



LISTENING ACTING IMPROVING

SUSTAINABILITY REPORT 2015

SUSTAINABILITY REPORT 2015



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ABOUT THIS REPORT

This is Strauss Group's ninth annual Sustainability Report and it describes our key activities in 2015 to advance the sustainability performance of our global business in line with our 2020 Sustainability Strategy. Data presented in this report relates to the calendar year 2015. Our last report was published in 2015 and covered activities in 2014.

The purpose of this report is to update our stakeholders briefly and concisely about our key achievements. The report also represents our ongoing commitment to report to the United Nations Global Compact, and includes the main performance indicators that we have reported in previous years, in alignment with the Global Reporting Initiative (GRI) G4 reporting standard. In this way, stakeholders may continue to follow our performance in a way which is consistent and comparable.

We thank you for your interest in this report and would be pleased to hear your feedback. Please contact our Global Sustainability and Internal Communications Director

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For more about Strauss Group

WWW.STRAUSS-GROUP.COM

LISTENING, ACTING, IMPROVING

It is my pleasure to present our ninth Sustainability Report, which describes the main sustainability activities of Strauss Group and describes our progress against our 2020 Sustainability Strategy. This report is a further expression of our values-based choice to listen, act and improve our sustainability practice and manage our company and our activities in a way which integrates sustainability into our management approach and business strategy. It forms part of our ongoing commitment to transparency about the impacts of our business on society and the environment, and a basis for further dialog with our stakeholders about our responsibilities. This 2015 Sustainability Report details the actions we have undertaken to advance healthy lifestyles, improve our food and beverage products, manage our supply chain responsibly, employ our global team in a positive working environment and invest in the communities in which we live and work in the 20 countries where we do business.

Strauss Group today employs approximately 14,000 staff. In 2015, our global turnover was \$3,407 million. Our sustainability values and the importance we attach to sustainable practice assist us in continuing to grow, and in being considered by our consumers as a decent company, as well as assisting us in achieving our business objectives and aspirations.

In the past year, our activities have focused on strengthening relationships with our stakeholders. All the companies in the Group have started to embed a holistic approach based on the concept of “social license to operate”. As a company that prides itself on being exemplary, creating wonders out of basics,

and following a path based on the values of corporate responsibility, this approach, at its core, forms an integral part of our belief that we can engage with our stakeholders more closely and earn their trust and their loyalty over time. Therefore, we must act consistently, showing leadership at all times to make sure that we are worthy of the choices and preferences of our consumers, employees, communities, partners and, of course, our investors and shareholders.

We continue to integrate the needs and perspectives of our stakeholders significantly and definitively in our decision-making processes across the business. We have intensified our investment in improving our service for our consumers. We promote healthy nutrition to our consumers and have improved the nutritional profiles of tens of products in our portfolio with an emphasis on reducing added sugar and salt. We have implemented several efficiency initiatives with an aim to reduce the prices of products in selected categories in Israel – and we reduced our prices in prominent categories in order to make our products more accessible to consumers as far as possible. We have invested millions of shekels in making our portfolio of products accessible to those with special dietary needs, including increasing our range of gluten-free products and tens of product lines which are certified with the highest level of Kosher certification. We have increased our investment in our own organizational development with an emphasis on advancing diversity, equal opportunity and gender balance. We also allocated resources to a new social program for Strauss employees in Israel to reduce social inequalities by helping them to cope with the increasing cost of living.



Once again, this year, Strauss was named as one of the ten best companies to work for in Israel and we are proud that, each year, we continue to create a great place to work by investing in our employees' wellbeing and safety as well as keeping them informed through continuous communication.

The responsibility that leaders of food companies hold and the influence we have on the lives of people increases with each year that passes and compels us to keep doing better. The review of our activities in this report is a part of our journey of continuously listening, acting and improving. I invite you to engage in dialog with us and send us your feedback.

A handwritten signature in blue ink, appearing to read 'Gadi Lesin', written over a light blue oval background.

Gadi Lesin,
President and CEO, Strauss Group

A CONTINUOUS CYCLE OF IMPROVEMENT

The concepts of corporate responsibility and sustainability take on new, deeper meaning every year as a result of stakeholders' expectations of corporations. This progress report that we are pleased to present to you summarizes the way in which our sustainability management at Strauss Group has become, increasingly every year, an inseparable part of our way of doing business and a central element in the way we drive improvement processes in our organization.

Alongside the more standard elements of sustainability, we have elected to deepen our relations with our stakeholders (employees, consumers, suppliers, customers, regulatory authorities, media, social organizations and others) by initiating a process of dialog within the framework of a "social license to operate". This deeper focus has enabled us to more effectively understand the expectations of stakeholders as a kind of "management lens" which has become central to the decision-making process that occurs thousands of times a day throughout our organization. It has enabled us to review product changes, marketing campaigns and our pricing policy and the way these changes impact our consumers. Also, this approach has helped us assess organizational processes that the Group can adopt to continuously improve the quality of life for our employees.

During the past two years, we have learned that the highest priorities for our consumers are fair pricing and helping to curb the rising cost of living, as well as advancing healthy nutrition through our products. The plans we made and the activities we undertook in the past year, described in this report, are driven by our



commitment to continuous improvement in line with the expectations of our stakeholders. We understand that our social license to operate is granted to us only as long as we continue to act to improve in areas that our stakeholders consider important, because they grant us this license over and over again, every day. Our social license to operate approach and sustainability management in our daily activities is entrusted to our managers and our employees in the name of Strauss Group. Our challenge also in the future depends on us all understanding that this is a journey of continuous improvement.

I hope that all the readers of our report will find it interesting, and invite you to give us your feedback.

A stylized, handwritten signature in black ink, appearing to read 'Osnat'.

Osnat Golan

Vice President, Communications,
Digital and Sustainability

ABOUT STRAUSS GROUP

Strauss Group is a food and beverage company, dedicated to improving the lives of people – employees, consumers, suppliers, customers, communities and in the environment – through our fresh, delicious, nutritious, and innovative products. Our business portfolio, which includes five main business lines, provides a response to two leading trends in food and beverage consumption: Health & Wellness, and Fun & Indulgence. We are headquartered in Israel and we manufacture market and sell our products in around 22 countries. In 2015, Strauss Group generated \$3,407 million in consolidated sales.

We employ 12,185 direct employees, and indirectly provide employment and economic

opportunity for contracted employees, franchisees, independent distributors and thousands of business partners and suppliers around the world. Strauss Group is traded on the Tel Aviv 25 Index, which includes Israel's largest public companies, and earns an AA+/negative credit rating from Ma'alot, a Standard and Poor's affiliate. Our brands include market leaders in several countries and categories and reach millions of consumers each day.

At Strauss Group, we have always placed great value in partnerships, believing them to be a sustainable platform for expanding our offering for the benefit of our consumers around the world. We partner with respected, leading-edge

multinational corporations such as Danone, PepsiCo, Haier, Virgin and TPG, and with local leading players such as Sao Miguel, Yotvata and Yad Mordechai. These partners help us deliver to our consumers quality, innovative products which offer healthy choices and contribute to sustainable lifestyles.



STRAUSS GROUP SALES BY REGION, 2015 [\$ million]



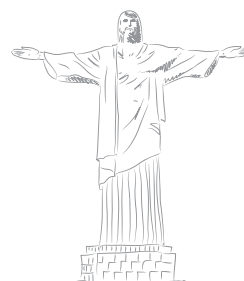
52.6%

[1,793]
EUROPE AND ROW



30.1%

[1,027]
ISRAEL



11.2%

[383]
BRAZIL



6%

[204]
USA

TOTAL [3,407]

The Board of Directors of Strauss Group comprises 11 Directors, of whom 5 are women. Four Directors are independent (including 2 Directors from the general public as required by law). None of the Directors is an active executive of Strauss Group nor holds any executive or management office. 8 Directors are financial and accounting experts as defined in relevant regulation.

STRAUSS VISION

**CREATING
WONDERS
OUT OF
BASICS**

STRAUSS VALUES

- **CARING & DARING**
- **PASSION & RESPONSIBILITY**
- **TEAM**



As a further expression of our commitment to corporate responsibility, we continue to participate in the United Nations Global Compact and this Report serves as our annual Communication on Progress. In Israel, we are members of the Maala (Business for Social Responsibility) organization, and have participated in the annual Maala ranking of public companies since the ranking was introduced more than ten years ago. For the past four years we have been awarded the highest possible ranking, Platinum Plus.

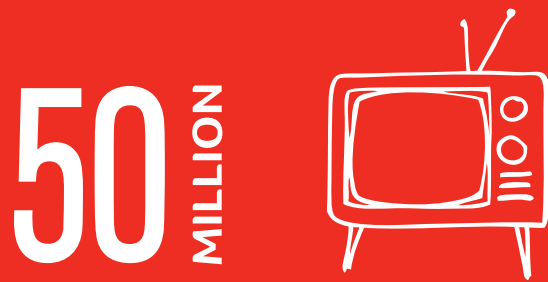


PERFORMANCE SUMMARY

HUMAN RESOURCES	UNIT	2012	2013	2014	2015	CHANGE IN 2015
Total employees at year end	Number	11,732	12,068	12,792	12,185	-5%
Employees on permanent contracts	%	98%	99%	96%	99%	3%
Women in management positions	%	37%	39%	41%	42%	1%
Women in total workforce	%	43%	41%	40%	40%	0%
Employee new hires	Number	3,394	3,926	3,737	2,957	-21%
Employee leavers	Number	3,771	3,758	3,539	2,934	-17%
Employee turnover	%	32%	31%	28%	24%	-13%
SAFETY	UNIT	2012	2013	2014	2015	CHANGE IN 2015
Number of injuries	Injuries	581	517	353	389	10%
Injury rate per 100 employees	Rate	5.16	4.54	2.91	3.38	16%
Number of lost days due to injury	Days	12,787	10,807	8,056	6,986	-13%
Lost day rate per 100 employees	Rate	113.61	94.98	66.49	60.75	-9%
ENVIRONMENTAL PERFORMANCE	UNIT	2012	2013	2014	2015	CHANGE IN 2015
Direct energy consumption	GJ	1,184,820	1,369,834	1,282,395	1,295,452	1%
Indirect energy consumption	GJ	473,932	504,855	529,617	591,946	12%
Total energy consumption	GJ	1,658,752	1,874,689	1,812,013	1,887,398	4%
Total energy consumption per ton of product	GJ	3.52	3.78	3.25	3.28	1%
Scope 1 GHG emissions	Tons CO2e	85,277	113,624	92,260	96,796	5%
Scope 2 GHG emissions	Tons CO2e	88,432	82,168	67,315	62,707	-7%
Total GHG emissions	Tons CO2e	173,709	195,792	159,575	159,504	0%
GHG emissions per ton of product	Tons CO2e	0.35	0.39	0.28	0.27	-3%
Total water withdrawal	M3	1,506,410	1,721,527	1,670,794	1,697,047	2%
Water withdrawal per ton of product	M3	3.28	3.54	3.06	2.99	-2%
Waste to reuse	Tons	47,728	54,198	75,028	77,298	3%
Waste to recycling	Tons	9,629	7,638	10,256	7,096	-31%
Waste to landfill	Tons	15,371	12,218	17,717	15,964	-10%
Total waste	Tons	72,728	74,054	103,001	100,358	-3%
Percentage of waste recycled or reused	%	79%	84%	83%	84%	2%
Waste per ton of product	Tons	0.16	0.15	0.19	0.18	-6%

