CO<sub>2eq</sub> from Scope 2)<sup>2</sup>.

In 2022, Barilla consumed a total of 5,855,764 GJ of energy (about 0.6% less than in 2021). Specifically, compared to the previous year, direct consumption decreased by about 0.83%, while indirect consumption decreased by about 0.23%.

<sup>1</sup>. Process optimisation involved Ascoli, Foggia, Melfi, Novara, Plaine de L'Ain, and Theva facilities; the improvements to the general plant systems involved Altamura, Ascoli, Galliate, Melfi, Novara, and Padriagnano facilities; the solutions for increasing energy efficiency involved Ascoli, Celle, and Filipstad sites.

<sup>2</sup>. The gases included in the calculation pertain, in general, to: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub>, NF<sub>3</sub>. Since these are projects for increasing energy efficiency, the CO<sub>2eq</sub> saved following the reduction of gas (Sm<sup>3</sup>) and electricity (Kwh) use was calculated.



**OVER 10.9 MILLION**  
EUROS INVESTED IN  
ENVIRONMENTAL PROTECTION

ANNUAL ENERGY USE BY SOURCE (GJ)		
	2022	2021
<b>DIRECT USE</b>	<b>3,575,451</b>	<b>3,605,513</b>
<b>ENERGY FROM NON-RENEWABLE SOURCES</b>	<b>2,390,995</b>	<b>2,454,102</b>
Natural Gas	2,374,934	2,431,551
Fuel oil	8,203	14,644
Diesel	658	707
Petrol	-	-
Biogas	7,200	7,200
<b>SELF-PRODUCED ENERGY THROUGH COGENERATION</b>	<b>1,180,465</b>	<b>1,149,523</b>
Thermal Energy	640,818	624,970
Electricity	467,130	454,364
Cooling Power	72,517	70,189
<b>ENERGY FROM RENEWABLE SOURCES</b>	<b>3,991</b>	<b>1,887</b>
Photovoltaic electricity	3,991	1,887
<b>INDIRECT USE</b>	<b>2,280,313</b>	<b>2,285,492</b>
<b>Electricity</b>	<b>2,092,166</b>	<b>2,126,118</b>
from non-renewable sources	848,215	826,736
from renewable sources	1,243,950	1,299,382
<b>Thermal energy</b>	<b>167,409</b>	<b>147,320</b>
from non-renewable sources	167,409	147,320
from renewable sources	-	-
<b>Energy for cooling</b>	<b>20,738</b>	<b>12,055</b>
from non-renewable sources	20,738	12,055
from renewable sources	-	-
<b>ENERGY USED PER TONNE OF FINISHED PRODUCT (GJ/T)<sup>3</sup></b>		
	2022	2021
	<b>3.13</b>	<b>3.17</b>

<sup>3</sup>. The figures relating to energy use are collected periodically using a web-based tool. Each facility of the Barilla Group accesses the tool annually and enters the data relating to a series of environmental aspects (energy and water use, waste production, etc.). The following energy vectors are collected: electricity (from the grid and from co/tri-generation); thermal energy (from boilers, co/tri-generation), and cooling energy (from tri-generation). Each energy vector is converted in GJ using an appropriate conversion factor. To analyse the trend, the quantity of energy is divided by the entire quantity of finished product. In 2022, energy consumption per tonne of product was slightly reduced compared to the previous year.

With regard to the **electricity purchased**, we should point out that a significant share, approximately **64% of total use**, has a Guarantee of Origin (GO) certificate, an electronic certification that attests to the renewable origin of the sources used.

**64%** OF THE ELECTRICITY PURCHASED FROM THE GRID COMES FROM RENEWABLE SOURCES WITH GO CERTIFICATES

**-32%** GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT SINCE 2010

During 2022, atmospheric greenhouse gas emissions from direct (scope 1) and indirect (scope 2) consumption respectively decreased (approximately -0.13%) compared to 2021.

The total emissions of CO<sub>2eq</sub> per tonne of finished product have gradually decreased over the years, since 2010, reaching a reduction of 32%.



GREENHOUSE GAS EMISSIONS BY SCOPE (t CO <sub>2eq</sub> )		
	2022	2021
<b>SCOPE 1</b>	<b>260,796</b>	<b>263,282</b>
Emissions from use of fossil fuels	162,359	166,769
Emissions from owned co-generation plants	98,351	96,472
Emissions from photovoltaic systems	86	41
<b>SCOPE 2</b>	<b>129,704</b>	<b>127,723</b>
Indirect emissions due to electricity used	117,586	116,994
Indirect emissions due to thermal energy produced by external co-generators	12,044	10,599
Indirect emissions due to cooling energy produced by external co-generators	74	131
Total	390,500	391,005

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO <sub>2eq</sub> )		
	2022	2021
0.21	0.21	0.21

## FIGHT AGAINST CLIMATE CHANGE

In 2020, the Group initiated risk analysis in line with the **TCFD (Task Force on Climate-Related Financial Disclosure) framework**, proceeding with annual assessments of operational, strategic, financial and, as a cross-cutting aspect, climate change-related risks. In particular, the Group considers aspects related to the sustainability of the supply chain and availability of raw materials, risk factors related to the environmental footprint due to greenhouse gas emissions, water consumption, waste generated by activities and the impact generated by the use of plastic packaging.

With regard to climate change, the following case studies on physical and transitional hazards were analysed:

- 1. Increased price variability of durum wheat due to structural increases in temperature and changes in precipitation patterns** (chronic market and physical risk) - the *World Trade Wheat Model* was adapted to consider the supply and demand for durum wheat in the EU market and adjusted with considerations of climate impacts (temperature and water stress levels). The model was used to estimate potential impacts on durum wheat production and prices, yielding indications of decreasing production levels and increasing price levels, with significant changes recorded especially in the 4° scenarios.
- 2. Decrease in durum wheat quality due to temperature and rainfall variations resulting in increased costs** (chronic market and physical risk) - a dedicated model was developed to estimate the financial impact of changes in durum wheat quality in the main supply regions in Italy due to variations in climatic variables (e.g. grain protein content was considered as a parameter to be analysed).

- 3. Extreme events with an impact on durum wheat availability and price volatility** (acute physical risk) - an initial analysis and estimation of the financial impact of an extreme event, e.g. a hail-storm, was carried out by considering the most likely and reasonable worst-case scenarios affecting key supply regions.
- 4. Changes in rainfall patterns and increased average temperatures with increased water stress levels and changes in plant water supply costs** (chronic physical risk) - an estimate was made of the potential financial impact in relation to changes in water stress levels for one of the plants, e.g. the Rubbiano plant, in terms of increased water supply costs and implications for business interruption.
- 5. Increased price of greenhouse gas emissions** (political and legal risk) - the estimate of future emission costs was calculated considering the two transition scenarios, taking into account existing and additional emission reduction initiatives.
- 6. Replacement of existing assets with low-emission technologies** - natural gas furnaces (technological and political risk) - first simulation of the increase in operating costs of natural gas furnaces in the context of the transition to a low-carbon economy.

The objective of the analysis carried out is to define a range of financial impacts of the risks by considering plausible alternative scenarios and to further raise the awareness of top management and the Board of Directors on the exposure to climate change risks.

## SCIENCE-BASED TARGETS (SBTi)



**Science Based Targets guide the private sector to act in favour of the climate, through the adoption of greenhouse gas emission reduction goals,** laid down in line with the decarbonisation level required to contain the increase of global temperature to under 1.5°C compared to pre-industrial temperatures. These instructions are consistent with the decrees of the IPCC (*Intergovernmental Panel on Climate Change*), which has subsequently defined the containment objectives agreed at the Paris COP21.

The SBTi initiative stems from the collaboration of **Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and World Wide Fund for Nature (WWF)**, with the intent to guide companies in promoting best practices and in defining objectives for the prevention of the harmful effects of climate change.

As of 1 April 2023, there are more than 4,800 companies worldwide classified as 'companies taking action', i.e. companies that are either participating in the *Science-Based Targets* (SBTi) initiative to reduce their emissions in line with climate science (more than 2,400 companies), or that have declared a commitment to set targets for validation within 24 months (more than 2,300).

In 2019, Barilla submitted its own **objectives**:



- **25% reduction** of Scope 1 and 2 absolute greenhouse gas emissions by 2030 (compared to 2017)

- **26% reduction** of Scope 3 absolute greenhouse gas emissions by 2030, per tonne of finished product (compared to 2017)

**During 2023, Barilla has envisaged the update of its SBT goal to be in line with a 1.5°C scenario.**

In order to achieve its objectives, the Group is working on the following areas:

- **Scope 1 and 2:** sustainable production through more efficient processes, lower energy consumption and use of renewable energy.
- **Scope 3:** collaborations with stakeholders in the Group's strategic supply chains aimed at sharing tools to promote more sustainable and less impactful agricultural practices in terms of, for example, CO<sub>2eq</sub> emissions, water consumption, use of fertilisers and pesticides or practices favouring soil protection and biodiversity.



**Wasa** has maintained its commitment to total compensation of CO<sub>2eq</sub> emissions, continuing along the path it started in 2018. This is the result of the work done by **monitoring emissions throughout the products' life cycle, the progressive reduction of emissions through energy saving programmes, logistics projects and purchasing electricity entirely from renewable sources with a Guarantee of Origin certificate.**

Residual emissions following the implementation of the reduction plans stood at **101,426 tonnes of CO<sub>2eq</sub>**, through projects with a **Verified Carbon Standard (VCS) certificate**. The VCS program is an internationally-recognized voluntary program, covering projects that must follow a strict assessment process. In particular, Wasa contributes to the following projects:

- **Madre de Dios to safeguard the Peruvian rainforest**, one of the main biodiversity centers in the world;
- a project aiming to guarantee **access to solar energy in rural areas of India**.

Find out more at: [www.wasaco2.com](http://www.wasaco2.com)



**Gran Cereale** has maintained its commitment to total compensation of CO<sub>2eq</sub> emissions, continuing along the path it started in 2018.

