



# **Strauss Group 2018**

## **Sustainability Report – GRI Content Index**

## Strauss Group 2018 Sustainability Report - GRI Content Index

This is Strauss Group's eleventh Sustainability Report and it describes the impacts of our business on our stakeholders in 2018. This report has been prepared in accordance with the GRI Standards: Core option. In addition, this report represents our annual communication to the United Nations Global Compact, to which we are signatories.

Data presented in this report relates to the calendar year 2018. Our last full Sustainability Report was published in 2017, covering 2016. For the year 2017, we published a Communication on Progress to the UN Global Compact to provide updates for our stakeholders in key areas of activity, as we did not publish a full GRI-based report in that year. We intend to continue publishing sustainability reports annually.

In this report we have retained the material framework that was established in 2014 and remains relevant today, following internal validation. The boundaries of this report remain all Strauss Group companies under operational control, including managed Joint Ventures reported as full entities. No significant restatements of information have been made; small adjustments to data are noted alongside the data as presented.

We thank you for your interest in this report and would be pleased to hear your feedback. Please contact:

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## GRI Content Index: General Disclosures

GRI 102: General Disclosures 2016		Page/Response	Omission
102-1	Name of the organization	Page 4	
102-2	Activities, products, and services	Page 4, GRI Content Index page: 6	
102-3	Location of headquarters	Page 4	
102-4	Location of operations	Page 4	
102-5	Ownership and legal form	Page 4	
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102-7	Scale of the organization	Page 4, 5	
102-8	Information on employees	GRI Content Index page: 6	
102-9	Supply chain	GRI Content Index page: 6	
102-10	Significant changes	There are no significant changes in boundary since our 2016 Sustainability Report, beyond regular merger and acquisition activity.	
102-11	Precautionary principle	GRI Content Index page: 8	
102-12	External initiatives	GRI Content Index page: 6	
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102-44	Key topics and concerns raised	GRI Content Index page: 7	
102-45	Entities included	Page 72	
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102-47	List of material topics	Page 17	
102-48	Restatements of information	None	
102-49	Changes in reporting	None	
102-50	Reporting period	Calendar year 2018	
102-51	Date of most recent report	2017	
102-52	Reporting cycle	Annual	
102-53	Contact point	GRI Content Index page: 2	
102-54	Reporting in accordance with the GRI Standards	Page 72	
102-55	GRI content index	GRI Content Index page: 3	
102-56	External assurance	This report has not undergone external assurance.	

## GRI Content Index: Material Disclosures using GRI Standards, 2016

GRI Standard	Management Approach Disclosures 101-1, 101-2, 101-3: Page	Specific GRI Disclosures	Page	Omissions
<b>Healthy lifestyles</b>				
GRI 201: Economic performance	Page 25	201-1: Economic value generated	Page 25	
GRI 203: Indirect economic impacts	Nutrition: 26-27 Healthy lifestyle: 34 Sustainable agriculture: 38 FoodTech innovation: 42	203-2: Significant indirect economic impacts	Pages 26-47	
GRI 413: Local Communities	GRI Content Index, page: 18	413-1: Operations with local community engagement	GRI Content Index, page: 18	
<b>Reduce resource consumption and waste in our supply chain</b>				
GRI 302: Energy	GRI Content Index, page: 8	302-1: Energy use	GRI Content Index, page: 9	
		302-3: Energy intensity	GRI Content Index, page: 9	
GRI 305: Emissions	GRI Content Index, page: 8	305-1: Direct (Scope 1) GHG emissions	GRI Content Index, page: 10	
		305-2: Energy indirect (Scope 2) GHG emissions	GRI Content Index, page: 10	
		305-4: GHG emissions intensity	GRI Content Index, page: 12	
		305-6: Emissions of ozone-depleting substances (ODS)	GRI Content Index, page: 12	
		305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other air emissions	GRI Content Index, page: 13	
GRI 303: Water	GRI Content Index, page: 8	303-1: Water withdrawal by source	GRI Content Index, page: 10	
GRI 306: Effluents and Waste	GRI Content Index, page: 8	306-1: Water discharge	GRI Content Index, page: 13	
		306-2: Waste by type and disposal	GRI Content Index, page: 13	
		306-3: Significant spills	GRI Content Index, page: 14	
		306-5: Water bodies affected discharges	GRI Content Index, page: 14	
<b>Clear product labelling and responsible marketing</b>				
GRI 417: Marketing and labeling	GRI Content Index, page: 18	417-1: Product and service information and labeling	GRI Content Index, page: 19	
		417-3: Non-compliance concerning marketing communications	GRI Content Index, page: 19	