PERFORMANCE SUMMARY

CONSUMERS AND HEALTHY LIFESTYLES



consumers reached with messages promoting healthy lifestyles



U.S. market share for Sabra Hummus – the leading hummus brand



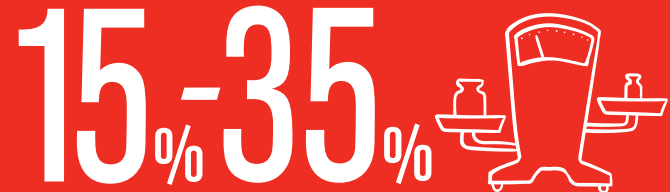
gluten-free Strauss products in a range of categories



of Strauss products in Israel observing strictest Kosher certification



reduction in product prices in Israel



reduction in added sugar in a range of different product categories

PERFORMANCE SUMMARY

EMPLOYEE ENGAGEMENT AND DIVERSITY

14 THOUSAND



employees in 22 countries

2,957



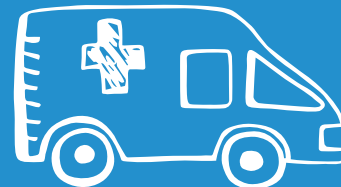
new employees hired globally in 2015

42%



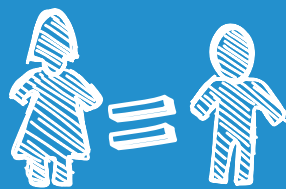
women in management roles as a % of total management and 40% of women in our workforce

9%



reduction in loss of workdays due to injury

120



managers (women and men) attending gender equality training

1,000



employees and visitors trained in safety at our Shoham site

PERFORMANCE SUMMARY

INVESTMENT IN THE COMMUNITY AND THE ENVIRONMENT



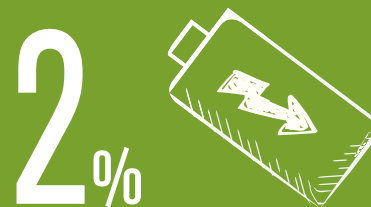
reduction in greenhouse gas emissions per ton of product



investment globally in improving our environmental performance



reduction in water use per ton of product



reduction in energy consumption per ton of product



investment in our local communities



employee volunteers in our communities across the world

PERFORMANCE SUMMARY

ETHICAL BEHAVIOR AND LOCAL ECONOMIC IMPACTS

14 THOUSAND



suppliers around the world

\$286 MILLION



in salaries and benefits for our employees globally

\$10.4 MILLION



paid to governments in taxes

67 %



of our total purchasing on local suppliers

6,539



tons of sustainably-sourced coffee

9



Sustainability Reports

STRATEGY 2020

In 2013, we introduced our Sustainability Strategy 2020 that was founded upon a set of core material impacts identified through extensive stakeholder engagement. In this report, we share our progress and performance in relating to our strategy implementation.

Our Sustainability Strategy 2020 has two main building blocks: levels of performance and circles of impact. Circles of impact reflect the progression of our impact on different stakeholder groups. Our impacts start from the direct relationship we have with our own employees – colleagues – through whom we are able to reach all our other stakeholder groups – consumers and society in general.

Each area of our strategy is backed by specific objectives and targets. Our performance is described in the three main sections of this report: colleagues, consumers and citizenship. In some cases, we are still developing our longer range plans to deliver against our objectives and performance data is not yet available. Some targets have been modified since we first published our strategy in 2013 to reflect improved planning as we start to focus our activities in the best way.



THE SIX MATERIAL IMPACTS THAT FORM THE FOUNDATION OF OUR 2020 SUSTAINABILITY STRATEGY ARE:



Advancing healthy lifestyles
improving quality of life for
our colleagues and consumers



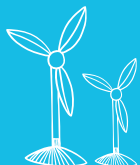
Diversity in everything we do
supporting innovation, creativity
and inclusive opportunity



Ethical supply chain
managing social and
environmental risk



Engaging our employees
aligning our organization to
meet sustainability goals



**Reducing resource
consumption & waste**
managing social and
environmental risk



**Product transparency
& responsible marketing**
helping consumers make
informed choices

SOCIAL LICENSE TO OPERATE

In 2015, we developed our management approach of “Social license to operate” and started taking our first steps, continuing into 2016, across our group of companies. This approach was introduced throughout our organization, based on this understanding that our license to operate is given to us not only officially by the regulatory authorities, but also by our stakeholders, starting with consumers, employees, suppliers, customers, our communities, environmental representatives and more. This virtual license enables us to continue to operate as a business, continue to manufacture our products, continue to employ our people and continue to provide income for our suppliers.

By adopting this approach, we aspire to embed in our organization a management culture that will

apply to all our employees and managers and will be characterized by the development of close, long-term relationships with our stakeholders so that the daily decision-making processes, which includes thousands of decisions each day, will be in the context of a “management lens” that encompasses the consideration of stakeholder needs and expectations from us as a food and beverage company.

In advancing this approach, we initiated tens of meetings with our stakeholders in order to deepen our relationships with stakeholders and improve the way we integrate their expectations into our decision making processes. We developed the “Barometer” – a proprietary research tool that evaluates the attitudes of different stakeholder groups toward Strauss and provides us with feedback and insights

about our activities. As a result of the insights we received, we introduced a set of organizational tools to assist and guide our employees and managers in their decisions: we created an Ethical Marketing Charter, updated our Code of Ethics, introduced a new crisis management procedure and developed personal decision-making tool using the “Social license to operate” framework. The initial findings from our Barometer led us to accelerate and improve our activities to reduce product prices, improve the nutritional profile of many of our products, improve our customer service and advance activities to support our employees within the organization.



PERFORMANCE AGAINST STRATEGIC TARGETS IN 2015

STRATEGIC COMMITMENT	BASLINE YEAR	2014 RESULT	2015 RESULT
COLLEAGUES			
Achieve a rate of 50% of global management positions held by women by end 2020	2013: 39%	40%	42%
Engage more employees in wellness and wellbeing activities throughout the organization	2015	--	During 2015, we created implementation plans. We will begin measuring progress in 2016.
Maintain or improve employee views on sustainability at Strauss Group	2015	--	The median result of the 6 questions relating to the Group's sustainability and values in the 2015 Employee Survey: 84%
CONSUMERS			
Improve consumer wellbeing through increased sales of products with a healthy lifestyle advantage by 15% by 2020	2015	--	Total sales of these products: \$720.5 million
Promote healthy lifestyle awareness and activities through each Strauss Group company, reaching 250 million consumers by 2020	2015	--	49.83 million consumers
CITIZENSHIP			
Increase sustainable sourcing of top 5 global food ingredients by 15% by end 2020	2014	Coffee: 5,483 tons	Coffee: 6,539 tons = +19%
Reduce environmental impact by 15% per ton of product by end 2020 in the following areas:			
Energy	2013: 3.78	3.25 = -14%	3.28 = -13.3%
Water	2013: 3.54	3.06 = -14%	2.99 = -15.4%
Greenhouse gas emissions	2013: 0.39	0.28 = -28%	0.27 = -30.2%
Waste to landfill	2015	--	0.028

*** Notes:**

Target update: strategic targets were updated after evaluation in order to create improved focus

Purchasing from sustainable sources: We are developing a structure to measure our sustainably sourced raw materials. At present, we report on coffee alone.

Feedback from employees: Excludes Brazil, UK, China and Max Brenner

Environmental impacts: Excludes Obela

Percentage improvement in 2015: May not sum to 100% due to rounding differences



WITH OUR COLLEAGUES

Strauss employees are the first point of contact with our customers and, in all the activities we undertake in the markets we operate, they perform an important role in the way we influence our consumers. We create a culture in which employees identify with our organizational values and advance responsible and sustainable business practices. We aspire to empower our employees through a culture of “employee in the center”, openness and caring, recognition and inclusion.



FOR A BETTER SOCIETY

our new social program in Israel

In recent years, the Israeli market has experienced an increase in the cost of living alongside an erosion of salaries and widening of gaps in society, affecting primarily the middle and lower classes in society. In the light of this trend, and following discussions with our employees, we created for all our companies in Israel (Strauss Israel, Strauss Water, Elite coffee and our headquarters) a strategic long-term program that provides a focused response to the circumstances and

socio-economic needs of our employees. The purpose of the program, "For a better society", is to assist employees to cope with the cost of living and financial challenges and the aim is to provide them with benefits that will assist them in improving their financial circumstances.

This program is the direct continuation of measures we have taken in our social program between 2012 – 2016, when we created a range

of initiatives that included a wage increase for employees who earn below the average market wage and additional welfare benefits for the same employees. In total, we have invested more than \$2 million per year in welfare activities alone, in addition to the cost of increasing wages for thousands of employees.

EXAMPLES OF OUR ACTIVITIES IN THE PLAN: "FOR A BETTER SOCIETY" 2012-2016



Specific benefits and activities
for factory employees



Company
family event



Salary increase for employees
earning minimum wage



Strauss products
for one shekel



Supplementing holiday
discount gift cards



Tours in the Strauss
candy factory



New employee store
at our Shoham site



Discounts at restaurants
and coffee shops



Schoolbags for employee
children starting first grade



Special activities for
store merchandisers



Subsidized tickets for
movies and shows



Summer vacation
events and activities



At the start of 2016, we expanded the program, adding significant benefits for eligible employees at a further investment of millions of dollars. The three main areas were:



**MINIMUM
SALARY AT
STRAUSS**

No Strauss employee will be compensated solely at the level of minimum wage as defined by law. The minimum wage at Strauss will be at least \$77 above the legal minimum wage in Israel.



**CONTRIBUTION
TO CHILD
DAY-CARE:**

Each employee with one-year seniority will receive a contribution of \$128 per month for each child aged 3 and below.



**LONG-
TERM
SAVINGS**

All permanent employees will have the opportunity to contribute to a long-term savings fund with matched contributions by Strauss.



Employee satisfaction survey

We conduct an employee satisfaction survey every two years. The last global survey we conducted in 2015 included core questions across the entire group, as well as questions specifically targeted to each company. The survey results show that employees appreciate a culture of respect in the company, and feel that they are making a difference in their roles. In addition, employees support Strauss's activities in the area of corporate social and environmental responsibility and believe in our products.