The residual emissions have been offset through a **VCS-certified project which contributes to the protection of the Amazon forest in Brazil, on the island of Marajo**. By putting a stop to forest exploitation, the absorption of CO<sub>2eq</sub> by the safeguarded forest is preserved, saving 2,500 hectares from deforestation.



Find out more at: [www.grancereale.it](http://www.grancereale.it)



## WATER

Barilla pays attention to the use of water in the production processes and with a view to this, specific projects were developed to reduce water consumption, which made it possible to lower the water requirements per tonne of finished product by 24%, in comparison to 2010.

In order to ensure a more responsible use of water resources, water recycling and reuse practices have been introduced in production processes and in the general services associated with its offices and production facilities over the years. During 2022, over 99.57 Megalitres of water (approximately 4% of the total volume of abstracted water) were reused by the Group after entering the production process.

What is more, Barilla facilities have implemented monitoring and control plans to constantly assess the quality of the water used and compliance with the legal provisions contained in the authorisations.



**-24% REDUCTION IN  
WATER USED PER TONNE  
OF FINISHED PRODUCT  
COMPARED TO 2010**

WATER USAGE BY SUPPLY SOURCE (Megalitres)		
	2022	2021
From wells	1,482 <sup>4</sup>	1,552
From public water supply system	1,046 <sup>5</sup>	1,146
Other sources	-	-
Total	2,529	2,698

WATER CONSUMPTION PER TONNE OF FINISHED PRODUCT (m³/t)	
2022	2021
1.35 m³	1.45 m³

WATER DISCHARGED BY DESTINATION (Megalitres)		
	2022	2021
Into surface water	469	375
Into the sewerage system	918	776
Other	-	-
Total	1,388 <sup>6</sup>	1,151

WATER USE BY AREA (Megalitres) <sup>7</sup>		
	2022	2021
All areas	1,141	1,418
Of which water-stressed areas	546	130

4. 51% of the water drawn from wells is categorised as water-stressed. In detail, the water drawn from the well, subject to water stress, relates to the following sites: Castiglione (11%), Celle (9%), Foggia (8%), Marcianise (18%), Rubbiano (53%) and Theva (1%).

5. 41% of the water withdrawn from the public water supply system is categorised as water subject to water stress (of which 20% deriving from underground water and 80% from surface water). In detail, the water withdrawn from the public water supply system, subject to water stress, relates to the following sites: Ascoli (12%), Celle (15%), Foggia (21%), Gauchy (2%), Marcianise (7%), Melfi (27%), Talmont (6%), Theva (2%), Valenciennes (3%), Altamura (3%), Castelpulano (1%) and Volos (1%).

6. 86% of which is categorised as "fresh water" discharge (<1,000 mg/l of total dissolved solids) and the remaining 14% of "other types of water" (>1,000 mg/l of total dissolved solids). Furthermore, the volume of water discharges in areas subject to water stress is equal to 657 Megalitres (84% of which is categorised as "fresh water" and the remaining 16% as "other types of water"). For its own water discharges, Barilla has adopted no treatment level (for 17%) and secondary level treatment (for 83%). Specifically, wastewater is mainly treated with a biological purifier, and is then neutralised maintaining the pH within the thresholds of reference, filtered in a percolation tower, and, lastly, is collected in a biological oxidation tank.

Barilla facilities respect the discharging limits defined by local laws of reference and, in consideration of their sector, they do not discharge hazardous substances requiring specific treatments.

7. Water use, as suggested by the GRI 303-5 Disclosure guidelines, was calculated as the difference between total water withdrawal and total water discharge.

## WASTE

Given the attention paid and importance assigned to the management and minimisation of waste, the Group has laid down policies and guidelines for the management of waste, disseminated in all operation sites by means of a manual that collects the main rules for the correct management of waste. Moreover, the Manager of reference at each facility identifies the legal measures concerning the management of hazardous and non-hazardous waste. In this regard, the Company Trade Union Representative, in cooperation with the plant authorities, implements all legal requirements that may be required by national/local law, based on waste recovery, storage and disposal.

**Waste amounting to 38,250 tonnes** (approximately 5% compared to 2021<sup>8</sup>) was produced in 2022, mainly deriving from the production processes, while a smaller share originates from secondary activities or activities in support of production (e.g., maintenance, cleaning, etc.)<sup>9</sup>. This increase was mainly due to increased production and the start-up of new lines and products.

With regard to outsourced waste management activities, the Procurement Department always carries out a preliminary assessment of Third Parties, verifying their technical and professional suitability<sup>10</sup>. Barilla, carries out periodic checks on compliance with the preventive and protective measures adopted, as well as on the proper management of interference risks.

8. In 2021, the waste produced amounted to 36,312 tonnes, of which 99.50% non-hazardous waste and 0.5% hazardous waste. Own waste was mainly earmarked for recycling (91%), followed by disposal (6.5%), and recovery (2.5%).

9. Waste from production processes is mainly managed as by-products for animal feed (representing a good example of circularity); while those generated by secondary/production support activities are managed off-site and preferably sent for recovery.

The main destinations are material recycling (paper, plastic, glass...), re-use (used appliances) and incineration with or without energy recovery (plastic and other non-recyclable materials). Waste that cannot be recovered is sent to municipal waste management and may be landfilled or incinerated (with or without energy recovery).

10. The Group requires all transporters/disposers to possess the relevant transport/disposal authorisation. Rules for managing and formalising the validity of authorisations are included in the HSE&E Management System Manual, distributed to all factories by the HSE&E Department at Headquarters. In Italy, in all production plants (excluding mills), waste management is handled by a single general supplier, with whom a framework contract has been concluded.

OVER 88% OF THE WASTE PRODUCED WAS SENT TO RECYCLING AND ENERGY RECOVERY



In addition, the Group carries out internal and third-party audits in all its plants to monitor waste management, waste production, waste reduction and recovery/disposal.

Barilla endeavours to implement projects that aim to promote the reduction of the waste produced and adopts methods for increasing the quantity of waste to be earmarked for recovery/recycling and disposal, thanks to a careful management of the production process and of the means by which the raw materials are processed.

WASTE PRODUCED (t)		
	2022	2021
Waste recovered	33,708	33,109
Waste disposed	4,542	3,203
Total Waste Produced	38,250	36,312

WASTE RECOVERED (t)		
	2022	2021
Hazardous waste	156	197
Preparation for use	-	-
Recycling	156	197
Other recovery operations	-	-
Non-hazardous waste	33,552	32,912
Preparation for use	-	-
Recycling	33,552	32,912
Other recovery operations	-	-
Total	33,708	33,109

## WASTE DISPOSED (t)

	2022	2021
<b>Hazardous waste</b>	<b>149</b>	<b>158</b>
Disposal in landfill	36	30
Incineration - with recovery of energy	105	111
Incineration - without recovery of energy	8	17
Other types of disposal	-	-
<b>Non-hazardous waste</b>	<b>4,393</b>	<b>3,045</b>
Disposal in landfill	3,053	2,326
Incineration - with recovery of energy	1,340	719
Incineration - without recovery of energy	-	-
Other types of disposal	-	-
<b>Total</b>	<b>4,542</b>	<b>3,203</b>

Among several pilot projects, the Group is evaluating the possibility of producing biomethane from the by-products generated by its production processes.

Barilla analysed three of its supply chains (pasta, tomato sauce and soft bread) in collaboration with *Last Minute Market*, a spin-off of the University of Bologna, with the aim of monitoring food losses and waste along value chains and identifying causes and measures to reduce them. Studies have pointed out that such supply chains can be considered a good example of a circular economy, as measured food losses and waste are very limited (most of this waste occurs during the consumption phase, while very little food is wasted in production processes). A global industry standard, the Food Loss and Waste Accounting and Reporting Standard (FLW Standard), was used to conduct the analysis. Case studies on the pasta and tomato sauce supply chains are available at <https://flwprotocol.org/case-studies/>.

## LOGISTICS

For several years Barilla has been committed to reducing the environmental impact of the transport of raw materials and finished products.

In the US, the share of **intermodal rail transport** has doubled in 2022 thanks to the design of a new network of local warehouses.

In Italy, since 2015, the Group has chosen the railways as the main solution for moving durum wheat from the port of Ravenna to the facility of Pedrignano (Parma), equipped with a direct rail link. This solution led to **3,500 lorries/year transitioning from roads to railways**.



With regard to finished products, thanks to a **partnership with GTS**, the use of the intermodal rail solution has been increasing since 2020, reaching a quantity of about 4,000 shipments moved from road to rail. **4,000 shipments transferred from road to intermodal transport**, from Southern to Northern Italy and vice versa, including daily shipments to Sicily.

**Starting in 2020, thanks to a partnership with Nicolosi Trasporti, all lorry shipments to Sicily will be made with LNG lorries**, which now increasingly use bio-NG fuel produced from agricultural waste.

Since 2019, shipments to Sardinia from Northern Italy have been optimised thanks to a **partnership with Grendi Group**, strengthened in 2022, thanks to which **travel distances have been reduced** (port of embarkation closer to our factories, port of arrival closer to destinations) and **transport by sea optimised (use of modular containers with greater utilisation of ships)**.

Finally, thanks to the acquisition of the Muggia plant, new optimisation opportunities are being pursued to reduce the overall travel distance of our goods in Italy and to international markets.

In the context of the process of renewing the company's vehicle fleet, the Group has also converted approximately **98% of the Italian company cars** (+5% in comparison to 2021) to hybrid or plug-in hybrid vehicles with integrated combustion and electrical engine, installing 66 charging points in the parking areas of the Pedrignano (Parma) facility.

## SUSTAINABLE MOBILITY HOME-WORK

On the occasion of the **European Mobility Week** promoted by the Ministry of the Environment, **Barilla** joined the project launched by the Municipality of Parma and **FIAB Federazione Italiana Amici della Bicicletta Onlus** proposing the **Bike2Work** initiative, aimed at stimulating the use of bicycles as a form of transport.

The company also adhered to the "**BiketoWork**" call for tenders issued by the Emilia Romagna Region and promoted by the Municipality of Parma in order to encourage sustainable mobility by granting subsidies for the use of bicycles for the home work commute.

The incentive is intended for all Barilla People in the Pedrignano area.