Ethical sourcing and supply chain				
GRI 205: Anti-Corruption	GRI Content Index, page: 7	205-3: Confirmed incidents of corruption	GRI Content Index, page: 7	
GRI 414: Supplier Social Assessment	GRI Content Index, page: 18	414-1: New suppliers screened using social criteria	GRI Content Index, page: 18	
Diversity in everything we do				
GRI 405: Diversity and Equal Opportunity	GRI Content Index, page: 17	405-1: Diversity of governance bodies and employees	GRI Content Index, page: 17	
		405-2: Ratio of basic salary and remuneration of women to men	GRI Content Index, page: 18	
Engaging and developing employees				
GRI 401: Employment	GRI Content Index, page: 14	401-1: New employee hires and turnover	GRI Content Index, page: 14	
GRI 404: Training and Education	GRI Content Index, page: 16	404-1: Average hours of training	GRI Content Index, page: 16	
		404-2: Programs for upgrading employee skills	Pages 52-53	
		404-3: Employees receiving performance reviews	GRI Content Index, page: 16	
Employee health, safety and wellbeing				
GRI 403: Occupational Health and Safety	GRI Content Index, page: 15	403-2: Types of injury and rates of injury	GRI Content Index, page: 15	Data not available for non-payroll employees

## 102-2 Activities, products, and services

Our [Key Brands](https://www.strauss-group.com/brands/) : <https://www.strauss-group.com/brands/>

## 102-8 Information on employees

Employees by region and gender		2014	2015	2016	2017	2018
WOMEN	Israel	2,597	2,309	2,784	2,935	2,962
	Americas	1,898	1,970	2,106	2,376	2,424
	Europe	657	678	644	643	660
	<b>Total</b>	<b>5,152</b>	<b>4,957</b>	<b>5,534</b>	<b>5,954</b>	<b>6,046</b>
MEN	Israel	2,896	2,485	2,878	2,845	2,928
	Americas	3,767	3,850	4,042	4,418	4,772
	Europe	977	950	905	914	911
	<b>Total</b>	<b>7,640</b>	<b>7,285</b>	<b>7,825</b>	<b>8,177</b>	<b>8,611</b>
ALL	Israel	5,493	4,794	5,662	5,780	5,890
	Americas	5,665	5,820	6,148	6,794	7,196
	Europe	1,634	1,628	1,549	1,557	1,571
	<b>Total</b>	<b>12,792</b>	<b>12,242</b>	<b>13,359</b>	<b>14,131</b>	<b>14,657</b>

## 102-9 Supply chain

Our global supply chain engages more than 14,000 suppliers in the supply of ingredients, goods and services to a value of around \$1 billion each year. Most of our production is in our own 26 facilities around the world, supported by a network of warehousing, logistics and distribution operations that deliver our products to our customers. Throughout this complex supply chain, we aim to ensure fair and responsible dealings with our suppliers, sustainable and ethical sourcing of our food ingredients, other raw materials and packaging, as well as adhering to the highest standards of human rights in all our internal and external operations.

## 102-12 External initiatives

- United Nations Global Compact: Strauss Group is a signatory since 2008.
- Maala: Strauss is a member of Maala (Business for Social Responsibility) and has participated in the annual CSR ranking of public companies since the ranking was introduced more than ten years ago. For the past six years, Strauss was awarded the highest possible ranking, Platinum Plus.

## 102-13 Membership of associations

- DSF: Dairy Sustainability Framework
- Food Industry Association in Israel
- The Israeli Marketing Association
- Strauss Coffee: Global Coffee Platform (GCP)

**102-41 Collective bargaining agreements**

<b>GRI 102-41</b>	<b>Employees with collective bargaining agreements</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
		<b>49%</b>	<b>NA</b>	<b>52%</b>	<b>60%</b>	<b>62%</b>

**102-42 Identifying and selecting stakeholders**

We selected stakeholders for our engagement process based on their connection to Strauss, the degree of influence they have on our business and the degree of impact we have on their decisions. Most of our formal engagement takes place in Israel.