As part of this survey we measure employees' views of about our values, ethics and sustainability. The survey results for 2015 show that in general, our employees have a positive view about the way we uphold our aspirations in these areas. In addition, employees also raised areas for improvement, such as the need to improve a culture of innovation across the Group.

CORPORATE SURVEY 2015
(PERCENTAGE OF
RESPONDENTS CHOOSING
4-5 ON SCALE OF 1-5)

89%

My company
is socially
responsible

88%

My company is
environmentally
responsible

87%

My company
appreciates
and encourages
diversity

86%

My company
treats me with
respect

84%

My company
is managed
ethically

79%

My company
consistently
operates in line
with its values



Women and leadership in Strauss Group

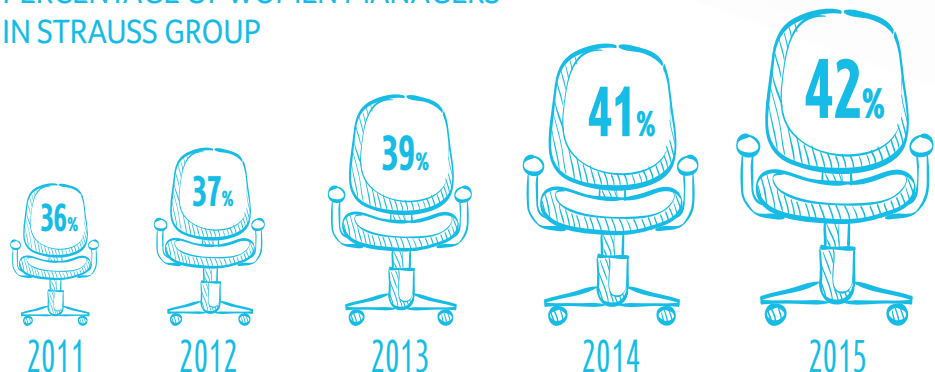
We have always been committed to equal opportunity for women and men in our organization and in 2012, we launched a new gender balance initiative with a target of 50% women in management roles across the Group by 2020. In the past four years, we have achieved a consistent improvement, year after year, in the number of women in management roles. In 2015, 42% of our managers in the Group were women, versus 36% in 2011.

As part of our gender balance initiative, we have identified women with high management potential and integrated them in our leadership development. This program includes 25 managers of whom 10 are women – 40% of the total number of participants. In 2015, we started a new mentoring program for women and selected women were assigned to a senior manager, male or female, as her mentor. The process included mapping of all women manager profiles and making the mentor selection on a personalized basis so as to ensure the best match for the women and opportunity for the mentors also to gain benefit from the program. The process

was supported closely by our Human Resources professionals in Strauss.

An additional initiative in to advance women's development was the establishment of a Resource Group for Women and Leadership. This group meets several times per year with an external facilitator, to talk about common dilemmas, leadership styles and managing gender-related issues in the workplace. The learning from these discussions supports fuller participation in organizational life both for the women themselves and also for their male colleagues.

PERCENTAGE OF WOMEN MANAGERS IN STRAUSS GROUP





Dialog for equal opportunity

In 2015, as part of our activities for International Women's Day, in Strauss Israel, we held a unique type of meeting for managers, the first of its kind, on the subject of gender equality. The objective was to involve more colleagues as partners in the management of change, advance awareness and gender equality activities in the organization.

In order to ensure a deep and fruitful dialog based on the personal commitment of each participant to the process, participation was on the basis of personal opt-in, and 120 managers, men and women, from different departments in Israel took part. The meeting used open space methodology, encouraging participants to raise subjects for discussion and generate dialog in

groups or in plenary sessions. The discussions generated action items, including a suggestion to update the way we measure recruitment and attrition of women at management and non-management levels, so as to enable better understanding of trends, challenges, risks and opportunities for improvement.

This meeting was a start point for a series of activities, discussions and workshops across the Group around the world to address the way each of us can support advancing diversity and inclusion in Strauss. As a result of this meeting, we moved forward with some of the suggestions that were made and improved the way in which we measure gender balance for greater insight and action.



Diverse workforce

Strauss promotes an inclusive work environment as part of an open and empowering organizational culture. In Israel, we hire and promote employees from the Jewish Orthodox and the Arab communities. In 2014, we developed a new collaboration with organizations that specialize in placing potential employees from these groups and we adjusted our recruitment processes prepared our organization accordingly. We updated our social and welfare program for employees to include activities that meet the preferences of these diverse employee groups, including acknowledging different religious

days observed by each different community. We maintain an open channels of conversation with employees from the he Jewish Orthodox and the Arab communities so that we can tailor their work programs in line with specific needs and also enable them to be promoted to management roles within the Strauss group.

Investing in employee welfare

In 2015, we launched a new approach to employee welfare in Strauss Israel, aiming to improve the accessibility to all employees of the company's

social and welfare program, so that employees can take maximum advantage of what we offer. We created a dedicated website where employees can look up their entitlements or place orders online to attend events or receive services. We keep employees informed about these benefits and events through emails and bulletin boards. In a 2015 survey measuring employee satisfaction with our social and welfare services, over 80% of respondents gave a 9 out of 10 rating.



Transitioning to a new logistics site

In 2015, we started our operations at our Strauss Israel logistics center in Shoham, a new site which combines the former operations of three different logistics sites in Israel. The move to the new site involved many changes in working conditions and a change of work location for more than 350 employees. We worked hard to ensure we understood how to support each of our employees during this change. In preparation for the move, Human Resources teams met with employees and maintained continuous, open communication. We revised employment conditions in line with individual needs, including new transportation requirements to the new workplace. All employees were fully trained in the new technologies at the new site as they started in new roles. We surveyed our employees about their experience in this transition, and they expressed high levels of satisfaction with the process.

Employee safety

Maintaining a safe working environment is one of Strauss's core values and we aim to ensure not only compliance with the law but also create a culture of safety that goes beyond the law. We employ safety officers in all our factories and maintain a rigorous training program and ongoing communication on safety topics. We conduct safety and ergonomic audits, identify risks and implement corrective actions. We employ a physician at some sites for the convenience of our employees. For details of our safety performance in the workplace, see page 62.

Overcoming safety challenges at the new logistics center

Strauss Israel safety officers, together with external safety experts, conducted safety surveys throughout the construction period

until completion and identified opportunities to improve safety by implementing changes in infrastructure, processes and equipment. We made significant investments in order to minimize risk and ensure the safest working processes.

We also worked with our employees to create a culture of safety. This included a safety program to support the initial stages of operation at the new center, during the higher-risk period as employees were getting to know their new surroundings. The initial team of employees and managers on site led the new culture of safety by setting a personal example and walking the talk.

Before moving to the new center, employees toured the site and received thorough training in all safety risks and safety procedures in each work station. Similarly, distributors, contract employees and others that regularly visit the site for different purposes were also provided with comprehensive safety training. In total, 1,000 employees and visitors received training even before work had commenced on site. After the move, employees underwent safety training specific to their role at their work stations and were required to pass a test to ensure they met the required standard.



SHOHAM LOGISTICS CENTER, STRAUSS ISRAEL

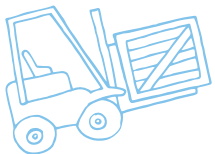


2015

commenced operation
in 2015

Gemba Safety Walks

Walks conducted by safety officers or managers on site with the purpose of identifying potential safety risks at different workstations, while talking with employees and encouraging their involvement in identifying and solving safety risks.



60%

of Strauss Israel's logistics requirements in Israel, replacing 3 former sites



24 HOURS A DAY

operates 24 hours a day, 6 days a week



1,700

handles 1,700 tons of product daily



350

more than 350 employees work on site



6,000

serves over 6,000 customers daily, including 100 independent distributors

activities include transportation, unloading products, order-picking and distribution





CONSUMERS & HEALTHY LIFESTYLES



In 2015, we took several significant steps to offer our consumers greater choice in a range of improved quality products with higher nutritional value that offer enjoyment and enable healthy lifestyles. In addition, we continued to invest in processes to reduce added sugar and salt in our products and we created new product labelling with nutritional information for the benefit of our consumers. One is our expanded range of expanded our range of products for consumers who require gluten-free, at the same price as regular products.

In addition to the improved food product offerings, efficiencies enabled us to reduce prices between 3% and 20% across a several categories including desserts (Joy), Activia, fruit yogurts, Yotvata milk, soft white cheese and more (further detail later in this report). We understand that we have a responsibility to reduce food prices and improvement processes and efficiencies in our operations have enabled us to lower prices to retailers. We have also invested in customer service through the use of social media and customer service applications to improve our call center response time.



IMPROVING THE NUTRITIONAL VALUE OF OUR PRODUCTS AND NEW PRODUCTS

More than 100 gluten-free products

In recent years, we have implemented several measures to increase our offering to consumers that do not eat gluten, including conversion of our fresh salads factory to produce salads that can be labeled gluten-free, and separating production lines for salty snacks in order to ensure Tapuchips, Cheetos and Shush snacks can also be labelled gluten-free. In 2015, we continued to implement changes and around 95 products across a range of categories are now labelled gluten-free or containing less than 20ppm of gluten (which is acceptable for those who suffer from celiac disease). Many products were labelled accordingly, including chocolate, candies, olive oil, lemon juice and dairy products. This process enables thousands of consumers to avoid gluten and enjoy gluten-free products without fear. When we complete this process, more than 200 products in a range of categories will be available to our consumers.

Natural ingredients only

In 2015, we launched a range of products under our Yad Mordechay brand that are made from natural raw materials with no artificial colorings or preservatives. Yad Mordechay lemon juice contains 100% natural juice and is a unique product on the Israeli market where most juices contain preservatives. Yad Mordechay's new range of sauces includes four sauces for cooking, roasting and flavoring a range of foods and all these sauces contain no artificial food colors and no preservatives. This range enables consumers to maintain a healthy lifestyle cooking at home with natural ingredients.



ONGOING IMPROVEMENT IN NUTRITION



Zion Balas, CEO, Strauss Israel



The responsibility of the CEO of a food company is to ensure that the food we manufacture and market is safe, good quality and fairly priced. The measures we have taken this year are an expression of our commitment to improve nutrition, reduce the price of food in Israel and enable more consumers to enjoy Strauss products. The dialog we maintain with our consumers has led us to focus in three areas: reducing food prices across a range of categories, improving product nutritional profiles with lower added salt and sugar, and expanding our gluten-free product range.



Expanding our strictly Kosher product range

In 2015, we launched tens of products that are strictly Kosher (Mehadrin) for our consumers in the Orthodox community. This is the result of several years of adapting our production processes to Mehadrin requirements, including certifying our factories as kosher, checking all our supply sources of raw materials including more than 50 visits of kosher inspectors at our factories around the world. Currently, Strauss Israel manufactures more than 80% of our products across all our categories to this strict Kosher certification and we continue to work to achieve this same standard for all our products.