### DATA ON EMPLOYEE PARTICIPATION

Average number of participants per month*	CO <sub>2</sub> eq saved**	Km cycled***
32	4,444	12,630

\* Data for the period June-December 2022

\*\* Value in Kg.

\*\*\* Km subject to contribution. The data was edited by Up2Go (data ref. to the Emilia Romagna Region 2022 call for tenders).



A close-up photograph of a young child with dark, curly hair, wearing a grey long-sleeved shirt. The child is looking directly at the camera with a wide-open mouth, holding a fork with spaghetti in their hand. A white bowl filled with spaghetti and red sauce is in front of them. In the background, there's a blurred view of a room with a painting on the wall and a wooden chair. The lighting is warm and natural.

PEOPLE AND COMMUNITIES

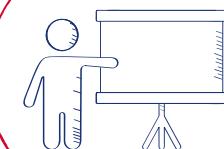
WE WANT  
TO FEED  
THE FUTURE,  
TODAY

Much more  
than a food company:  
**we are a family**

**38%**  
OF EXECUTIVES AND  
MANAGERS ARE WOMEN



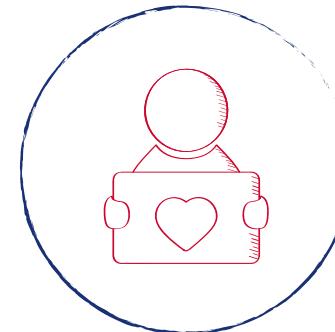
NO UNJUSTIFIED  
PAY GAP FOR ALL BARILLA  
PEOPLE AROUND THE WORLD



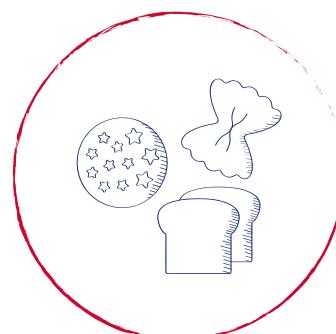
**130,000+**  
HOURS OF TRAINING  
PROVIDED

**17** EMPLOYEE  
RESOURCE GROUPS (ERG)  
FORMED BY EMPLOYEES TO CREATE  
AN EVER-INCLUSIVE CULTURE

We nurture a **quality**  
**future**



**3+ MILLION**  
EUROS DONATED  
TO CHARITY



**3,200+**  
TONNES OF  
PRODUCTS DONATED



**CATALYST AWARD**  
FOR THE COMMITMENT  
ON GENDER EQUALITY  
AND INCLUSIVITY AT THE  
WORKPLACE

# BARILLA PEOPLE

**“People are our most important resources”**

More than 8,000 people create and maintain corporate value day after day, for them and with them Barilla is committed to creating a safe, stimulating and inclusive workplace.

In addition, the Group in Italy employs **401 non-employees** (of whom 181 are women) categorised as temporary workers and staff leasing.



## BARILLA PEOPLE ON PERMANENT CONTRACTS BY REGION AND GENDER

	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	2,910	1,192	<b>4,102</b>	2,989	1,175	<b>4,164</b>	3,035	1,128	<b>4,163</b>
Rest of Europe	1,871	952	<b>2,823</b>	1,852	957	<b>2,809</b>	1,825	941	<b>2,766</b>
Americas	432	197	<b>629</b>	434	190	<b>624</b>	429	195	<b>624</b>
AAA	153	86	<b>239</b>	155	79	<b>234</b>	160	78	<b>238</b>
Rest of the World	206	138	<b>344</b>	70	91	<b>161</b>	71	64	<b>135</b>
<b>Total</b>	<b>5,572</b>	<b>2,565</b>	<b>8,137</b>	<b>5,500</b>	<b>2,492</b>	<b>7,992</b>	<b>5,520</b>	<b>2,406</b>	<b>7,926</b>

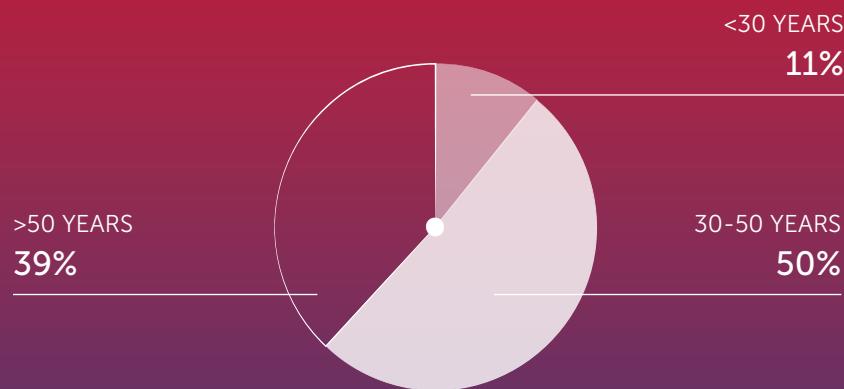
Note: The personnel data shown in the following chapter relates to Barilla Group, where 257 people were employed on permanent contracts (of whom 173 women) in 2022, 261 people (of whom 171 women) in 2021, and 255 people (of whom 162 women) in 2020.

## BARILLA PEOPLE ON FIXED-TERM CONTRACTS BY REGION AND GENDER

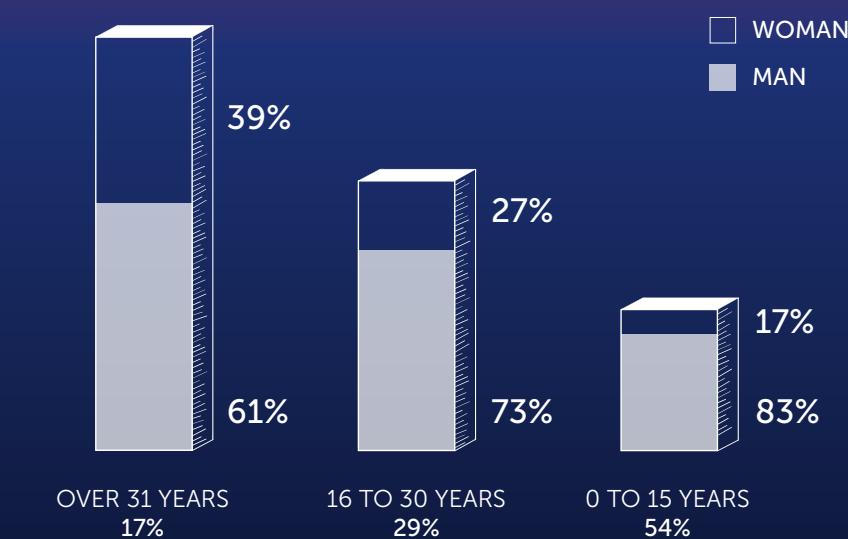
	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	39	48	<b>87</b>	43	47	<b>90</b>	68	61	<b>129</b>
Rest of Europe	79	58	<b>137</b>	74	39	<b>113</b>	110	92	<b>202</b>
Americas	-	-	-	-	-	-	-	-	-
AAA	3	1	<b>4</b>	2	-	<b>2</b>	1	-	<b>1</b>
Rest of the World	1	6	<b>7</b>	1	2	<b>3</b>	3	1	<b>4</b>
<b>Total</b>	<b>122</b>	<b>113</b>	<b>235</b>	<b>120</b>	<b>88</b>	<b>208</b>	<b>182</b>	<b>154</b>	<b>336</b>

Note: The personnel data shown in the following chapter relates to Barilla Group, where 41 people were employed on permanent contracts (of whom 28 women) in 2022, 23 people (of whom 18 women) in 2021, and 46 people (of whom 37 women) in 2020. Under national legislation in force in the United States, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be interrupted at any time by both parties without any liability. For the purposes of this document, Barilla people in the United States are considered to be hired on a permanent contract basis.

## BARILLA PEOPLE BY AGE GROUP



## BARILLA PEOPLE BY LENGTH OF SERVICEE



## GENDER BALANCE

As part of our commitment to gender equality, we have worked for years to eliminate any unjustifiable gender pay gap globally, breaking down barriers and ensuring **equality**.

Consistently with the applicable rules and regulations and the local legislation, Barilla has envisaged the possibility for **all employees**, regardless of sex, to **take advantage of parental leave**.

**TO DATE, OVER 38% OF BARILLA EXECUTIVES AND MANAGERS ARE WOMEN.**

## BARILLA PEOPLE BY PROFESSIONAL CATEGORY

	2022		2021		2020	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	164	48	166	44	172	41
Managers	694	282	663	266	661	264
White-collar workers	2,073	973	1,970	905	1,901	855
Blue-collar workers	5,002	1,240	4,971	1,233	5,013	1,238
Sales Force	439	135	430	132	515	162
Total	8,372	2,678	8,200	2,580	8,262	2,560

Note: in 2022, in the Executives category, 59% are over 50 and 41% are between 30 and 50 years old; in the Managers category, 66% are between 30 and 50 years old, 33% are over 50 and 1% under 30; in the White-Collar Workers category, 50% are between 30 and 50 years old, 33% are over 50 and 17% under 30; in the Blue-Collar Workers category, 47% are between 30 and 50 years old, 43% are over 50 and 10% are under 30. Lastly, of the Sales Force, 54% are between 30 and 50 years old, 28% are over 50 and 18% are under 30.

PARENTAL LEAVE IN ITALY<sup>1</sup>

no.	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Employees entitled to parental leave and who availed of said right	2	45	47	-	41	41	-	30	30
Employees who returned to the company following parental leave	-	33	33	-	28	28	-	19	19
Employees who returned to the company following parental leave and who are still employed, twelve months after their return*	-	30	30	-	15	15	-	3	3

RETURN TO WORK INDEX AND RETENTION INDEX IN ITALY<sup>2</sup>

%	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Return to work index by gender	-	70%	70%	-	68%	68%	-	63%	63%
Retention index by gender	-	107%	107%	-	79%	79%	-	12%	12%

(\*) The events of the previous years (i.e. since 2020) were taken into account, always taking return after twelve months into consideration.

Return to work index calculated as: (number of employees who have returned from parental leave/total number of employees who have used parental leave).