**102-43 Stakeholder engagement**

Stakeholder engagement is conducted with relevant groups throughout the year via different channels – meetings, surveys and conferences. Annually we survey our key stakeholder groups using a broad survey, which was focused on Trust in 2018 – the Strauss Trust Survey. This is described in detail in the section: Listening in practice, on page 8.

**102-44 Key topics and concerns raised**

See pages 10-13 for general stakeholder feedback and specific feedback based on the Strauss Trust Survey.

**Anti-Corruption: Disclosure on Management approach**

As a global company, active in more than 20 countries and with over 14,500 employees, Strauss Group has a broad reach. This obliges us to ensure that our business activities around the world are conducted in accordance with the highest ethical standards and avoid potential risks related to corruption. Strauss Group upholds all applicable laws and regulations regarding anti-corruption and anti-bribery, including the U.S. Foreign Corrupt Practices Act of 1977 (FCPA) and the UK Bribery Act of 2010, as well as with other international laws and regulations in the countries where we operate. Violations or the perception of violations of anti-corruption laws can cause reputational damage to Strauss Group and its employees, and incur regulatory penalties including monetary fines, or imprisonment. Anti-corruption breaches will subject employees to disciplinary action, including possible termination of employment.

**205-3: Confirmed incidents of corruption**

There were zero confirmed incidents of corruption in 2018.

## Caring for the environment: Disclosure on Management Approach

As a responsible manufacturer of food and beverages with a global footprint, we act with respect for our natural environment and strive to minimize our impacts on climate change and global resource consumption. We believe that we can continue to grow our business and meet our consumers' needs for healthy and nutritious products while exercising control over our environmental impacts. Importantly, our consumers, employees and many others expect us, as a responsible corporate citizen, to take care of the planet so that we and future generations can continue to thrive. We have publicly accounted for our environmental performance for more than ten years, and we will continue to do so.

- We comply with all applicable environmental laws and regulations in all markets in which we operate.
- We operate our facilities in line with an Environmental Management System (EMS) that requires detailed attention to all our practices and control of our environmental impacts. Several sites are certified to the EMS quality standard ISO14001 and undergo periodical audits for recertification. In non-certified sites, we aim to practice similar standards of environmental management. In all aspects of environmental practice, we seek continuous improvement.
- We take a precautionary approach to climate change, believing that the risks for humanity are real if the rising temperature of our planet is not halted and climate change effects not mitigated. We therefore place emphasis on reducing our energy consumption throughout our operations by adopting environmentally efficient practices and investing in energy-efficient equipment
- We strive to minimise water withdrawal and recycle water where we can in our operations.
- We practice the Reduce, Recycle, Reuse approach across all our facilities and conduct regular site assessments to evaluate new possibilities to avoid waste generation.
- We provide employees whose roles have an impact on our environmental performance with targeted training to help them perform their duties while conserving resources and minimizing waste.
- Environmental Managers, or in some cases, Factory Managers, at each Strauss Group site are responsible for ensuring the implementation of environmental policies and practices and monitoring progress and performance, reporting to the Operations Managers and overall Supply Chain leadership at Strauss Group.
- Environmental metrics reported:
  - 302-1: Energy use
  - 302-3: Energy intensity
  - 305-1: Direct (Scope 1) GHG emissions
  - 305-2: Energy indirect (Scope 2) GHG emissions
  - 305-4: GHG emissions intensity
  - 305-6: Emissions of ozone-depleting substances (ODS)
  - 305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other air emissions
  - 303-1: Water withdrawal by source
  - 306-1: Water discharge
  - 306-2: Waste by type and disposal
  - 306-3: Significant spills
  - 306-5: Water bodies affected discharges