Small portion salads

This year we launched an additional selection of Achla salads in 125 gram containers to enable consumers to enjoy hummus or vegetables in different ways – at home or outside the home. The small packs are a measured portion so that consumers can control the amount they eat more easily.

Chocolate bars – up to 99 calories

This year we launched a new formula for milk chocolate bars with granola at 92 calories and another at 99 calories under the Energy brand. Each bar is wrapped separately in a measured portion so as to assist consumers in enjoying the amount they want and no more. In addition to the advantage of this convenient packaging, each bar is enriched with nutritional fibers.



Reducing sugar

Between 2012 and 2015, we have reduced

1,500

tons of added sugar from our products

15-35%

reduction in added sugar in chocolate snacks, chocolate milk drinks, Activia, Danone Fruit Yogurt, Desserts and other products, in order to help our consumers lead healthy lifestyles.



Danone Pro with Fruit

30% 87%

less sugar
compared to Danone fruit
yogurts (3% fat)

more protein

Danone Pro Natural

50%

more protein compared
to Danone natural yogurt
(3% fat)



About protein:

The daily recommended intake of protein or adults above age 19 is 56 gr. per day for men and 46 gr. per day for women over age 14.

Quality protein

In 2015, we launched under the Danone brand our “Danone Pro” yogurt for consumers who need more protein. Danone Pro contains quality milk protein and is manufactured in a special process where the yogurt is concentrated to the required level, with no additional ingredients. The final product contains a high level of protein which is significantly higher than other products available on the market (as at December 2015). In the Danone Pro Natural yogurt there is 12 grams of protein – this is 25% more than the daily recommended requirement for women and 20% more than the requirement for men.

ALL NATURAL INGREDIENTS



“

Replacing ingredients with non-GMO alternatives required a significant investment by Sabra, including the update of all our product recipes and production and quality processes, and now pursuing the party certification. We believe that this is worth the investment. At the Sabra Center of Excellence, we are proud to develop product choices to meet a variety of consumer needs including products that are vegetarian, gluten-free, kosher and vegan, and now, Non-GMO.

”

**Lorie Staley, Nutrition, Regulatory & Technical
Services Manager, R&D, Sabra Obela**

Sabra hummus goes non-GMO

In early 2016, Sabra, the leading hummus brand in the U.S., switched to non-genetically engineered ("non-GMO") sources of key ingredients in our hummus recipes. This is a way of furthering the achievement of Sabra's vision of providing choices to meet a variety of consumer needs and interests with the freshest products possible to help them live healthy and nutritious lifestyles. Converting to non-GMO ingredients was a complex process that required the replacement of existing ingredients with alternatives that meet the non-GMO criteria as set forth by a coalition of third-party organizations (The Non-GMO Project) and the U.S. government. In order to meet these criteria, Sabra updated all hummus formulas and conducted relevant taste and quality tests to ensure we maintain the highest quality products that our fans know and love, all without passing along any price increases to consumers. At the same time, Sabra initiated a project to pursue third-party certification from the Non-GMO Project for most of our hummus products. Sabra's Classic Guacamole and Spicy Guacamole have already been certified non-GMO and carry the widely recognized Non-GMO Project Verified seal on pack.

Genetically Modified Food

- Food that has at least one ingredient that has been changed as a result of genetic engineering
- Genetic engineering is used to improve taste, texture and color, nutritional values, stability or preservation that extends the shelf life of products
- Many consumers seek alternatives to foods which contain genetically modified ingredients because of the health risks that have been associated with genetic engineering of food in recent years. Research has shown a potential connection to food toxicity and the presence of allergens in GM ingredients.



THE IMPORTANCE OF HEALTH FOR CONSUMERS

Providing consumers with the tools to make good food choices is strategically important to us and we work across many channels to give our consumers the knowledge, tools, facts and figures to support healthy lifestyles.

Sharing knowledge with the Strauss Institute

The Strauss Institute advances healthy lifestyles through research in the field of nutrition, organizing scientific conferences for nutritional professionals, and creating healthy lifestyle events in the community. Strauss Institute's activities are led by two senior managers at Strauss and supported by a scientific advisory board composed of nutrition researchers. For more information about the Institute, please see:

STRAUSS-INSTITUTE.COM

In 2015, we continued our joint activity with the global Danone Institute and within the Danone network across the world in order to ensure we remain at the forefront of advances in the areas of food and nutrition. In addition, we took part in preparing workshops for dieticians to help them develop digital messaging to their clients.

In a world where 90% of the information that reaches the brain is visual (photos, videos and more), we become accustomed to processing visual information faster. So it is relating to messages about food or healthy lifestyles. Therefore, Strauss Institute in cooperation with

the Association of Dieticians in Israel, developed a workshop to teach dieticians how to develop photos and video on nutrition using online tools.

Hundreds of dieticians took part in 12 meetings that we organized in cooperation with the Association of Dieticians in Israel and they learned how to develop photos and shoot and edit short videos using easily accessible tools including their own smartphone. Such materials can be easily uploaded to a website or to pages on social media sites. This helps the dieticians create interesting and useful materials on nutrition for the benefit of their clients.

4 YEARS OF ACTIVITY: STRAUSS INSTITUTE 2011-2015



1998

Formed in 1998 under the name of Danone Institute, renamed Strauss Institute in 2011



13

research grants to young researchers who take part in research on healthy lifestyles at leading universities and research institutes in Israel



4

scientific conferences per year



+1,000

thousands of users of our digital tools on healthy lifestyles at the Strauss Institute



+1,000

thousands of leaflets to support healthy nutrition for dieticians

RAISING CONSUMER AWARENESS



“It is very important to us that we continue to support our community of dieticians in Israel by providing tools and knowledge that we have developed at Strauss for their benefit. In this way, they will be better able to drive awareness of healthy nutrition and healthy lifestyles.”

”

Amali Messika, Chief Dietician, Strauss Group

Sabra advances health and balanced nutrition

In the Dietary Guidelines 2015-2020 published by the U.S. Department of Agriculture (USDA) in January 2016, hummus was identified as a way to incorporate more beans in U.S. diets as a way to get more plant protein, and as a dip to accompany vegetables and whole grains. The Dietary Guidelines are the basis of the “MyPlate” recommendations that help to directly promote healthy eating styles. Hummus was featured in Chapter 2 of the Dietary Guidelines on a plate with carrots as a nutrient-dense food to shift to, compared to tortilla chips with cheese dip. In addition, hummus was mentioned in the MyPlate “10 Tip Education Series.”

The USDA Dietary Guidelines, which are updated every 5 years, carry great influence with policy makers and food and nutrition professionals. The inclusion of hummus in positive ways in the Dietary Guidelines and MyPlate is a milestone in Sabra’s efforts to raise awareness of the health benefits of hummus among our consumers. With 62% market share in the U.S., Sabra’s hummus is making a notable contribution to helping Americans meet their objectives for following healthier life styles and eating patterns.

Recognition of hummus as a recommended food follows several years of our activity in the market designed to demonstrate the importance of hummus as a component of a healthy diet –

especially as an alternative to traditional spreads that contain high levels of fat (such as butter and mayonnaise). We continuously interact with a range of registered dieticians and other professional nutrition influencers through our online quarterly newsletter where we provide scientific updates, recipes and upcoming events from Sabra, and by talking directly with them at key nutrition meetings and conferences. In this way, we help these professionals and their patients gain reliable information about the nutritional qualities of hummus and the advantages of incorporating hummus into a regular diet.



The impact of hummus on blood sugars

In 2015, independent research commissioned by Sabra was published for the benefit of nutrition and diet professionals. The research showed that hummus has a positive nutritional advantage, as it influences the levels of sugar and insulin in the blood. This helps to protect against a range of chronic and other sicknesses including obesity, diabetes and cardio-vascular disease.

The research compared the levels of sugar and insulin in the blood and after eating hummus and after eating white bread. The results showed

that after eating bread, blood sugar levels were four times higher than after eating hummus. Lower levels of blood sugar and insulin are linked to correct body weight and body fat percentage, diabetes prevention and prevention of heart disease, and also certain types of cancer.

Hummus has a nutritional profile that combines a range of essential food elements that are essential to the body and is therefore highly recommended over popular foods that cause an immediate hike in blood sugar levels such as rice or potatoes.

2 TABLESPOONS
OF HUMMUS

per day, every day, is equivalent to the recommended weekly intake of legumes, as identified by the USDA



HEALTH ADVANTAGES OF HUMMUS



Mina Penna, Corporate
Nutritionist, Sabra Obela

“ We at the Sabra Center of Excellence are excited and pleased that the results of this research show that hummus has a positive influence on this important health metric. It is important for us to share this information with dieticians and consumers. In doing so, we contribute to raising awareness of the advantages of hummus for those who are interested in improving their lifestyle and eating patterns.

”



In a survey we conducted
in 2015

82%

of users of Strauss
WaterBars said their
children drink more
water since they
installed a WaterBar.

68%

confirmed that
their children
drink fewer sweet,
fizzy drinks.

Drinking more water – it's healthy!

At Strauss Water, we think it is very important to raise awareness and improve education regarding drinking water. In a world where consumers and many children are used to consuming sugary drinks, our objective is to cause our consumers to think about the importance to their health of drinking more water, especially instead of sugary drinks. In 2015, we invested in marketing across a range of channels to promote the importance of drinking water for children and adults, as part of a healthy and balanced lifestyle.



" Water break"

During the summer, we worked with the children's TV channel in Israel to present a "Water Break" on the popular TV show, "Boys and Girls". Every hour during the show, the presenter stopped for a break and encouraged the children to drink water. In addition, we published a short movie on YouTube with the rapper EZ who also helped spread the message to children. More than 100,000 kids watched the movie. On the children's channel, children also received information about the benefits of drinking water and were able to win a special bracelet that blinks on the hour to remind them to drink.



Importance of drinking water

In collaboration with MAKO, a leading entertainment channel in Israel, we published articles about the importance of drinking water and gave tips to consumers. In addition, we added an application to enable viewers to get a reminder to drink more water throughout the day.

In the MAKO health section, we published an online calculator that calculates the age of a person according to their responses about nutrition and lifestyle. The calculator is based on criteria scientific that includes lifestyle elements that have an influence on the age of the user. In addition, we supported a program that documents families when they are changing their habits and starting to lead healthier lifestyles.



Reducing prices for the consumer

During the past year, Strauss Israel implemented several price reductions on leading products in the range of 2.5% to 22.8%. The products involved include Danone Yogurt with Fruit, enriched Yotvata enriched milk, Yotvata chocolate milk, Milky, Joy, Activia and granulated coffee.