Retention index calculated as: (total number of employees who are still employed twelve months after returning from leave/total number of employees who returned from parental leave during the previous reporting year).

1. As far as the Barilla Group is concerned (excluding Italy), the number of employees who were entitled to and took parental leave was 137 (46% of whom were women), the number of employees who returned to the Company after parental leave was 130 (43% of whom were women) and the number of employees who returned to the Company after parental leave and were still employed twelve months after their return was 100 (39% of whom were women).

2. Back to work index: 95% and retention index 77%.

## REMOTE WORKING

Since 2013, Barilla has implemented hybrid working methods through the use of smart working, which has been progressively extended over the years to the entire corporate population.

The pandemic has reinforced the need for a flexible work approach and, to support the corporate population in a cultural change, the **Work@Barilla** project was born in 2020, which provides an even more extensive and structured possibility for Barilla People to work in remote working.

The project is based on three fundamental pillars:

## TECHNOLOGY

## WORK SPACES

## NEW PRACTICES AND BEHAVIOURS

the use of **technological tools** that enable advanced mobility and virtual collaboration

the design of **work-spaces** that foster interaction, flexibility and well-being

**practices and behaviours** that make it possible to obtain higher work performance in a more flexible manner, and in conformity with the company's needs

## WORKING AT BARILLA IS...



## INCLUSION

## FLEXIBILITY

## ACCOUNTABILITY

## WINPARENTING

Consistent with its ongoing initiatives to promote **Diversity and Inclusion**, the Group is committed to supporting parenthood by promoting initiatives that aim to completely overturn the approach: **parenthood as a real opportunity for growth for employees and the entire Company**.

In 2017, Barilla activated the ***Winparenting*** programme: a six-month path during which it offers coaching sessions, training workshops, remote working options, and skill improvement, in support of executives and new parents in all stages of parental leave, including the preparation, the entire leave period, and the return to work.

In addition, all new mothers and fathers at Barilla can take advantage of an additional training course, the *Maternity As A Master* (MAAM), in which information is shared on services and learning relating to each stage of parenthood. Alongside MAAM there are sessions of *coaching* individual and group coaching sessions for returning mothers, various remote working opportunities and a training course for bosses to better accommodate their people at such a transformational and challenging time.



## INTERNAL COMMUNICATION

In 2021, the new **corporate web portal** was introduced, an online platform offering employees a single point of access to all information, improving and streamlining internal communication within the Group. In 2022, the corporate web portal recorded:

**481**  
average daily  
accesses



**6,500**  
users enabled  
to access

**944,933**  
views, including  
the Home Page

In order to involve all Barilla people in the company's strategies and initiatives, four plenary internal communication events have been planned for 2022:

- **Global Town Halls**, in April, July and October, where quarterly results on the Company's performance and major initiatives are shared.
- the **B Together 2022**, an annual moment planned in hybrid mode: physical for the company leaders (250 people) and live streaming for the rest of the Barilla population. For the occasion, meeting points have been organised in the various offices and canteens, and Barilla remote working people can watch the live streaming from the comfort of their homes.

### B TOGETHER 2022 KPI'S

**1,262**  
average daily  
accesses

**205**  
business leaders  
@Auditorium  
Paganini in  
Parma

**21**  
aggregation  
points  
worldwide

## DIVERSITY AND INCLUSION: OUR PATH

PROMOTING DIVERSITY AND INCLUSION DOES NOT ONLY MEAN "**DOING THE RIGHT THING**" BUT ALSO SUPPORTING OUR GROWTH STRATEGY.

We want to be a Company that is **increasingly inclusive for all** and we will continue to promote a culture of diversity and inclusion among our employees and partners, wherever we operate

### MASTERS IN D&I

For the academic year 2022-23, Barilla, together with other partner companies in the area, is supporting the **Level I University Master's Degree in Sport and Inclusion - Management and Innovation in Disability**, whose primary objective is to train professionals to acquire a comprehensive inclusive approach to disability in educational, sporting and work contexts. In particular, the Master's Degree sees the direct participation of the Italian Paralympic Committee (CIP), CUS Parma a.s.d. on behalf of Alleanza Educativa Giocampus and Special Olympics. With this commitment already in 2021-22, all scholarships for the most deserving participants were financed.



### TENT FOUNDATION

Since 2018, Barilla has collaborated with the **Tent Partnership for Refugees**, which works closely with more than 300 large companies to concretely mobilise the global business community towards refugee inclusion. As a result of this collaboration, Barilla has committed to train a minimum of 75 refugees by 2023 in its factories and offices in Sweden, France, Italy and Germany. Working with local organizations and government agencies, Barilla has identified, trained and in some cases integrated refugees into its workforce, based on local business needs, as well as providing services such as language training. The target was reached in 2022, so the Global D&I Board mobilised to form a new commitment and continue on the path of refugee support.

On 20 June 2022, **World Refugee Day**, Barilla announced its new partnership with **Breaking Barriers**, a British charity that helps refugees rebuild their lives through education, training and employment.



## TENT FOUNDATION & CATALYST

By joining **The Tent Foundation**'s partnership with the non-profit organisation **Catalyst** in 2021, as part of its support for refugees along with its intention to expand opportunities for women in business, Barilla has committed to mentor at least 50 refugee women in Europe over the course of three years.

The past year represented another important moment for Barilla in its journey towards diversity and inclusion. In fact, the Group received the Catalyst 2021 Award for initiatives that have accelerated the advancement of the role of women in the workplace and increased the inclusion of all people.

In 2022, after appropriate training for volunteer mentors, the mentorship programme was able to start and in the offices in Italy, France, Germany and Sweden, dozens of Barilla employees have offered their professionalism and provided mentoring to as many refugee women, playing a key role in helping this population to find work and thus gain financial independence, develop a sense of belonging and contribute to the economy.



In the second half of the year, the second round of the programme was launched, confirming the intention to reach the promised target.

## THE VALUABLE 500



The **Valuable 500** is a global movement launched at the World Economic Forum's Annual Meeting in Davos in 2019, whose aim is to involve over 500 multinationals in a public commitment to promoting the inclusion of disabilities in the workplace and unleashing the economic and social value of 1.3 billion people who live with a disability. Barilla and its CEO joined the movement in 2020 and made a commitment to put disability inclusion on the agenda of strategic priorities, in particular by identifying opportunities for improvement by the end of 2021 and defining an operational plan. Honouring the commitment, the current action plan includes the outline of a Reasonable Accommodation Process, a concept found in the 2006 UN Convention on the Rights of Persons with Disabilities, which aims to achieve the full and equal enjoyment of all fundamental rights and freedoms by persons with disabilities and respect for their dignity.

The development of the process involved four phases: a first phase in which preliminary work was carried out to identify all parts of the organisation involved and to codify the processes already in place; in a second phase, the people identified as actors in the process were involved and interviewed in order to obtain feedback on the current processes and to accommodate the needs of disabled people. The third phase will be devoted to defining the process itself by specifying the purpose and practice of the new reasonable accommodation process, setting criteria for decision-making. Finally, the fourth phase will focus on the communication of the process and the training of HR professionals.

## OPENLY

Barilla continues its sponsorship of **Openly**, the digital, global platform developed by the Thomson Reuters Foundation for the dissemination of fair, accurate and unbiased news affecting the LGBTQ+ community.

## SUPPLIER DIVERSITY PROGRAM

The **Global Supplier Diversity** programme aims to drive a cultural change in Barilla's supply chain by directly involving all suppliers. It is a proactive programme that aims to provide equal opportunities for minorities, women, LGBTQ+ and persons with disabilities.



Each year, the dedicated Barilla Team organises a virtual event involving all Barilla suppliers worldwide and presents them with D&I issues with the aim of developing the same programme within their organisations. The same team is supporting the growth of two companies founded by women by mentoring them throughout the year

**WeConnect International**, a member-led, global non-profit that brings motivated, large corporate, multilateral and government buyers together with women-owned suppliers around the world, in partnership with Disability and the National LGBT Chamber of Commerce (NGLCC), **recognized Barilla as 2022 Bronze Top Global Champions for Supplier Diversity & Inclusion (SD&I)**, in which some of the world's largest corporations that have demonstrated their commitment to global inclusive sourcing from diverse groups including minority, women, LGBTQ+ and disabled-owned businesses were recognized.

## BEST PLACES TO WORK 2022



For the eighth year running, in 2022 Barilla **scored 100% in the Corporate Equality Index**, a system for comparing company activities aimed at lesbian, gay, bisexual and transgender employees developed by the Human Rights Campaign, the largest American association for the promotion of LGBTQ+ rights.



## OUR MAIN NOVELTIES...

### BARILLA WINS TOP 5 FOR LATINO EQUITY AWARD

Barilla America was honoured by Latino Magazine for its initiatives to increase representation and ensure equal pay for its Latinx employees and inclusion for all. Barilla celebrated this milestone together with strong community partners such as Cristo Rey St. Martin and its *Corporate Work Study Programme* to build the next generation of leaders.

*"At Barilla, everyone is welcomed at our table. Our commitment to diversity, equity, and inclusion is central to our way of doing business. It is reflected in the culture we promote in our employees, partners, and the communities in which we live and work."*

Laura Birk,  
Vice President of Human Resources

### #3RD PLACE FOR BARILLA - EUROPEAN DIVERSITY LEADERS



In the Financial Times 2022 annual list of European Diversity Leaders, Barilla was ranked third among Food & Beverage companies. In detail, companies eligible for the Diversity Leaders list must have at least 250 employees, be based in Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, the Netherlands, Norway, Poland, Spain, Sweden, Switzerland and the United Kingdom, and promote five aspects of diversity: gender balance, sexual orientation, age, ethnicity and disability.

### 2023 - STARTUPS 100 INDEX

Pasta Evangelists, a Barilla Group brand, was honoured by Startups for its fun, participative and community-based initiatives, led by one of the founders, Finn Lagun.

In 2022, the brand organised a series of "Pasta Pride" events to involve the general public in the celebration of London Pride. Drag queens were also involved to prepare rainbow-coloured pasta along with fabulous cabaret performances. All profits were donated to the LGBTQ+ charity Stonewall.