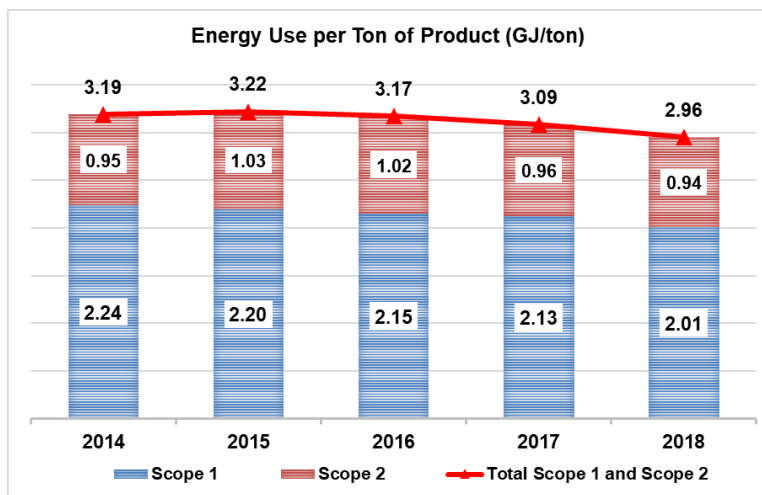


**302-1: Energy use**

Energy Consumption	All figures in gigajoules				
Direct energy (Scope1)	2014	2015	2016	2017	2018
Natural Gas	564,214	575,147	560,026	592,396	727,167
Fuel Oil	90,824	90,714	90,824	90,850	90,765
Diesel Fuel	146,197	178,807	174,101	159,032	142,614
Ethanol	55	0	0	323	840
LPG	246,478	246,114	245,199	262,930	164,124
Gasoline	110,137	94,463	113,295	130,194	134,181
Flared methane from wastewater	11,167	19,145	23,137	19,120	31,377
Other methane emissions from equipment	0	0	0	0	0
Biomass/biofuels	60,969	57,825	59,113	50,688	43,742
Coffee biomass	16,533	3,094	3,347	2,873	2,190
<b>Scope 1 (fuel and gas mix)</b>	<b>1,246,574</b>	<b>1,265,309</b>	<b>1,269,042</b>	<b>1,308,407</b>	<b>1,337,000</b>
<b>Scope 2 (purchased electricity)</b>	<b>529,617</b>	<b>591,946</b>	<b>603,608</b>	<b>594,496</b>	<b>629,036</b>
<b>Total Scope 1 and Scope 2</b>	<b>1,776,191</b>	<b>1,857,255</b>	<b>1,872,650</b>	<b>1,902,903</b>	<b>1,966,036</b>
<b>Notes:</b>					
Fuel consumption includes renewable and non-renewable sources					
We do not purchase heating, cooling or steam, and we do not sell electricity, heating cooling or steam					

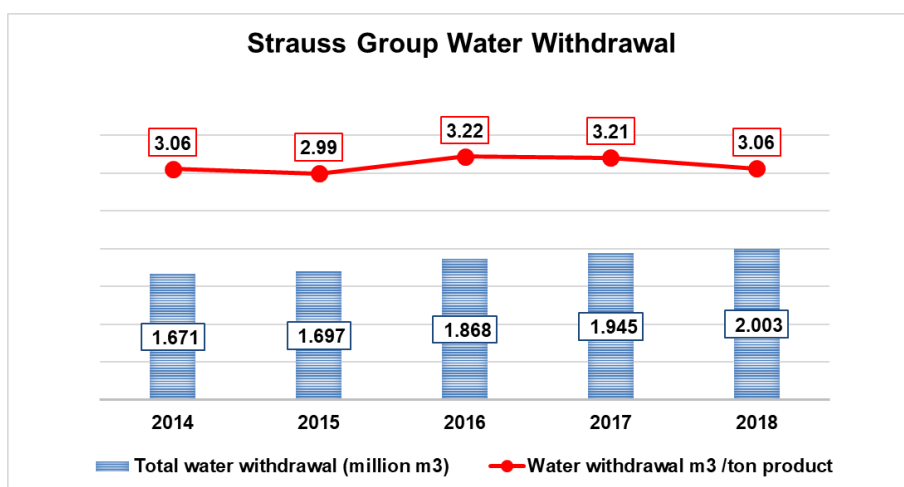
**302-3: Energy intensity**

Energy per ton of product (GJ/ton)	2014	2015	2016	2017	2018
Scope 1	2.24	2.20	2.15	2.13	2.01
Scope 2	0.95	1.03	1.02	0.96	0.94
<b>Total energy intensity</b>	<b>3.19</b>	<b>3.22</b>	<b>3.17</b>	<b>3.09</b>	<b>2.96</b>