These price reductions are the result of management decisions at Strauss Israel to make our manufacturing processes more efficient and therefore pass on these savings to our consumers in the form of price reductions, in order to make our products more accessible to a broader range of consumers while retaining the quality of our ingredients and the value for our consumers. At the time of writing, Strauss Israel is the only food company in Israel that has taken such serious measures to reduce pricelist prices in addition to funding promotions from time to time in collaboration with the retail groceries throughout the year.

We reduced pricelist prices of many products in order to make them more accessible to more consumers.

Connecting with our consumers

In 2015, we launched Strauss Plus, a new application for consumers, the first of its kind in the world developed by a food manufacturer. The purpose of the Strauss Plus application is to help consumers manage their weekly grocery shopping more efficiently and reward them with gifts for their loyalty to Strauss products. The use of this application by our consumers enables us to understand their purchasing habits and provide them with appropriate personalized benefits and product promotions. So far, many consumers have tried the application and confirmed its usefulness.



Improving access

During 2015 we started to adapt all our websites to make them more accessible for persons with disabilities. Strauss maintains more than 30 different websites on the internet and we serve hundreds of thousands of visitors to these sites. Making these websites more accessible for persons with disabilities includes modifying the infrastructure of the websites and adapting them to the various devices used by persons with disabilities. Since October 2015, all new sites launched in Israel are fully accessible. We continue to work to upgrade our global websites in a similar way by October 2016, in line with regulations.

Another aspect of making Strauss Israel more accessible for our consumers relates to our visitors' centers in Nazareth and Ahihud. We host more than 80,000 visitors each year at these centers and we ensure they are accessible for persons with disabilities. In 2016, we implemented a new series of training sessions for our employees in these visitors' centers in order to raise awareness of the specific needs of persons with disabilities and address issues that arise.

Sabra: maintaining consumer safety

We maintain the strictest standards of food safety in all our production processes. Therefore, when in 2015, there was an accidental contamination that affected a single batch of our classic hummus products, we acted quickly to ensure that the minimum possible number of consumers would be inconvenienced. We immediately informed consumers in accordance with FDA guidelines. Additionally, we leveraged our website and social media channels to inform consumers of the limited product recall. We collaborated with local authorities and customers to recall 30,000 units - the entire output of the production line over the relevant period. All the products that were returned to us underwent full testing, and no consumer safety issues were identified. Following this incident, we made a comprehensive investigation and improved quality assurance procedures in our manufacturing plants, at significant investment, with the assistance of numerous internal and external food safety experts.



Innovation in food technology

Technological innovation is the key to addressing the many challenges that we face as a food company. For example, technology can help us find solutions to meet the new needs of consumers around leading healthy lifestyles. Technological innovation can also help us become more efficient and improve production processes in order to reduce our use of resources and reduce waste.

Therefore, some years ago we decided to focus on investing in food-tech development at a strategic level, to drive innovation for the benefit of our consumers, our business and the food industry as a whole. After some years during which we advanced this aim under our Alpha Strauss initiative, providing support for food tech entrepreneurs, we formalized this into a new collaboration with the Office of the Chief Scientist in Israel to establish a new initiative – The Kitchen – a food-tech incubator for food technologies. The incubator welcomes food-tech entrepreneurs and invests funds, provides a management and physical infrastructure and practical support in technology development business planning and more. Entrepreneurs also gain the opportunity to benefit from our knowledge, experience, facilities and help from teams at Strauss. This is all with the aim of developing breakthrough food technologies that will improve global food supply and produce better food – whether the technology will be used by Strauss or otherwise.

Since the start of the program, three food tech initiative were approved in early 2015 and one more was approved in early 2016. These entrepreneurs receive funding and a range of support so that they can realize their dreams and deliver innovation to the Israeli market and to the world.

FOREFRONT OF THE FOOD INDUSTRY



“ The importance of the incubator for Strauss Group is multi-dimensional. On the one hand, we are helping to develop new products for consumers to increase the choices they have in available food products. On the other hand, we are helping to develop technologies that advance the entire food industry. It’s all part of our belief that sustainable solutions will make the entire industry more efficient. ”

Jonathan Berger, CEO, The Kitchen



The Kitchen invested \$500,000 in developing probiotic products

The innovative probiotic platform for non-dairy, pro-biotic foods and drinks based on a unique ingredients blend of cereals, nuts and seeds was developed by Yofix and provides unique advantages for customers such as: a food base for a range of products that replace milk, it does not contain sugar or lactose and has a high level of natural fiber, especially when compared to milk products. In 2015, Yofix developed an initial vegan yogurt using this platform and is planning to launch in 2016. The yogurt has seven natural ingredients and provides consumers with an alternative to dairy while retaining a texture and taste that resembles dairy products and also providing high fiber content. In addition, the production process for this probiotic yogurt does not generate waste and is therefore environmentally friendly. The hope is that the company will develop a new generation of healthy and environment-friendly foods including shakes, ice cream base and more.

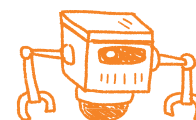
The Kitchen

FoodTech Hub

INCUBATOR:

- Established in 2015 for 8 years, with the aim of supporting 30 food-tech entrepreneurs and funding their developments
- Collaboration between Strauss and the Chief Scientist in Israel
- Provides food-tech entrepreneurs with financial and technology support and a range of resources
- Encourages innovation in developing sustainable solutions for food industry manufacturing challenges
- Headquartered in Ashdod in Israel including laboratories

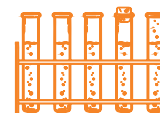
3 INITIATIVES FROM 2015



Deep Learning Robotics -
robotics for food production



Yofix -
probiotic plant base for non-dairy products



BactuSense -
laboratory testing for quick identification of bacteria in all forms of food

MOVING FORWARD



Ron Lavee, Founder, Yofix

“ The incubator is a home for all our needs. We get technology support, financial funding and marketing direction and also support for managing the budget that we received from Strauss and the Chief Scientist. In addition, we are connecting with senior influencers in global food companies, and to investors and media. This is amazing exposure we could never have achieved alone.

”



IMPROVING OUR IMPACTS ON THE ENVIRONMENT

Preserving our environment is important to Strauss as it helps us to become more efficient through the reduction of resources and therefore costs, and it also contributes to the efforts of the companies to improve the environmental impacts of our business for global sustainability. In our 2020 Sustainability Strategy, we set targets to reduce our environmental impacts in the area of energy, water, emissions and waste. In 2015, we invested \$ 13.1 million in improving our performance and following several activities, we achieved or even exceed our objectives in the area of water and emissions, and we almost fully achieved our long term energy reduction target. In 2016, we will develop new targets for 2020 that will reflect our new standards of performance and our expectation of further continuous improvement.

Our new recyclable bottle

In 2015, we launched Yotvata milk in a plastic bottle, replacing cartons. The process enabled us to improve efficiencies in production and transportation, reduce our impact on the environment and pass on some of these savings to our consumers in the form of price reduction of 17.5%. the plastic bottles are transported flat to our factory and inflated using special equipment as we need them - thereby saving substantial transportation resources and air emissions – from around 310 trucks per year to around 30. This process required an investment of around \$7.7 million in new equipment for inflating the bottles. In 2016, we expect to handle more than 30 million bottles. We updated our consumers about the advantages of our plastic bottles in a marketing campaign across all channels and articles on social media.



OUR BOTTLE REVOLUTION



Ronit Berman, Marketing Manager, Yotvata

“ The process of converting Yotvata bottles was very innovative. Instead of transporting trucks full of empty bottles, we now transport small tubes of plastic and we inflate them in our factory. This sounds simple but the process was very complex and required many changes in our operations. In the end, we succeeded and this is a triple win: for our efficiency, for the consumer and for the environment .

”

Saving water in Germany

In late 2015, we implemented a change to reduce water consumption in our coffee factory in Germany. This change involved installation of closed-loop piping which ensures that water from the coffee manufacturing process is not routed to sewage but is returned for use in the factory. We estimate that this saves 18,000 cubic meters of water per year.

Recycling at Strauss Water

In 2015, we established a new infrastructure that enables customers with Strauss WaterBars to help in the recycling process of used filters. Our customers can bring the used parts to our recycling points across Israel. Our recycling program is in collaboration with a recycling company – they maintain a logistics system to collect and process this waste.

WATER WITHDRAWAL IN MILLION M3



WATER WITHDRAWAL PER TON OF PRODUCT (M3)



Why Recycle?

As part of the regular maintenance of WaterBars, and in order to maintain the quality of the water, our customers must replace the filters and bulbs in the Water Bar every six months. As these parts do not degrade naturally, they have to be disposed of in the correct way and in an environmentally responsible way, rather than simply throwing them in the trash.



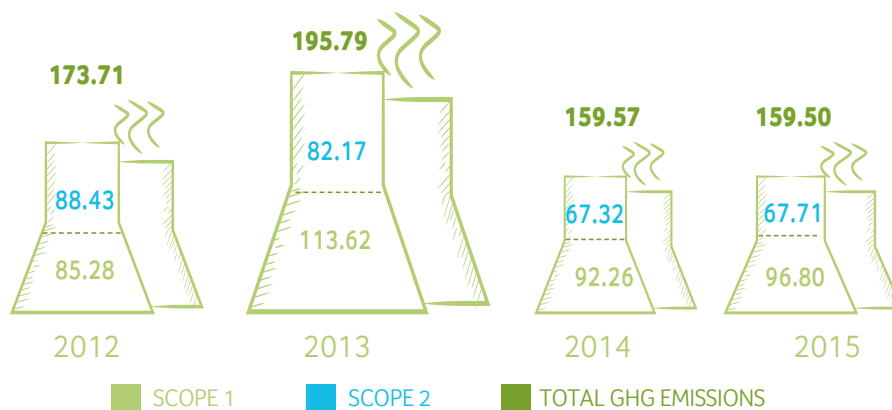
ENVIRONMENTAL BENEFIT



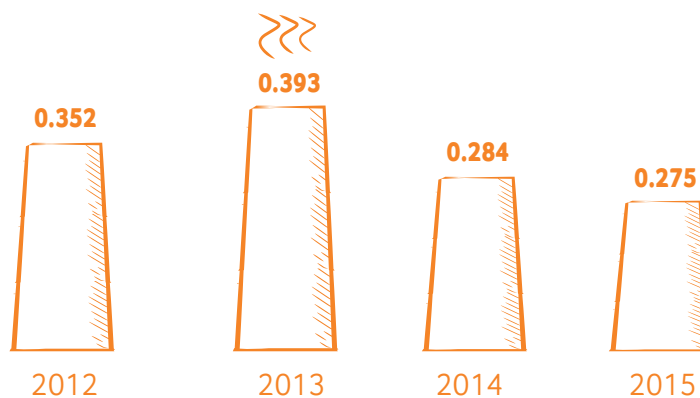
Yaniv Shirazi, CEO, Strauss Water Israel

“ We are happy to partner in the process of reducing our environmental footprint and giving our customers the opportunity to recycle and join the green revolution. Part of the responsibility we have as a company is to protect the environment. This process creates an environmental benefit and we are convinced that other companies will embrace this trend in the future. ”

GHG EMISSIONS IN THOUSAND TONS CO2E



GHG EMISSIONS PER TON OF PRODUCT (TONS CO2E)



Resource efficiency in Brazil

At all of our coffee roasting sites in Brazil, we continue to reduce our consumption of resources and therefore our impacts on the environment. In 2015, we made several changes to our operations that yielded positive environmental results.