## THE MILESTONES REACHED BY THE GLOBAL DIVERSITY & INCLUSION BOARD

The Global Diversity & Inclusion Board includes a **Consulting Committee**, formed by independent external experts who provide vision, consultancy, external perspective, and guidance on D&I topics, and an **Operating Committee**, composed by Group employees who identify goals, initiatives, and improvement areas to promote the Group's process of equality and inclusion and monitor the progress made.

During 2022, some organisational changes occurred within the Global Diversity & Inclusion Board. Following the appointment of Talita Ramos Erickson as Chief Transformation Officer, the role of **Chief Diversity & Inclusion Officer** was taken over by Floriana Notarangelo.

After ten years of work, the Operating Committee enters a third season in which the context is very different from its beginnings. The results of the fifth D&I Survey in 2021 are guiding the company in achieving a number of strategic goals in the face of the many challenges in overcoming the covid pandemic. Key objectives include being at the forefront and a role model in gender equality and the development and consolidation of a *Global Disability Policy Roadmap*. After ten years of activity, the Operating Committee traced a path that can be illustrated in three seasons.



## ERGs

Consistently with and in support of the Group's *Diversity & Inclusion* objectives, the ERGs, i.e. interest groups organised, led and trained by Barilla people, continue to play a key role, with the task of imparting a positive cultural change within the company and promoting diversity and equal opportunity issues.

There are currently 17 ERGs at Barilla that actively involve almost 2000 people in numerous D&I initiatives worldwide.



# HEALTH AND SAFETY

## “Barilla People’s Health and Safety First”

The aspects and topics relating to **personal Health and Safety** are the priority when making choices and of the company's organisational structure.

The main goal is reaching **Zero Accidents** by laying down a series of guidelines and interventions of a more operational nature to coordinate initiatives and actions at European level and to stimulate, in all corporate sites, a proactive attitude when it comes to safety and an open and constructive dialogue between management and workers.

The main activities implemented to mitigate the risks deriving from accidents include continuous training and information, supervision and control to ensure compliance with the corporate directives, the

delivery and use of Personal Protective Equipment (PPE), interventions and maintenance operations on machinery and equipment. To this end, in 2022, the implementation of the **Culture on Safety project** will continue in the Italian offices, with the future aim of extending it to the foreign offices as well, aimed at raising awareness of the importance of health and safety in the workplace; and various workplace health promotion projects supported by local authorities and organisations, for example by setting up information campaigns on proper eating habits.

In addition, a "**Safety Virtual Game**" has been implemented in all Italian plants, aimed at promoting health and safety training for workers in the workplace; this project will be developed in the near future in the various Nordic plants.

In order to safeguard health and safety at the workplace, the Group has adopted a specific **HSE Corporate Policy**. At Group level, the HSE Unit is responsible for developing guidelines on specific health and safety topics, which are implemented by the HSE managers and professionals of the production facilities and which in turn outline specific operating procedures regarding risk management of health and safety in the plants.



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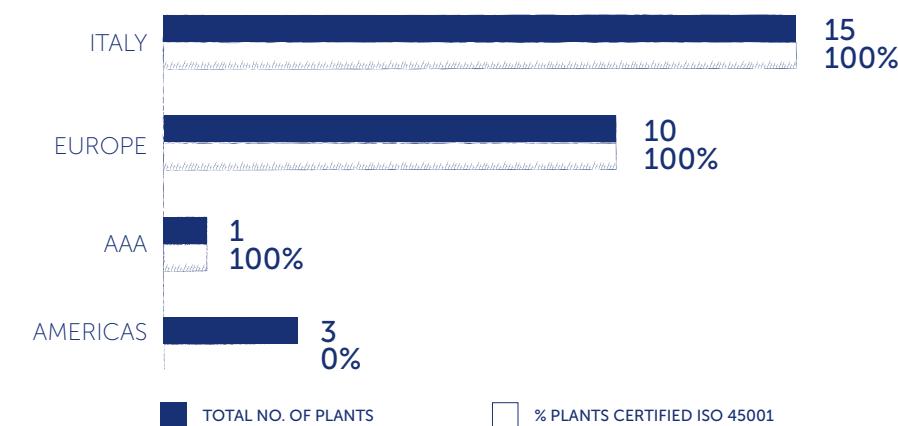


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Among the main documents on this matter, we would like to mention the **Barilla Fire Safety Manual**: the first corporate guideline, developed over fifteen years ago, which contains all good corporate practices for the prevention of fires and explosions.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

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

#### PLANTS CERTIFIED UNI ISO 45001:2018 WORLDWIDE



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

On an annual basis, the HSEE team conducts audits<sup>3</sup> in all production facilities; these activities generally include document inspections, site visits and employee interviews.

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

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

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

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

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

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

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

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

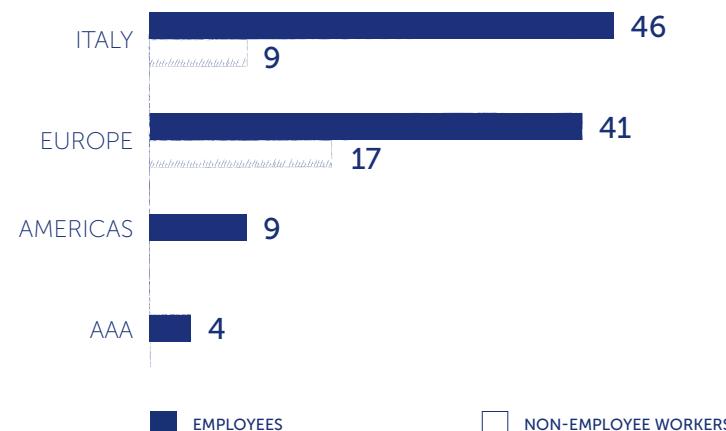
Since 2020, Barilla has been using *CSR Tool* to monitor the trend of accidents and the type of occupational diseases, affecting both its employees and non-employed workers. Furthermore, every year, targets are set at all Barilla plants for reducing the accident indices; this data is monitored on a monthly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

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

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

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

#### ACCIDENTS BY GEOGRAPHICAL AREA



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

#### OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR EMPLOYEES

##### RATE OF RECORDABLE ACCIDENTS AT WORK

2022	2021	2020
8.40	7.62	10.10

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

##### RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)

2022	2021	2020
0.73	0.28	0.56

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

##### ACCIDENT SEVERITY RATE

2022	2021	2020
0.32	0.26	0.38

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

##### ACCIDENT INCIDENCE RATE

2022	2021	2020
1.35	1.18	1.31

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

#### OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR NON-EMPLOYEES

##### RATE OF RECORDABLE ACCIDENTS AT WORK

2022	2021	2020
16.66	15.76	14.68

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

##### RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)

2022	2021	2020
3.20	-	0.77

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

#### POSTURAL AND FUNCTIONAL GYMNASTICS AND HATHA YOGA PROGRAMMES

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

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

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



# TALENT, TRAINING, AND DEVELOPMENT

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



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

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

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (ITALY)

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

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (GROUP)

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

## RETENTION & ATTRACTION

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

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

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

For **young talent**, various **entry programmes**, such as **internships, apprenticeships** and graduate projects, are provided to identify and develop potential leaders. These programmes offer candidates the opportunity to gain important practical experience and to develop their skills.

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

## TALENT MANAGEMENT

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

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

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

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

## RECRUITMENT BY GEOGRAPHICAL AREA AND GENDER

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

## DEPARTURES BY GEOGRAPHICAL AREA AND GENDER

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

## RECRUITMENT BY GEOGRAPHICAL AREA AND AGE GROUP

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

## DEPARTURES BY GEOGRAPHICAL AREA AND AGE GROUP

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

## TURNOVER RATES BY GENDER

POSITIVE PERSONNEL TURNOVER RATE								
2022			2021			2020		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
8.5%	11.1%	9.3%	6.9%	9.3%	7.6%	5.3%	8.7%	6.3%

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

## NEGATIVE PERSONNEL TURNOVER RATE

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

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

## TURNOVER RATE BY AGE GROUP

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

## NEGATIVE PERSONNEL TURNOVER INDEX

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

# TRADE UNION RELATIONS

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

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

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



- **NATIONAL TRADE UNION COORDINATION OF THE R.S.U. [UNITARY WORKPLACE UNION STRUCTURES]:** The National Trade Union Coordination is the body of trade union representation at national level (Italy) of reference for general topics that transversally pertain to the Group's activities, with particular reference to the national economic and organisational dynamics that involve the Italian sites. The Trade Union Coordination is the trade union body delegated to discuss and sign agreements with an impact at national level. The Representatives of the National Trade Union Coordination are appointed by the National Trade Union Organisational Structures among the R.S.U. and are assisted by the Local Trade Union Secretariats.

- **UNITARY WORKPLACE UNION STRUCTURE (R.S.U.):** R.S.U.s are the trade union representation body of the individual site or organisational area, and are present in all Italian organisational units (Plants, Mills, Headquarters, Sales Areas). They are representative at local level and represent the trade union of reference for topics relating to the activities of the individual site or organisational area (for example: safety, organisation of labour, production performance, employment dynamics, training, application of contractual terms, discussion of site agreements). The R.S.U. Representatives are appointed through periodic election procedures organised by the Trade Unions and may be assisted by the Local Trade Union Secretariats.

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

# COMMUNITY RELATIONS

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

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

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

**Over 2,205,595 euros donated during 2022**

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

**Over 3,200 tons of food products donated during 2022**

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

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

**Over 591 hours of corporate volunteering in 2022**



## DONATIONS

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

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



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



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

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



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**DYNAMO CAMP**

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

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

**BARILLA PORTE APERTE 2022 (Open Doors 2022)**

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



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



## agriBosco Barilla

On 21 November 2021, on the occasion of **National Tree Day**, the **birth of "agriBosco"** was announced, a project made possible thanks to the collaboration between **Barilla, Legambiente and AzzeroCO<sub>2</sub>**.

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

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

According to AzzeroCO<sub>2</sub> estimates, the Barilla agriBosco, with an extension of over 54,000 square meters, **will absorb 13,000 kg of CO<sub>2eq</sub>** each year for the next 100 years.