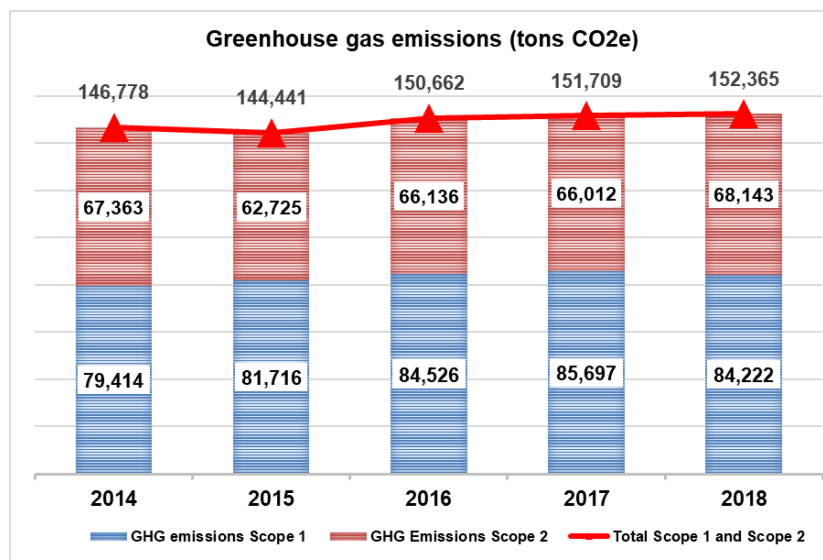
**303-1: Water withdrawal by source**

Water withdrawal	All figures in cubic meters (m <sup>3</sup> )				
	2014	2015	2016	2017	2018
Municipal water supplies or other water utilities	1,638,974	1,609,634	1,753,370	1,945,363	1,893,777
Surface water	-	-	-	-	830
Ground water	31,819	87,413	114,693	-	108,012
<b>Total water withdrawal</b>	<b>1,670,794</b>	<b>1,697,047</b>	<b>1,868,063</b>	<b>1,945,363</b>	<b>2,002,620</b>
<b>Water withdrawal m<sup>3</sup> /ton product</b>	<b>3.06</b>	<b>2.99</b>	<b>3.22</b>	<b>3.21</b>	<b>3.06</b>



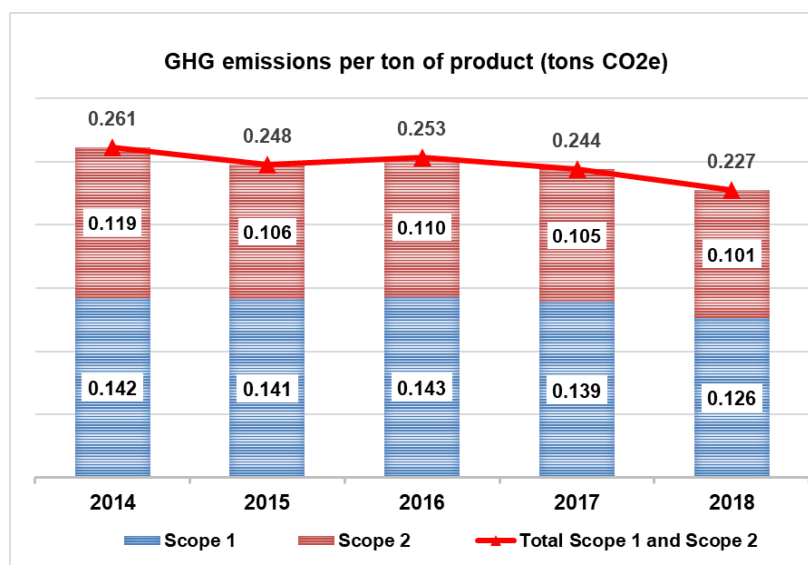
**305-1: Direct (Scope 1) GHG emissions****305-2: Energy indirect (Scope 2) GHG emissions**

Greenhouse gas emissions	All figures in tons CO <sub>2</sub> e				
Direct greenhouse gas emissions (Scope 1)	2014	2015	2016	2017	2018
Natural Gas	34,078	34,638	35,984	33,345	40,937
Fuel Oil	6,992	6,987	7,329	7,583	8,222
Diesel Fuel	10,898	13,470	12,945	11,844	10,622
Ethanol	4	2	0	23	60
LPG	16,019	15,543	15,485	17,014	10,620
Gasoline	7,761	6,788	8,055	9,263	9,539
Flared methane from the waste water facility	166	1,101	1,333	1,785	1,718
Methane emissions from wastewater & equipment	109	109	109	109	109
Biomass/biofuels	3,387	3,078	3,287	4,732	2,395
Coffee biomass	0	0	0	0	0
<b>GHG emissions Scope 1</b>	<b>79,414</b>	<b>81,716</b>	<b>84,526</b>	<b>85,697</b>	<b>84,222</b>
<b>GHG Emissions Scope 2</b>	<b>67,363</b>	<b>62,725</b>	<b>66,136</b>	<b>66,012</b>	<b>68,143</b>
<b>Total Scope 1 and Scope 2</b>	<b>146,778</b>	<b>144,441</b>	<b>150,662</b>	<b>151,709</b>	<b>152,365</b>
<b>Basis for reporting on greenhouse gas emissions</b>					
Greenhouse gases included in the calculation of CO <sub>2</sub> e are CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O. Fuel emission factors are taken from DEFRA. Electricity emissions factors for Israel use the Israel Electric Company. All other electricity emissions factors use emissionfactors.com. Emissions for 2014-2016 have been updated to reflect a change in methodology from 2017.					