- At our site in Eusebio, we started to recycle coffee waste into a natural organic fertilizer for agricultural use for distribution by local fertilizer companies. In order to convert the coffee chaff, which is a by-product of coffee processing, we purchased two new specialized pelleting machines. Local companies collect the pellets and sell them for organic farming. In 2015, this new initiative enabled us to reduce our coffee waste to landfill by 69%.
- At two of our factories, Eusebio and Mossoro, we increased our resource efficiency for electricity, water and natural gas achieving significant improvements across the board through improving processes in different parts of the operations.

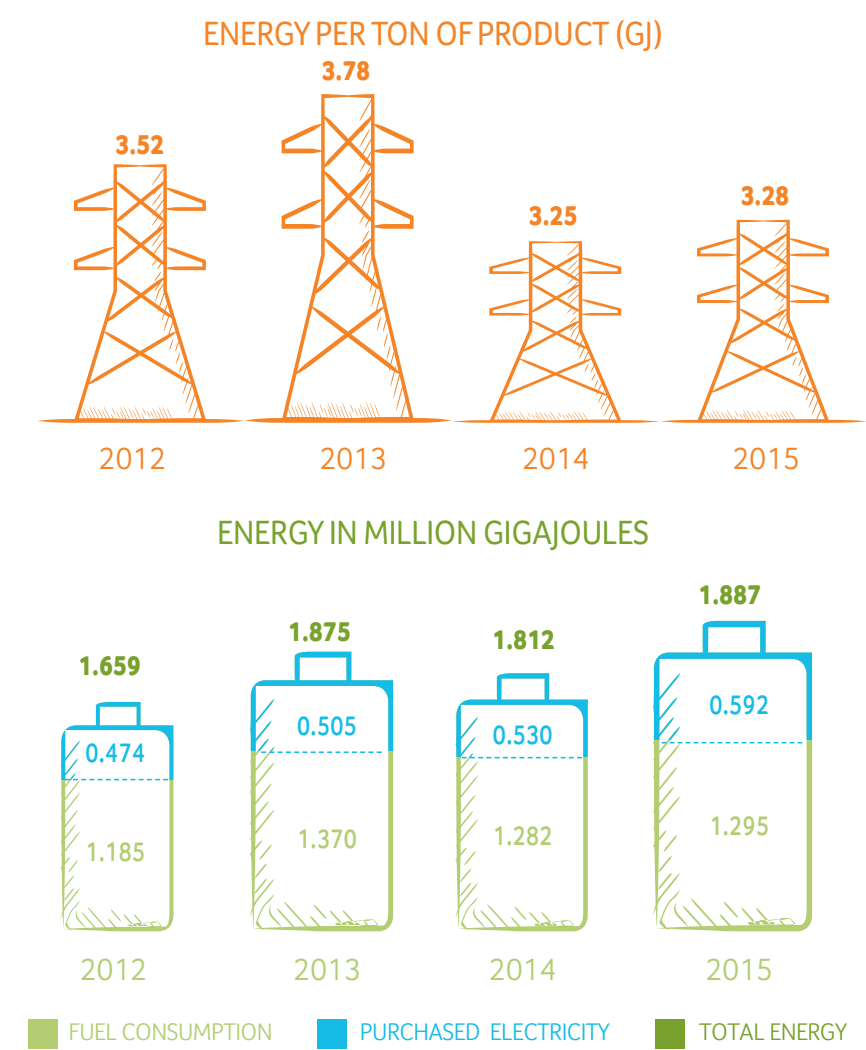
Factory	Resource	Saving per ton of product in 2015
Eusebio	Natural gas	-9.8%
	Electricity	-9.3%
Mossoro	Water	-23.4%
	Electricity	-5.3%



Energy efficiency at our factories in Israel

In 2014, we started a collaboration with Panoramic Power, one of the companies that took part in our Strauss food tech innovation project. This company provides a system to measure our energy consumption in real time, at the level of each individual energy motor. This makes it possible to immediately identify discrepancies in consumption that lead to inefficiencies in our process.

In 2014-2015 we started to use this system at our factories in Nazareth, Ahihud and Karmiel and also at our logistics center in Shoham. In the factories, we prepared a work plan to incorporate changes and improve the energy efficiency of our production and packaging lines where we identified high energy usage. At Shoham, we made several changes that resulted in a 30% reduction in energy versus plan.



RESPONSIBLE PROCUREMENT

We take a responsible approach to purchasing both in terms of the products we purchase and also in terms of the suppliers we do business with. We aspire to increase our level of responsible purchasing practices and improve our relationships with suppliers to ensure they understand our approach to responsible supply, including human rights and workers' rights and environmental stewardship.

Our global supply chain engages more than 14,000 vendors who supply ingredients, goods and service worth billions of dollars each year. Most of our production is in our 26 Strauss-owned factories around the world, supported by a network of suppliers involved in storage, logistics and distribution to ensure our products reach our customers.

4C Association

- The leading multi-stakeholder sustainable coffee platform, guiding the mainstream sector toward more sustainable production
- The Common Code for the Coffee Community (4C) was conceived in order to improve the economic viability (productivity, efficiency and market access) for coffee producers, the working and living conditions of their families and workers, and the conservation of natural resources such as primary forest, water, soil, biodiversity and energy.
- More than 300 producers in 22 countries have been certified by the 4C Association.



Responsible coffee sourcing

As part of our strategic sustainability target for Strauss Group, we have committed to increasing the sustainable sourcing of key ingredients used in the manufacture of our different products. At Strauss Coffee, we continue to purchase sustainably-verified green coffee from the 4C Association. Strauss Coffee joined 4C in late 2007, and between 2008 and 2015, we have met our commitment to increase green coffee purchases from 4C by 20% each year. In this period, we have purchased 30,000 tons of verified green coffee.

In 2015, we purchased green coffee that equates to 10.2% of our total coffee purchases (excluding Brazil). Our target for 2016 is 12%. In 2008, when we first started our program to increase sustainable coffee sourcing, green coffee represented just 1.6% of our total purchases.

SUSTAINABLE COFFEE



Amir Levin, Chief Financial Officer, Strauss Coffee

“ We are committed to increasing our procurement of sustainable green coffee as part of our support for the sustainable development of the coffee sector globally. As one of the largest green coffee purchasers in the world, we have a responsibility to our consumers to act in a way which respects everyone involved in coffee production throughout the entire coffee supply chain. ”

Quality sesame for Sabra

Sesame seeds are an important raw material for the production of tahini, which is a key ingredient in the production of Sabra gold standard hummus that meets the quality, taste and nutritional values that consumers have learned to love. In order to ensure continuity of supply for our sesame seeds, and also, to develop a local source for our U.S. and an additional source for global operations, we have engaged in a new long-term initiative for local growing of GMO-free sesame seeds. At present, our source for sesame seeds is Ethiopia, but by 2020, we expect to have home-grown sesame seeds on our production lines.

Sesame seeds can be very different in quality, nutritional value, taste and texture, and we work with a variety that is especially suited to Sabra hummus and which is not currently available in the U.S. Our development program includes working with local farmers and running many field trials with different varieties of seeds, in order to find the optimum quality that both meets our specifications and can be adapted to growing conditions in the U.S. We are already in our second year of this development in collaboration with local growers.



Purchasing from women-owned businesses

In the past three years, we have been advancing in Israel a program to integrate women-owned businesses among our supply base. We have created a program to support identification and integration of these business in our procurement systems including training and communication to all our procurement staff. We have nominated procurement leaders to reach out to new women-owned suppliers in order to develop new collaborations. For example, in Israel, we hosted 10 round table meetings for women entrepreneurs in collaboration with the organization Jasmin, that advances Jewish and Arab women in business. Our senior procurement managers from Strauss took part in these meetings in order to understand the services that these businesses can provide and examine how we can integrate them into our procurement at Strauss as well as providing advice to the women business owners about how they can become part of a large and complex supply network as we have at Strauss. The women business owners who took part in the meetings confirmed that this was very valuable and assisted them in advancing their aspirations to supply their goods and services to large companies.



In 2015, the number of non-manufacturing women-owned suppliers (women-managed and owned at the level of 51% or more) to Strauss Israel was 265, approximately 10% of our total number of suppliers. Our procurement spend on women-owned businesses was \$24 million, around 5% of total procurement spend.



INVESTING IN THE COMMUNITY

Our investment in the local community in the countries where we operate is an important element in the culture of Strauss Group and a source of inspiration for our employees. Our investment in the community is in three areas:

- Economic empowerment for women
- Advancing healthy lifestyles with an emphasis on social projects that promote healthy nutrition and active lifestyles through support, collaboration over the long term
- Reducing food waste and improving food security



Our principles of social investment

- We ensure a focus on areas which have relevance for our core business in order that we can maintain our involvement over the long term
- We work with a small number of strategic partnerships in a meaningful way and with attention to the effectiveness of the partnership
- We work on our social activities with partners across all sectors – business, public and social
- We ensure synergy between our internal activities and external initiatives, so that we can gain shared value for our organization and for the community
- We simultaneously manage strategic partnerships and community activities across our group in terms of different departments in order to strengthen our connection with the local community and support our team spirit at Strauss



Community activity in Strauss Coffee, Romania

Our main strategic partnerships are in the area of :

HEALTHY LIFESTYLES ADVANCEMENT
WOMEN'S ECONOMIC EMPOWERMENT

Food rescue

As a leading food company, we believe we have a role to play in the reduction of food insecurity of people in need. In Israel, a new forum, "Saving food", was established in partnership with the food companies group of the Manufacturers' Association in Israel and the non-profit organization, Latet, which distributes food to the needy. Strauss is one of the leading food companies taking part in this Forum.

The objectives of the forum are:

- increase awareness of food companies in Israel of the need to reclaim food throughout the entire production chain (production, packing, transportation, logistics, distribution and consumer) in order to ensure that as much food as possible gets to those in need
- Develop a program of joint activity to address the legal and regulatory barriers to incentivizing food companies to reclaim food
- Learn successful models from around the world and reapply them in Israel as best practice.

Global data shows that 30%-50% of food that we grow and process does not get to the consumer and is wasted along the way. In Israel, the estimate is that NIS 18 billion in food is wasted each year. As a leading food company, it is important for us to help lead the change for an improved and stronger society.