## LEGAMBIENTE



LEGAMBIENTE

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

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



## WORLD DAY OF HAPPINESS

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

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



A photograph of a man standing in a golden wheat field at sunset. He is wearing a light blue short-sleeved shirt, dark trousers, and a brown baseball cap. He is looking down at his hands, which are holding a small amount of grain. The sun is low on the horizon, casting a warm glow over the entire scene. In the background, there is a line of trees and a few utility poles. The sky is a mix of orange, yellow, and blue.

GOVERNANCE

WE LOOK AT  
THE FUTURE WITH  
PASSION AND  
RESPONSIBILITY

# CORPORATE GOVERNANCE

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

## BOARD OF DIRECTORS<sup>1</sup>

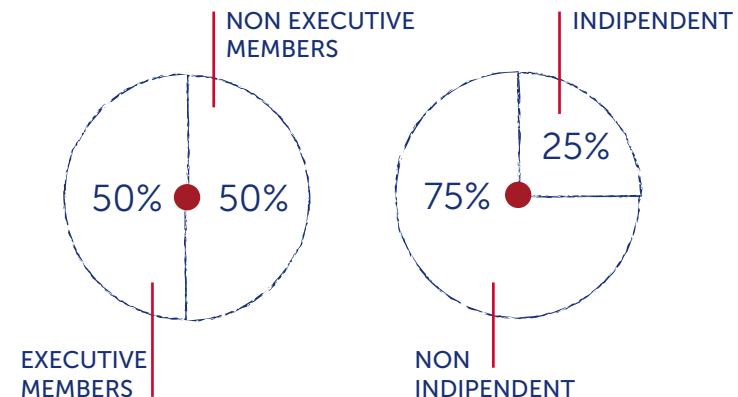
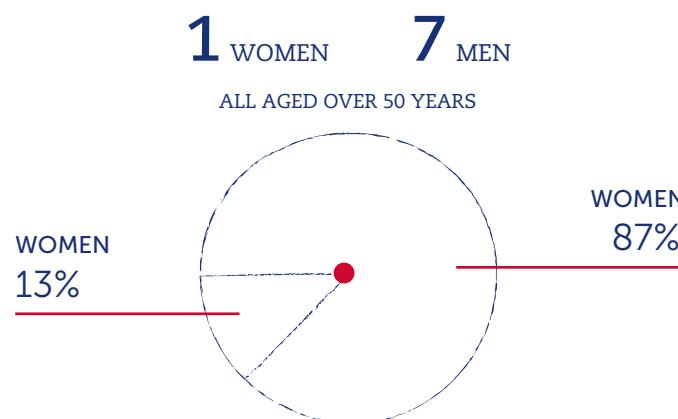
Composed of eight directors: four executive and four non executives (of which two non-independent). The BoD is responsible for management ordinary and extraordinary activities of the Company, defines the Guidelines of strategic direction, evaluates the adequacy of the organizational structure, administrative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

## BOARD OF STATUTORY AUDITORS

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

## SHAREHOLDERS' MEETING

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



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

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

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

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

# GOVERNANCE OF SUSTAINABILITY

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

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

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

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

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

## REMUNERATION POLICIES

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

The tasks assigned to the Committee include:

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

# CODE OF ETHICS

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

The Code of Ethics<sup>2</sup> (hereinafter also referred to as 'the Code'), which is an integral part of the **Organisation, Management and Control Model** (hereinafter also referred to as 'the Organisational Model') adopted by the Group pursuant to **Legislative Decree No. 231/2001**, contains within it the values, guidelines and ethical principles to be followed by those working for the Company (Barilla People and stakeholders) in the daily management of activities and is published on the website ([www.barillagroup.com.it](http://www.barillagroup.com.it) in the section "About Us" > "Code of Ethics").



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

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

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

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

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

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

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

The Code also regulates situations of **conflict of interest**; to this end, Barilla and its people undertake not to find themselves in situations of conflict or potential conflict. Any Company Officer who believes that he/she is in a situation of conflict between his/her personal interest, on his/her own behalf or on behalf of third parties, and the interests of the Company, must immediately inform his/her hierarchical superior, the Board of Directors, the Board of Statutory Auditors and/or the Supervisory Board/Ethics Committee, as appropriate, while the specific rules laid down in the Civil Code remain valid. In addition, members of the Board of Directors are required to disclose any interests they may have in the Company's operations, pursuant to the Civil Code and the Company's Code of Ethics<sup>3</sup>.

*3. In particular, the members of the Board, at the time of appointment, are required to make a declaration that no conflict of interest situations exist. In the event that they have an interest in a certain transaction submitted to the Board of Directors for approval, they must inform the other members of the Board, the auditors and also the shareholders in advance if such a transaction is submitted to them for approval. This prior information, always in written form, must also be addressed to the Chief Legal, Corporate Affairs and Compliance Officer, as well as to the Regional Legal Counsel for companies belonging to the Western Europe Region, Central Europe Region, Northern Europe Region, Greater Eastern Europe Region, Americas Region. This obligation must be fulfilled orally if a member of the Board of Directors identifies the existence of an interest in a certain transaction only at the time of its resolution. The responsibility and duty of disclosure also exist when, the resolution being on the agenda of the board of directors, the board member leaves the meeting in which he/she should have participated.*

*In accordance with the specific policy on the disclosure of conflicts of interest (Corporate Policy "Obligations to Disclose the Interests of Directors and Attorneys"), which came into force on 1 January 2018, the above provisions apply to individuals in a representative role, who are required to disclose the occurrence of such situations.*

# ANTI-CORRUPTION

Consistent with its 'Zero-Tolerance' approach, **the Barilla Group is constantly committed to implementing all measures necessary to avoid episodes of active and/or passive corruption and bribery**. In particular, to supplement the governance tools adopted for the identification, prevention and control of corruption-related risks (such as the 231 Organisational Model and the Code of Ethics) Barilla has defined specific Policies:

## ANTI-CORRUPTION POLICY

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

## ANTI-FRAUD POLICY

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

## GIFT MANAGEMENT AND ENTERTAINMENT POLICIES

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

## POLICIES ON NON-PROFIT AND CHARITABLE CONTRIBUTIONS

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

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

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

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

## THE ASSESSMENT OF PROCESSES AT RISK OF CORRUPTION

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

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

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

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

## ANTI-COMPETITIVE BEHAVIOUR

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

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

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



# RISK MANAGEMENT

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

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



The ERM Model is based on two components:

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

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

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

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

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

## THE ERM PROJECT

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

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

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

The analysis carried out envisaged the identification and assessment<sup>4</sup> of potential risks that can affect sustainability activities in the following fields: corruption and fraud, the environment (with focus on climate change), human resources, human rights, products, and supply chain. Consistently with the previous year, among the risks identified in 2022, the Company paid particular attention to risks related to climate change and resource scarcity, as well as to repercussions arising from the geopolitical and macroeconomic environment.

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

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

## RISKS CONNECTED TO CORRUPTION AND FRAUD<sup>5</sup>



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

RISKS	POLICY	MANAGEMENT APPROACH	
Risks related mainly to the administrative liability of legal persons in case of violation of anti-corruption rules and regulations	<ul style="list-style-type: none"> <li>• Code of Ethics: it provides guidelines and assigns roles and responsibilities for the prevention, identification, and investigation of potential and actual fraud</li> <li>• Anti-Corruption Policy: aimed at promoting ethical behaviour and combating any conduct linked to corrupt phenomena</li> <li>• Anti-Fraud Policy: it aims to raise awareness and knowledge of risks of fraud and to improve the internal control system for their identification (applicable to both employees and third parties)</li> <li>• Policy on the management of gifts and gratuities</li> </ul>	<ul style="list-style-type: none"> <li>• Whistleblowing system available to all stakeholders for reporting any cases of corruption or fraud</li> <li>• Regular audit activities on various corporate processes, especially on the personnel recruitment process</li> <li>• Monitoring of suppliers for compliance with high qualification levels</li> </ul>	
<b>POSSIBLE IMPACTS</b>			
<ul style="list-style-type: none"> <li>• Reputational loss or damage</li> <li>• Monetary and/or restrictive sanctions</li> </ul>			
<b>ESG IMPACTS</b>			
RESIDUAL RISK	ECONOMIC GOVERNANCE	SOCIAL	ENVIRONMENTAL
			-

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

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



## ENVIRONMENTAL RISKS

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

RISKS	POLICY	MANAGEMENT APPROACH
Risks related mainly to the use and consumption of energy and water resources in the Barilla establishments, to the waste disposal processes, and to the use of non-renewable raw materials (such as plastic) in product packaging	<ul style="list-style-type: none"> <li>Code of Ethics: provides indications with regard to Barilla's commitment to the Earth. In all its activities, the Group must apply the "precautionary principle", as well as a preventive approach towards the environment and its biodiversity</li> <li>HSE Corporate Policy</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Safety, Environment and Energy Management System</li> <li>Evaluation and monitoring of the Environmental Impact of the products throughout their life cycle (Life Cycle Assessment)</li> <li>Development of solutions aiming at circularity and the reduction of waste</li> <li>Use of product packaging conceived and designed to be recycled</li> </ul>
<b>POSSIBLE IMPACTS</b>		
<ul style="list-style-type: none"> <li>Reputational impact</li> <li>Alterations to the environment (direct and/or indirect, positive and/or negative) with possible consequences on the local communities</li> <li>Monetary and/or restrictive sanctions</li> </ul>		



**Barilla** monitors its activities carefully and works to **reduce its impact in terms of CO<sub>2eq</sub>**.

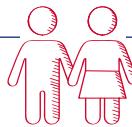
RISKS	POLICY	MANAGEMENT APPROACH
Risks mainly related to the increased likelihood of extreme weather phenomena, structural temperature increases and changes in precipitation patterns, as well as related to the negative impact on the environment in terms of emissions from the Group's activities	<ul style="list-style-type: none"> <li>HSE Corporate Policy</li> </ul>	<ul style="list-style-type: none"> <li>Subscription of Science-Based Targets</li> <li>Ad hoc physical climate risk assessment on major plants</li> <li>Modernisation and maintenance of systems, in order to prevent/mitigate the impact of business interruptions</li> <li>Assessment of new strategies for the procurement of the most critical raw materials (e.g. durum wheat, basil)</li> <li>Interventions aiming to reduce the environmental footprint of the company's logistics operations (*)</li> </ul>
<b>POSSIBLE IMPACTS</b>		
<ul style="list-style-type: none"> <li>Price volatility</li> <li>Interruption of operations</li> <li>Drought and severe damage to crops</li> <li>Environmental impact in terms of emissions</li> </ul>		