## 305-4: GHG emissions intensity

GHG emissions intensity (tons CO <sub>2</sub> e/ton)	2014	2015	2016	2017	2018
Scope 1	0.142	0.141	0.143	0.139	0.126
Scope 2	0.119	0.106	0.110	0.105	0.101
<b>Total Scope 1 and Scope 2</b>	<b>0.261</b>	<b>0.248</b>	<b>0.253</b>	<b>0.244</b>	<b>0.227</b>



## 305-6: Emissions of ozone-depleting substances (ODS)

Emissions of ozone-depleting substances (ODS) (tons CO <sub>2</sub> e)	2014	2015	2016	2017	2018
R-22	6,145	11,305	4,977	1,093	3,285
R-12	0	0	0	0	0
R-134A	673	585	128	97	681
424A	105	2	0	5	5
407c	17	28	23	82	5
507	9,603	6,715	0	20,722	3,256
R-410A	116	117	181	356	7
<b>Total ODS</b>	<b>16,658</b>	<b>18,753</b>	<b>5,309</b>	<b>22,355</b>	<b>7,238</b>

**305-7: Nitrogen oxides (NOX), sulfur oxides (SOX), and other air emissions**

NOX, SOX, and other significant air emissions (tons)	2014	2015	2016	2017	2018
NOX	44	63	76	71	103
SO2	104	105	97	63	78
PM	14	16	17	14	16
CO	43	52	44	68	48
<b>Total other air emissions</b>	<b>204</b>	<b>236</b>	<b>235</b>	<b>216</b>	<b>245</b>

**306-1: Water discharge**

Water discharge (tons)	2014	2015	2016	2017	2018
TSS	457	360	546	469	363
COD	2,114	1,479	1,789	1,806	1,443
BOD	791	992	1,146	949	969
<b>Total</b>	<b>3,362</b>	<b>2,831</b>	<b>3,481</b>	<b>3,224</b>	<b>2,775</b>

**306-2: Waste by type and disposal**

Non-hazardous waste by disposal type (tons)	2014	2015	2016	2017	2018
Landfill	17,716	15,939	11,174	11,618	10,432
Reuse	75,028	77,298	47,702	44,493	44,184
Recycling	10,256	7,096	14,719	28,423	32,005
Composting	0	0	1,084	3,410	4,451
Recovery (including energy recovery)	0	0	0	1,822	2,025
Incineration	0	0	1,147	0	8
<b>Total non-hazardous waste</b>	<b>103,000</b>	<b>100,333</b>	<b>75,826</b>	<b>89,766</b>	<b>93,105</b>
Hazardous waste by disposal type (tons)	2014	2015	2016	2017	2018
Landfill	12	24	69	22	7
Reuse	0	0	0	0	0
Recycling	0	0	0	54	15
Composting	0	0	0	0	0
Recovery (including energy recovery)	0	0	0	0	0
Incineration	0	0	1	0	16
<b>Total hazardous waste</b>	<b>12</b>	<b>24</b>	<b>70</b>	<b>77</b>	<b>39</b>
<b>Total Waste</b>	<b>103,012</b>	<b>100,358</b>	<b>75,895</b>	<b>89,842</b>	<b>93,144</b>

**306-3: Significant spills**

There were no significant spills in our operations in 2018.

### 306-5: Water bodies affected discharges

No water bodies were affected by discharges from our factories.

### Employment: Disclosure on Management approach

Attraction, development and retention of employees with the necessary motivation, skills and competencies is critical to our ongoing success and business growth.