The main partners we work with for reclaiming food and distributing to those in need are two organizations in Israel, Latet and Leket Israel.

Our community investment includes cash donations, in-kind donations, food products, employee volunteering and participation on the Boards of non-profits, organizing sales fairs for products made by non-profits or people with disabilities. In 2015, our employees volunteered around the world about :

20,330
HOURS IN LOCAL COMMUNITIES

COMMUNITY INVESTMENT

US\$ million	2013	2014	2015
Financial donations	1.10	0.80	0.82
Product donations cost value	1.45	1.70	1.49
Value of employee volunteering time and community relations	0.86	0.65	0.69
TOTAL	3.41	3.2	3.01
Percentage of our pre-tax income	2.38%	2.55%	2.4%

*In 2015, products we donated as a result of a class-action lawsuit amounted to 11% of our total product donations, at a value of approx \$164000





Strauss Israel – investing in the community

In Strauss Israel, we manage a network of social partners that includes around 40 social organizations that represent different causes. Around 2,800 Strauss Israel employees volunteered during 2015 with these organizations – 40% volunteer on a regular basis. In addition to our support for these causes, we also collaborate with 12 organizations that are at the core of our social investment strategy and develop shared initiatives together. In addition, we support food reclamation and rescue to a value of \$1.3 million each year to help to reduce food insecurity in Israel.

We focus our social investment on organizations that advance healthy lifestyles in different communities as well as women's empowerment. We connect with around 30 organizations in these areas so that they can increase their social impact.

Strauss Water supporting the local community

During the past 5 years, Strauss Water teams, who are based in Or Yehuda in Israel, have been involved in supporting children and youth at risk through a program of ongoing collaboration and with the Kadima Home for youth. Strauss Water teams visit the young people on weekly, organize activities for them and also host the young people at Strauss water offices for different events. In addition, Strauss Water contributes funds to help decorate and refurbish the youth home.

Investing in education in Strauss Romania

During the past three years, we have been involved in a program in collaboration with two organizations, World Vision and School of Values. The purpose of the program is to provide life skills for high-school pupils from underserved communities, and it includes hosting pupils at Strauss Coffee's factory in Romania and inviting them to participate in workshops that teach them to identify their own personal skills and use them to develop new skills to help them advance in life. The workshops included a practical element to enable the pupils to learn from experience. In our three years of participation, we have hosted 127 pupils in 14 workshops in our factory. In a survey that we conducted at the end of this initiative in 2015, 75% of the

participating high-school pupils felt that what they learned in the workshops would help them find meaningful work in the future, and that it helped them discover their own values. In addition, participants indicated they improved skills such as communication, problem solving, time management and teamwork. Significantly, more than 53% of participants registered for university or other higher education study programs after completing high school, and 35% found work immediately after finishing school.

Community involvement by Strauss Coffee in Serbia

As part of a Corporate Responsibility Day organized by Strauss Group, staff at our coffee factory in Serbia organized a basketball tournament and invited local companies to take part. The idea of the tournament was to raise donated funds to help non-profit associations who work to raise awareness and support for those suffering from diabetes.

Around
2,800
STRAUSS
EMPLOYEES
IN ISRAEL
volunteered during 2015

ETHICS

Ensuing a culture of ethics in our company is something we are constantly addressing throughout the year. Our Code of Ethics, which is available in eleven languages, guides all our employees in the behavior expected of them as part of Strauss Group, so that they fully uphold our values. During 2015, we started a process of updating our Code of Ethics, ten years after it was originally written. Since we launched the Code, there have been many changes in the nature of business, globalization, connection between countries and people, and new technology advances and more. These changes affect the expectations our stakeholders have of us as a company and at all levels of the organization. Today, the trust of consumers in companies is always being tested and rests with the thousands of daily decisions and activities we undertake every day through our people.

These changes influence our behavior both internally and externally and today, we are expected to examine our own behavior thoroughly and adapt ourselves to this new reality and new expectations in a way that continues to reflect our values. Therefore, we must bring our Code of Ethics up to date with business as it is today for the benefit of all our stakeholders. The process will continue through 2016 and we hope to present the new code in our next report.

Embedding our ethics program is a year-round activity, and each Strauss Group employee is trained in ethics on joining the company. Refresher training is provided in an online module which is updated annually. Employees who do not have access to a computer can join classroom training sessions. Each site, including all our factories and logistics center, has an Ethics Corner where the Code of Ethics is available with a book of ethics

dilemmas for the use of employees. In addition to the Ethics Trustees across the business, and managers including Human Resources Managers, employees can report suspected ethics violations or simply ask questions via an anonymous hotline using the telephone or internet.

Our Responsible Marketing charter

As part of the sustainability vision of Strauss Group and in connection with our Code of Ethics, we understand that responsible and fair marketing and advertising is one of the conditions of our “social license to operate”. We commit to ethical behavior in all of our business dealings, and engaging with our consumers in a fair and decent way, including the way we address their concerns and needs, is part of this.

In 2015, we launched an internal Responsible Marketing Charter as a reflection of this commitment. In light of the many impacts of our Group across many business lines and in many countries that market food products to millions of people, we have decided that articulating an ethical approach to marketing in line with global standards that define decent behavior in the area of marketing and advertising. The Charter requires all those in Strauss Group responsible for marketing and advertising across all channels to observe our new Charter. It also applies to suppliers. We felt it was necessary to adopt this charter before such guidelines become law, in the belief that this is the right way to build trust over time with our consumers and other stakeholders. The principles governing the charter are focused on three circles of influence through which our managers can engage with consumers: products, communications and pricing. In 2016, we are embedding this charter in the different divisions in our company including with managers, marketing managers and our work with advertising agencies.





Our commitment to responsible marketing:

- No marketing in primary schools
- Promoting the principle of healthy lifestyles (we will not market products in a way that devalues healthy lifestyles)
- Integrity and truthfulness in marketing communications
- Considered marketing communications to children (we will not use stereotypes that promote overly thin figures or perfect beauty and we will not use sexual messaging or offensive messaging)
- We will adapt marketing message for children (we will not exploit the imagination or lack of experience of children nor will we oppose parental authority in our marketing messages)

Ethical behavior for contractors

In 2015, we terminated a cleaning contractor in Israel as a result of a complaint from one of the contractors' employees about not receiving full social entitlements. After investigation, the complaint proved justified and we ceased to work with this contractor. In the discussion with the contractor, we required payment of all outstanding entitlements to the 12 employees that were assigned to work at Strauss. Today, ten of these employees are directly employed by Strauss Israel at our logistics center and we assisted the other two in finding alternative work.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

UN GLOBAL COMPACT

The UN Global Compact (UNGC) is a strategic policy initiative of the United Nations which encourages companies around the world to adhere to ten principles of responsible business relating to human rights, labor standards, environmental protection and anti-corruption. Strauss Group has participated in the UNGC since 2008.

Statement of continued support for the UN Global Compact

On behalf of Strauss Group, I confirm our continuing participation in the UN Global Compact. We commit to upholding and promoting the ten principles of the Global Compact and supporting the broad objectives of social, humanitarian and environmental goals. We confirm our intention to adhere to these principles and continue to promote them within our companies and with our business partners. We report annually on our progress with our Sustainability Reports which are available on our website.

Gadi Lesin

President and CEO, Strauss Group

Global Compact Principles		Our Position
1	Businesses should support and respect the protection of internationally proclaimed human rights.	Respecting human rights at Strauss is a core value. We conduct our business responsibly according to the highest ethical standards, including respect for all human beings and acknowledgement of their rights. We make our suppliers aware of our human rights standards and encourage them to adopt similar standards.
2	Businesses should make sure that they are not complicit in human rights abuses.	
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	We respect the rights of employees to freedom of association and collective bargaining. We maintain a collaborative relationship with employees and address issues relating to their rights in a positive manner.
4	Businesses should support the elimination of all forms of forced and compulsory labor.	We do not engage in any practice which could be construed as forced labor. Strauss Group employees are employed lawfully and of their own free will.
5	Businesses should support the effective abolition of child labor.	We respect and support the rights of children and we are committed to safeguarding their interests. We do not employ children in any part of our business.
6	Businesses should support the elimination of discrimination in respect of employment and occupation.	We maintain a policy of equal opportunity and inclusive practices for new and current employees in all matters relating to their employment with Strauss Group
7	Businesses should support a precautionary approach to environmental challenges.	We adopt environmentally-oriented practices in all our operations and have established targets to reduce our impacts on the environment. We aim to drive such practices through our supply chain and work to identify food technologies which support efficient food supply and a reduction in food waste.
8	Businesses should undertake initiatives to promote greater environmental responsibility.	
9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	We are committed to behaving with integrity and act against all forms of corruption.
10	Businesses should work against corruption in all its forms, including extortion and bribery.	

DATA TABLES

G4-10

Total number of employees by gender	2012	2013	2014	2015
Male	6,694	7,130	7,640	7,258
Female	5,038	4,938	5,152	4,927
Total employees	11,732	12,068	12,792	12,185

Total number of employees by contract	2012	2013	2014	2015
Permanent contract	11,529	11,440	12,322	12,044
Temporary contract	203	628	470	141
Total employees	11,732	12,068	12,792	12,185

Total number of employees by type	2012	2013	2014	2015
Full time	11,319	10,760	12,123	11,702
Part time	413	1,308	669	483
Total employees	11,732	12,068	12,792	12,185

Notes:

- Sabra split between permanent and temporary contract employees is estimated for 2015 based on prior years.
- Differences between data in this report and employee data reported in Strauss Group's audited Annual Report is due to year-end differences and inclusion of supervised workers and operations excluded from this report (Max Brenner, Strauss Water in China and the UK)

Total number of employees by region and gender	2012			2013			2014			2015		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Europe	889	601	1,490	994	668	1,662	977	657	1,634	923	648	1,571
Israel	2,795	2,863	5,658	2,806	2,588	5,394	2,896	2,597	5,493	2,485	2,309	4,794
Americas	3,010	1,574	4,584	3,330	1,682	5,012	3,767	1,898	5,665	3,850	1,970	5,820
Total employees	6,694	5,038	11,732	7,130	4,938	12,068	7,640	5,152	12,792	7,258	4,927	12,185
Percentage male - female	57%	43%		59%	41%		60%	40%		60%	40%	

G4-EC1

Economic value generated	\$ millions		
	2013	2014	2015
Direct economic value generated (revenues, interest on assets and investments)	1,633.76	1,398.66	1,339.81
Economic value distributed			
Operating costs	1,075.91	937.06	887.11
Employee wages and benefits	338.98	283.40	286.56
Payments to providers of capital	93.53	97.37	99.07
Payments to shareholders	68.25	26.39	53.52
Payments to governments	34.61	33.57	10.04
			-13.64
Community investments	3.41	3.10	3.01
Total economic value distributed	1,614.68	1,380.90	1,325.68
Economic value retained	19.08	17.77	14.13

Note:

Payments to governments: In December 2015 taxes paid were returned to Strauss Group companies in the order of \$13.64 million as a result of changes in the law. The impact of these changes can be seen in the above table, and in January 2015 we paid the taxes back to the authorities. For further information, see our Annual Report for 2015, clause 31.1.2

G4-EN1

Ingredient	2014 volume in tons	2015 volume in tons	Change in 2015
Cocoa	4,356	4,377	0%
Coffee	63,349	64,108	1%
Chickpeas	2,950	2,859	-3%
Sugar	18,500	18,230	-1%
Tahini	2,477	2,406	-3%

Note:

These figures represent our five leading products by volume in our global activity in 2015.