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

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

## RISKS CONNECTED TO PERSONNEL MANAGEMENT



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

RISKS	POLICY	MANAGEMENT APPROACH
Risks that mainly concern: • protecting the health and safety of people at work • the attraction and retention of talent and the protection of diversity and inclusion	<ul style="list-style-type: none"> <li>“Zero-Accident” plan</li> <li>Specific policies and procedures to guarantee the safety of our employees</li> <li>Policies and procedures for the management of human resources</li> <li>Career development plans</li> <li>Code of Ethics</li> <li>United Nations corporate code of conduct against LGBTQ+ discrimination</li> </ul>	<ul style="list-style-type: none"> <li>ISO 45001 certified production systems</li> <li>Support to international mobility and travel alert</li> <li>Training in OHS</li> <li>Monitoring of satisfaction levels and promotion of employer branding initiatives</li> <li>Encouraging remote working (Work @ Barilla project)</li> <li>Presence of a Global D&amp;I Board</li> <li>Specific initiatives in D&amp;I</li> </ul>
<b>POSSIBLE IMPACTS</b>		
<ul style="list-style-type: none"> <li>Loss of key resources</li> <li>Ability to attract talent</li> <li>Disputes with our employees on health and safety</li> <li>Reputational loss or damage</li> </ul>		

### ESG IMPACTS

#### RESIDUAL RISK



#### ECONOMIC GOVERNANCE



#### SOCIAL



#### ENVIRONMENTAL

-

## RISKS CONNECTED TO THE VIOLATION OF HUMAN RIGHTS



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

RISKS	POLICY	MANAGEMENT APPROACH
Risks connected to the violation of human rights	<ul style="list-style-type: none"> <li>Code of Ethics: it lays down the Group's values and principles based on the United Nations' Universal Declaration of Human Rights, on the International Labour Conventions and Recommendations issued by the ILO (International Labour Organization), on the Earth Council's Earth Charter, and on the principles set forth in the Global Compact proposed by the UN</li> </ul>	<ul style="list-style-type: none"> <li>Barilla has adopted a programme for the implementation of a more structured auditing process to check and monitor the performance of suppliers with regard to “social” sustainability principles, especially in countries that are deemed to be at higher risk of violation of human rights</li> </ul>
<b>POSSIBLE IMPACTS</b>		
<ul style="list-style-type: none"> <li>Violation of Human Rights</li> <li>Monetary and/or restrictive sanctions</li> <li>Reputational loss or damage</li> </ul>		

### ESG IMPACTS

#### RESIDUAL RISK



#### ECONOMIC GOVERNANCE



#### SOCIAL



#### ENVIRONMENTAL

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For more information on how this is done, please refer to the chapter "People and Communities".

For further information on management methods, please refer to the chapter "People and Communities" and the chapter "Chains with Potential Social Problems" in this document.



## RISKS CONNECTED TO PRODUCTS - QUALITY AND FOOD SAFETY

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

RISKS	POLICY	MANAGEMENT APPROACH
Risks arising from possible non-conformity of products, mainly related to changes in the relevant regulations or causes attributable to employees, suppliers or co-packers.	<ul style="list-style-type: none"> <li>Monitoring plan for finished products and main raw materials used</li> <li>Road Map for pesticide reduction in Pesto</li> <li>Task force for pesticide reduction in durum wheat</li> </ul>	<ul style="list-style-type: none"> <li>"Global Quality, Food Safety &amp; Techregulatory" department which has the specific task of identifying and assessing the impact of product quality and safety risks, taking into account existing and emerging risks</li> <li>Specific Risk Assessment activities</li> <li>Training courses in the production and supply chain to prevent infestations</li> <li>Planning of new tests to minimise furan in certain products (e.g. Wasa and Ragù)</li> </ul>
The main risks that emerged were contamination by mineral oils, pesticides and furans.		

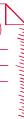
### POSSIBLE IMPACTS

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

### ESG IMPACTS

RESIDUAL RISK	ECONOMIC GOVERNANCE	SOCIAL	ENVIRONMENTAL
			-

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



## RISKS CONNECTED TO PRODUCTS - NUTRITION

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

RISKS	POLICY	MANAGEMENT APPROACH
Risks originating mainly from the evolution of consumer preferences and from new food trends (e.g. people are more interested in the quality and the nutritional characteristics of products and ingredients)	<ul style="list-style-type: none"> <li>Nutrition Guidelines, periodically reviewed by the Barilla Health and Wellbeing Advisory Board (group of external experts): promote individual well-being through a healthy diet and lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>Full and transparent nutritional information</li> <li>Definition of goals for improving the nutritional profile</li> <li>Monitoring processes by means of specific KPIs, in line with the Nutritional Guidelines</li> </ul>

### POSSIBLE IMPACTS

- Consumer satisfaction
- Loss of or damage to reputation

### ESG IMPACTS

RESIDUAL RISK	ECONOMIC GOVERNANCE	SOCIAL	ENVIRONMENTAL
			-

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

## RISKS CONNECTED TO SUPPLIER MANAGEMENT



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

RISKS	POLICY	MANAGEMENT APPROACH
Risks mainly related to: i) the unavailability/price volatility of high quality raw materials; ii) the development of supply chains that do not comply with Barilla's sustainability requirements; iii) increased exposure to business interruptions due to 'non-physical damage' (e.g. cyber threats), as well as the interruption of storage and/or transport processes due to cyber security incidents occurring to logistics providers)	<ul style="list-style-type: none"> <li>Supplier scouting, assessment, qualification, and monitoring procedures</li> <li>Sustainable Agriculture Code</li> <li>Carta del Mulino</li> <li>Carta Harrys</li> <li>Carta del basilico</li> <li>Cultivation Specifications on Sustainable Cultivation Practices and Pesticide Use</li> <li>Cyber Security plan for systems</li> </ul>	<ul style="list-style-type: none"> <li>Periodic operational audits on the supply chain</li> <li>Fraud risk assessment campaigns to identify the most critical product risk categories and to implement prevention plans</li> <li>Procurement strategies for the most critical supplies, with regard to both products and packaging</li> <li>Improvement of the production and supply chain traceability system and transparency on agricultural practices, through the use of technological tools enabling farmers to keep track of their products (ongoing)</li> <li>Training and raising awareness on cyber security</li> <li>Security by Design: definition of contractual responsibilities with partners, internal engineer team, and cyber security experts</li> </ul>

### POSSIBLE IMPACTS

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

### ESG IMPACTS

#### RESIDUAL RISK



#### ECONOMIC GOVERNANCE



#### SOCIAL



#### ENVIRONMENTAL



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

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

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



# TAX RESPONSIBILITY

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

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

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

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

## TAX STRATEGY

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

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

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

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

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

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

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

In compliance with the aspects above, Barilla is committed to pursuing the preventive certainty of the tax positions and preventing any unnecessary tax disputes from being initiated. Furthermore, in line with the Strategy, Barilla is committed to spreading and increasing the importance and relevance of tax issues within the Company, ensuring that the various corporate functions acquire an awareness of the need for constant involvement of the Tax Department. To this end, periodic update meetings are organised between the top management of corporate functions and the Tax Department aimed at sharing non-routine, operational and strategic plans and improving the tax awareness of individual corporate functions.

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

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

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

- **first-level control, or "line control":** represented by the individual operational lines that, on a daily basis, implement the so-called 'line controls', as defined by corporate policies and procedures, in the performance of the activities pertaining to them;
- **second-level control:** entrusted to the Tax Risk Management Department<sup>6</sup>, responsible for monitoring activities (so-called Tax Assessment), and aimed at verifying the effectiveness and efficacy of controls to protect against tax risks;

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

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

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

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



## ANNEX



# METHODOLOGICAL NOTE

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

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

The scope and quality of reporting reflect the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. Reporting is also based on the fundamental concept of materiality, i.e. it reflects the issues in respect of which Barilla generates or could generate the most significant impacts on the economy, environment and people, including human rights.

In this regard, Barilla has sought to strengthen and structure its materiality analysis process in recent years. In early 2023, when this report is published and in view of the publication of the new GRI 3 standard: Material Topics 2021, an update of the material topics was initiated according to the logic of impact materiality. For more information on the methodology used, the process performed and the results, please refer to the section "Materiality Analysis".

The reported data and information refer to fiscal year January 1 - December 31 2022<sup>2</sup>, in line with the period of the Consolidated Financial Statements, unless stated otherwise. Where available, comparative data referring to previous years have been reported in order to present the Group performance trend over a longer time horizon. For an accurate representation of performance to be provided, privilege was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators, only using estimates in limited cases and duly indicated.

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

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

For more information on this Report, please send a request to: [mediarelations@barilla.com](mailto:mediarelations@barilla.com).

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

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

<sup>2</sup>. With respect to the scope of reporting, in line with the figures presented in the Consolidated Financial Statements as of 31 December 2022, on 29 December 2022, the Group finalised the sale of the subsidiary Harry's Restauration SAS, which produces and markets bakery products in France, with sales to third parties amounting to EUR 5.9 million in 2022 and where 37 people were employed. The French subsidiary was sold to Project France SAS, which belongs to Morato Group.

In January 2023, an agreement was signed with the US company B&G Food Inc. to acquire the 'Back to Nature' business. This business, which will be included in the reporting scope as of the next Report, includes the eponymous brand founded in 1960, distributed mainly in America, which offers a portfolio of plant-based, no-GMO products, mainly referred to the categories of biscuits, crackers, nuts and granola. The Group thus reinforces its long-term strategy to build a strong multi-brand bakery platform in the US, where it is already the market leader in the crispbread category under Wasa brand.

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

RECONCILIATION TABLE OF MATERIAL TOPICS & ASSOCIATED IMPACTS (Inside-out perspective)				
Macro Category	Material Topics	Inside-Out Impacts	Type of Impacts	Scope/Value Chain
GOVERNANCE	<b>Governance, Ethical business, and Integrity</b>	Cases of corruption, bribery and conflicts of interest with possible negative (reputation and economic) impacts on the stakeholders involved (e.g. suppliers, customers, partners, etc.).	Negative - Potential	
		Promotion of a culture based on communication, ethics, transparency and protection of whistleblowers, with positive impacts in terms of increasing the trust of employees and collaborators, as well as greater freedom of expression of employees and collaborators, thanks also to whistleblowing reports.	Positive - Current	
		Effectiveness of governance in disseminating corporate values and ethical principles, with positive impacts in terms of increasing the trust of internal and external stakeholders.	Positive - Current	
		Collusion with potential competitors, abuse of market dominance or exclusion of potential competitors, with possible negative impacts on market logic.	Negative - Potential	
		Management of employee personal data processing activities in compliance with the requirements of the applicable legislation, with positive impacts in terms of privacy protection.	Positive - Potential	
HOLISTIC WELLNESS	<b>Products</b>	Contamination of food with harmful bacteria (e.g. salmonella, listeriosis, viruses and parasites), with possible negative impacts on consumer health.	Negative - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Enabling physical and economic access to safe, nutritious and acceptable food within a given culture, with positive impacts on food security.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
	<b>Innovation</b>	Products able to respond to emerging trends in the food sector, with positive impacts in terms of meeting the needs of customers and end users.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Production</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Continuity of supply chain relationships also through increased supplier satisfaction, with positive impacts in terms of generating and securing timely cash flows; as well as increased welfare of local communities through the inclusion of locally based suppliers in their supply chain.	Positive - Current	
	<b>Raw materials</b>	Traceability in terms of identification of the origin of products and raw materials, actors involved and supply chain as a whole, with positive impacts in terms of customer and end-user satisfaction, as well as advantages in the tracking and the possible recall of non-compliant products.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Consumer</li> </ul>

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

<i>Macro Category</i>	<i>Material Topics</i>	<i>Inside-Out Impacts</i>	<i>Type of Impacts</i>	<i>Scope/Value Chain</i>
<b>HOLISTIC WELLNESS</b>	<b>Animal welfare</b>	Promotion of practices and policies to ensure the protection and welfare of animal species by all suppliers of raw materials of animal origin, with positive impacts in terms of awareness, information and training on these issues for these suppliers and all employees involved in supply chain management.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Consumer</li> </ul>
	<b>Traceability and transparency</b>	Business practices aimed at ensuring easy and reliable access to product information and complaint handling, with positive impacts in terms of improving the customer experience.	Positive - Current	
		Business practices aimed at ensuring adequate quality of product information, with positive impacts in terms of informed and conscious customer choices.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
	<b>Marketing and labels</b>	Increased involvement of consumers and end-users, also by means of transparent and open dialogues on social media, with positive impacts in terms of ensuring stakeholders' freedom of expression.	Positive - Current	
<b>ENVIRONMENT</b>	<b>Climate change</b>	Wrong marketing strategies/practices, with possible negative impacts in terms of loss of customer/consumer confidence.	Negative - Potential	<ul style="list-style-type: none"> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Strengthen resilience and adaptation to climate change risks by taking appropriate measures to prevent or minimise the impacts generated by our supply chain and production activities and by contributing, in concert with other stakeholders, to the development of project proposals to be translated into climate change adaptation actions and initiatives.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
	<b>Consumption</b>	Promoting energy efficiency, self-production of energy from renewable sources, the study of alternatives to the use of fossil fuels, resulting in improved energy performance and reduction of negative environmental impacts, such as generation of emissions into the atmosphere and contribution to climate change.	Positive - Current	
		Ensure proper water resource management in the premises and throughout the network, promoting practices to ensure efficient use of water, containing consumption, limiting waste and ensuring constant attention to water-stressed areas. This resulting in a reduction of negative environmental impacts.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Continuous monitoring and control of water by engaging in continuous reduction of the discharge of harmful substances (nitrates, phosphates and pesticides etc.).	Positive - Current	

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

<i>Macro Category</i>	<i>Material Topics</i>	<i>Inside-Out Impacts</i>	<i>Type of Impacts</i>	<i>Scope/Value Chain</i>
<b>ENVIRONMENT</b>	<b>Biodiversity</b>	Protect the health of people and the surrounding environment by minimising the marketing and use of persistent organic pollutants (POPs), pesticides, nitrogen compounds, phosphorous etc.	Positive - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Production</li> </ul>
		Protect wildlife and floral species in the productive environment and promoting actions for the protection of biodiversity.	Positive - Potential	
	<b>Circularity</b>	Research, integrate and foster circular economy principles in the business model, promoting practices aimed at the proper management of natural resources (e.g. reduction/ simplification of packaging materials and initiation of experiments in recovery chains) and the valorisation of waste, with benefits in terms of minimising waste depletion.	Positive - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Production</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Research, integrate and foster circular economy principles in the business model, promoting practices aimed at proper waste management with benefits in terms of minimising waste production and a commitment to start the recovery/ recycling process.	Positive - Potential	
	<b>Packaging</b>	Search for the best types of products packaging, able to guarantee the highest quality and safety and, at the same time, with the lowest possible environmental impact.	Positive - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Production</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
	<b>Education</b>	Dissemination of sustainable and balanced lifestyles and correct eating practices (with special attention to the youngest), with positive impacts in terms of food education and information.	Positive - Potential	<ul style="list-style-type: none"> <li>• Retailer</li> <li>• Consumatore</li> </ul>
<b>COMMUNITY</b>	<b>Support to communities</b>	Employment and/or adoption of further practices aimed at supporting the community and territory (e.g. ensuring income, housing, food, water and sanitation, environmental and social protection, etc.), with positive impacts in terms of value creation for the territory and economic inclusion.	Positive - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> <li>• Consumer</li> </ul>
		Exploitation of natural resources, impoverishment of territories and/or failure/insufficiency in listening to the needs/requests of local communities, with possible negative impacts in terms of their quality of life and the socio-economic development of their territories.	Negative - Potential	

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

<i>Macro Category</i>	<i>Material Topics</i>	<i>Inside-Out Impacts</i>	<i>Type of Impacts</i>	<i>Scope/Value Chain</i>
<b>COMMUNITY</b>	<b>Human Rights</b>	Dissemination of a corporate culture aimed at ensuring secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance and respect for working hours and overtime, with positive impacts in terms of workforce satisfaction in the value chain.	Positive - Potential	
		Accidents, injuries and illnesses at work, with possible negative impacts in terms of health and safety of the value chain workforce.	Negative - Potential	
	<b>Human Resources</b>	Protect labour practices with regard to the workforce in the value chain (e.g. forced or compulsory labour, child labour) - with a focus on the sugar and cocoa supply chains, as well as migrant workers and temporary labour - with possible positive impacts in terms of safeguarding human rights within the value chain, as well as on people's psycho-physical health and child development.	Positive - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> </ul>
		Gender and pay equality for work of equal value, employment and inclusion of persons with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with possible positive impacts on the motivation and satisfaction of the value chain workforce.	Positive - Potential	
<b>BARILLA PEOPLE</b>	<b>Human Resources</b>	Secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance (including smartworking) and adherence to working hours and possible overtime, with positive impacts on workforce motivation, well-being and satisfaction.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> </ul>
	<b>Health and safety</b>	Accidents, injuries and illness at work, with possible negative impacts in terms of health and safety of the workforce.	Negative - Potential	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> </ul>
	<b>Diversity and Inclusivity</b>	Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with positive impacts on motivation, well-being and workforce satisfaction.	Positive - Current	<ul style="list-style-type: none"> <li>• Suppliers</li> <li>• Transport from supplier to production site</li> <li>• Production</li> <li>• Distribution from production site to retailer</li> <li>• Retailer</li> </ul>
		Forced or child labour practices, with negative impacts in terms of violating the human rights of employees and co-workers.	Negative - Potential	

# GRI INDEX

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

\*(G4 Sector Disclosures Food processing)

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

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

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

GRI standard / other source*	Disclosure	Location/Notes	Omission			GRI sector standard ref. no
			Requirement(s)	Omitted reason	Explanation	
<b>MATERIAL TOPIC - ANIMAL WELFARE</b>						
GRI 3: Material Topics 2021	FP9 Percentage and total of animals raised and/or processed, by species and breed type	Supply chains > Animal welfare				
	FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Supply chains > Animal welfare				
	FP11 Percentage and total of animals raised and/ or processed, by species and breed type, per housing type	Supply chains > Animal welfare				
	FP12 Policies and practices on the use of antibiotics, anti-inflammatories, hormones and/or growth-promoting treatments	Supply chains > Animal welfare				
<b>MATERIAL TOPIC - CLIMATE CHANGE</b>						
GRI 3 – Material Topics 2021	3-3 Managing material topics	Annex > Methodological Note Environment > Production				13.1.1
	305-1 Direct GHG emissions (Scope 1)	Environment > Production				13.1.2
	305-2 Indirect GHG emissions from energy consumption (Scope 2)	Environment > Production				13.1.3
	305-3 Other indirect GHG emissions (Scope 3)	<i>The Group has set itself the goal of reducing GHG emissions by 26%, by 2030, per tons of finished product (compared to 2017). For more details please refer to the website <a href="https://sciencebasedtargets.org/companies-taking-action">https://sciencebasedtargets.org/companies-taking-action</a></i>	Requirement 13.14	Not available / incomplete information	<i>The calculation methodology for the Scope 3 emissions is being refined. Barilla is committed to provide information over the next few years.</i>	13.1.4
	305-4 Intensity of GHG emissions	Environment > Production				13.1.5
	305-5 Reduction of GHG emissions	Environment > Production				13.1.6

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

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

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

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

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

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

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

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

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

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

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

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



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The FSC certification guarantees that the production and supply chain is managed with the greatest respect for the environment is socially useful and economically sustainable.

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

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