G4-EN3

Energy Consumption	All figures in gigajoules				Change in 2015
	2012	2013	2014	2015	
Fuel consumption (Scope1)					
Natural gas	421,510	591,817	616,526	628,160	2%
Fuel oil	161,684	134,053	89,577	88,860	-1%
Diesel fuel	95,707	91,728	146,197	181,061	24%
Ethanol	1,255	535	50	42	-15%
LPG	281,495	298,192	246,692	246,352	0%
Gasoline	139,298	141,010	110,137	95,283	-13%
Coffee biomass	29,734	75,323	16,533	3,094	-81%
Biogas from wastewater treatment	54,137	37,177	56,683	52,600	-7%
Total fuel consumption (Scope 1)	1,184,820	1,369,834	1,282,395	1,295,452	1%
Electricity purchased from grid (Scope 2)	473,932	504,855	529,617	591,946	12%
Total energy consumption (Scope 1 & Scope 2)	1,658,752	1,874,689	1,812,013	1,887,398	4%

Notes:

- Fuel consumption includes renewable and non-renewable sources.
- We do not purchase or sell heating, cooling or steam, and we do not sell electricity
- Data for 2014 has been restated to remove Obela. Obela data reported in 2014 included energy, water and emissions only.
- Energy consumption for all years reported excludes Max Brenner

G4-EN5

Energy intensity	All figures in gigajoules per ton of product				Change in 2015
	2012	2013	2014	2015	
Scope 1	2.52	2.76	2.31	2.25	-2%
Scope 2	1.00	1.01	0.95	1.03	8%
Total energy intensity	3.52	3.78	3.25	3.28	1%

Notes :

- Energy per ton of product includes Strauss Israel, Strauss Coffee and Sabra, the companies delivering output that is measured in tons. These companies represent over 97% of Strauss's energy consumption.
- Data for 2014 has been restated to remove Obela. Obela data reported in 2014 included energy, water and emissions only

G4-EN8

Water withdrawal	All figures in cubic meters (m3)				Change in 2015
	2012	2013	2014	2015	
from municipal water supplies	N/A	1,635,699	1,674,364	1,609,634	-2%
from ground water	N/A	85,828	31,819	87,413	175%
Total	1,506,410	1,721,527	1,670,794	1,706,183	2%
Water intensity per ton of product	3.28	3.54	3.11	2.99	-2%

Notes :

- Water withdrawal per ton of product includes Strauss Israel, Strauss Coffee and Sabra, the companies delivering output that is measured in tons. These companies represent over 99% of Strauss's water consumption.
- Data for 2014 has been restated to remove Obela. Obela data reported in 2014 included energy, water and emissions only

G4-EN15: Direct greenhouse gas emissions (Scope 1)

G4-EN16: Indirect greenhouse gas emissions (Scope 2)

Greenhouse gas emissions		All figures in tons CO2e			Change in 2015
Direct greenhouse gas emissions (Scope 1)	2012	2013	2014	2015	
Natural gas	23,299	32,712	34,078	34,721	2%
Fuel oil	12,620	10,463	6,992	6,936	-1%
Diesel fuel	7,234	6,914	10,898	13,497	24%
Ethanol	89	38	4	3	-15%
LPG	18,279	19,352	16,019	15,997	0%
Gasoline	9,816	9,912	7,761	6,715	-13%
Emissions from ozone depleting substances	11,826	34,001	16,342	17,621	8%
Other	102	231	166	1,307	562%
Total direct greenhouse gas emissions (Scope 1)	85,277	113,624	92,260	96,796	5%
Indirect greenhouse gas emissions (Scope 2)					
Electricity purchased from grid	88,432	82,168	67,315	62,707	-7%
Total greenhouse gas emissions (Scope 1 & 2)	173,709	195,792	159,575	159,504	0%

Notes :

- Greenhouse gases included in the calculation of CO2e are CO2, CH4 and N2O. Fuel emission factors are taken from IPCC Emissions Factor Database. Electricity emissions factors for Israel, Germany and Romania are taken from the national electricity grids. All other electricity emissions factors use the GHG Protocol
- Data for 2014 has been restated to remove Obela. Obela data reported in 2014 included energy, water and emissions only
- Emissions from ozone depleting substances has been restated for 2014 due to error
- Energy consumption from coffee biomass and biogas from wastewater treatment are reported as zero emissions
- “Other” relates to emissions resulting from flaring of excess biogas from waste water treatment not used as an energy source
- Reduction in emissions in 2014 is caused by the move from LPG to natural gas, and the corresponding update of emissions factors in Israel

G4-EN18

Greenhouse gas emissions intensity	All figures in tons CO2e per ton of product				Change in 2015
	2012	2013	2014	2015	
Scope 1	0.177	0.229	0.178	0.168	2%
Scope 2	0.175	0.164	0.178	0.106	-11%
Total	0.352	0.393	0.284	0.274	-3%

G4-EN23

All figures in tons						
Hazardous and non-hazardous waste	2012	2013	2014	2015	Change in 2015	Percentage of total waste 2015
Reuse	47,728	54,198	75,028	77,298	3%	77%
Recycling	9,629	7,638	10,256	7,096	-31%	7%
Landfill	15,371	12,218	17,717	15,964	-10%	16%
Total	72,728	74,054	103,001	100,358	-3%	100%

G4-LA1

New hires by age	2012		2013		2014		2015		Rate in 2015		
	Male	Female	Male	Female	Male	Female	Male	Female	new hires in 2015 (males)	new hires in 2015 (females)	Total new hire rate (%)
Below age 30	1,140	839	1,441	928	1,388	911	928	526	7.6%	4.3%	11.9%
Age 30 - 50	832	510	909	536	836	494	862	506	7.1%	4.2%	11.2%
Over age 50	50	23	70	42	58	50	71	64	0.6%	0.5%	1.1%
Total	2,022	1,372	2,420	1,506	2,282	1,455	1,861	1,096	15.3%	9.0%	24.3%
Total new hires	3,394		3,926		3,737		2,957				

New hires by region	2012		2013		2014		2015		new hires in 2015 (males)	of new hires in 2015 (females)	Total new hire rate (%)
	Male	Female	Male	Female	Male	Female	Male	Female			
Europe	219	112	244	153	266	129	230	149	1.9%	1.2%	3.1%
Israel	757	687	955	813	936	804	466	398	3.8%	3.3%	7.1%
Americas	1,046	573	1,221	540	1,080	522	1,165	549	9.6%	4.5%	14.1%
Total	2,022	1,372	2,420	1,506	2,282	1,455	1,861	1,096	15.3%	9.0%	24.3%

Leavers by age	2012		2013		2014		2015		turnover in 2015 (males)	turnover in 2015 (females)	Total turnover rate (%)
	Male	Female	Male	Female	Male	Female	Male	Female			
Below age 30	1,165	820	838	968	1,107	799	807	484	6.6%	4.0%	10.6%
Age 30 - 50	900	725	657	969	922	502	926	534	7.6%	4.4%	12.0%
Over age 50	70	91	121	205	127	82	103	80	0.8%	0.7%	1.5%
Total	2,135	1,636	1,616	2,142	2,156	1,383	1,836	1,098	15.1%	9.0%	24.1%
Total	3,771		3,758		3,539		2,934				

Leavers by region	2012		2013		2014		2015		turnover in 2015 (males)	turnover in 2015 (females)	Total turnover rate (%)
	Male	Female	Male	Female	Male	Female	Male	Female			
Europe	253	195	222	135	267	156	221	150	1.8%	1.2%	3.0%
Israel	799	917	921	1,138	850	788	543	471	4.5%	3.9%	8.3%
Americas	1,083	524	473	869	1,039	439	1,072	477	8.8%	3.9%	12.7%
Total	2,135	1,636	1,616	2,142	2,156	1,383	1,836	1,098	15.1%	9.0%	24.1%

G4-LA6:

Injuries	Number of injuries				Injury Rate				Change in 2015
	2012	2013	2014	2015	2012	2013	2014	2015	
Europe	24	17	28	13	2.37	1.75	2.92	1.47	-50%
Israel	358	254	191	226	6.33	4.71	3.48	4.71	36%
Americas	199	246	134	150	4.34	4.91	2.37	2.58	9%
Strauss Group	581	517	353	389	5.16	4.54	2.91	3.38	16%

Lost days	Number of lost days				Lost day rate				Change in 2015
	2012	2013	2014	2015	2012	2013	2014	2015	
Europe	342	633	837	508	33.76	65.12	87.28	57.40	-34%
Israel	3,744	3,117	2,966	3,716	66.16	57.79	54.00	77.51	44%
Americas	8,701	7,057	4,253	2,762	189.81	140.80	75.08	47.46	-37%
Strauss Group	12,787	10,807	8,056	6,986	113.61	94.98	66.49	60.75	-9%

Notes :

- We now report in three regions and data has been updated from prior years where there were four regions. 2013 and 2014 data was updated to exclude Max Brenner. America includes Obela Australia with a team of 45 individuals.
- Injuries are those which incur lost workdays. Minor injuries are not noted. Injuries are calculated per 100 employees. No specific occupational diseases are identified within Strauss Group operations.
- Data split by gender is not available for most locations and data is not available for supervised workers.
- Data for 2014 for rest of the world includes Obela in Australia and Mexico. Europe excludes Russia and Ukraine. Data from 2012-2014 was updated for certain countries to reflect more accurate updated records.

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THANK YOU!

Thank you for taking an interest in our Sustainability Report. We sincerely ask you to consider providing your feedback which will help us improve to meet your needs more effectively. Please also visit our website, www.strauss-group.com, where you will find additional information and our sustainability blog, which is updated regularly.

We acknowledge the hard work, passion and commitment of all Strauss employees who contribute to our business and sustainability performance, and to over 100 employees who have specifically contributed content for this Sustainability Report.

Credits:

Beyond Business Ltd-Elaine Cohen and Iris Rakovitzky (content and copy)

Sher Consultants (environmental data)

Studio Merhav (graphic design)

FEEDBACK ON THIS REPORT

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