We compete in the market for employees and therefore must provide an attractive workplace where people will be proud to work. We aim to provide a safe, caring, inclusive and empowering workplace for our employees all around the world. We offer competitive terms and conditions of employment, meaningful work with opportunities for personal development and growth, and respect for the rights of employees in all our operations. We aim to provide a stable workplace with long-term prospects for employees. We aim to hire all employees directly as far as possible and use third-party employees to manage surges in demand or meet occasional needs.

We maintain a full Human Resources organization that advances policies, programs and practices to provide a positive working culture and track performance.

### 401-1: New employee hires and turnover

New hires	2014		2015		2016		2017		2018		New hire rate 2018: men	New hire rate 2018: women	Total new hire rate 2018
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women			
Below age 30	1,388	911	928	527	1,140	839	1,340	1,010	1,431	1,146	9.8%	7.8%	17.6%
Age 30 - 50	836	494	862	506	832	510	994	709	1,139	731	7.8%	5.0%	12.8%
Over age 50	58	50	71	64	50	23	79	87	99	92	0.7%	0.6%	1.3%
<b>Total by gender</b>	<b>2,282</b>	<b>1,455</b>	<b>1,861</b>	<b>1,097</b>	<b>2,022</b>	<b>1,372</b>	<b>2,413</b>	<b>1,806</b>	<b>2,669</b>	<b>1,969</b>	<b>18.2%</b>	<b>13.4%</b>	<b>31.6%</b>
Israel	936	804	466	398	757	687	817	920	1,220	1,170	8.3%	8.0%	16.3%
Americas	1,080	522	1,165	549	1,046	573	1,378	758	1,243	656	8.5%	4.5%	13.0%
Europe	266	129	230	150	219	112	218	128	206	143	1.4%	1.0%	2.4%

Leavers	2014		2015		2016		2017		2018		Leavers 2018: men	Leavers 2018: women	Total leavers rate 2018
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women			
Below age 30	1,107	799	807	485	733	467	827	619	868	802	5.9%	5.5%	11.4%
Age 30 - 50	922	502	926	534	759	445	973	642	847	579	5.8%	4.0%	9.7%
Over age 50	127	82	103	80	116	81	99	107	132	114	0.9%	0.8%	1.7%
<b>Total by age</b>	<b>2,156</b>	<b>1,383</b>	<b>1,836</b>	<b>1,099</b>	<b>1,608</b>	<b>993</b>	<b>1,899</b>	<b>1,368</b>	<b>1,847</b>	<b>1,495</b>	<b>12.6%</b>	<b>10.2%</b>	<b>22.8%</b>
Europe	267	156	221	151	199	104	350	133	209	128	1.4%	0.9%	2.3%
Israel	850	788	543	471	584	444	1,547	736	688	805	4.7%	5.5%	10.2%
Americas	1,039	439	1,072	477	825	445	871	499	950	29	6.5%	0.2%	6.7%

## Occupational Health and Safety: Disclosure on Management Approach

Strauss Group aims to maintain a safe workplace and through compliance with all applicable safety laws and regulations and beyond compliance, through creating a culture of safety with ongoing training, safety hazard assessments and a range of other tools to drive awareness, safe practices, preventive and corrective action.

### 403-2: Types of injury and rates of injury

Safety performance - direct (payroll) employees only												
		Injuries					Injury rate per 100 employees					
		2014	2015	2016	2017	2018	2014	2015	2016	2017	2018	
Israel	Men				115	161				4.0	5.5	
	Women				102	119				3.5	4.0	
	All	191	226	213	217	280	3.5	4.7	3.8	3.8	4.8	
Americas	Men				16	94				0.7	1.7	
	Women				34	37				48.4	52.6	
	All	134	150	95	50	131	2.4	2.6	1.6	44.1	46.2	
Europe	Men				20	9				2.2	1.0	
	Women				14	15				2.2	2.3	
	All	28	13	18	34	24	2.9	1.5	1.2	2.2	1.5	
Global	Men				151	264				1.8	3.1	
	Women				150	171				2.5	2.8	
	All	353	389	326	301	435	2.91	3.38	2.44	2.13	2.97	
Global	Fatalities	Zero										

Safety performance - direct (payroll) employees only												
		Lost days					Lost day rate per 100 employees					
		2014	2015	2016	2017	2018	2014	2015	2016	2017	2018	
Israel	Men				2,635	3,181				92.6	108.6	
	Women				1,967	2,267				67.0	76.5	
	All	2966	3716	3723	4,602	5,448	54.0	77.5	66.8	79.6	92.5	
				0	0				0.0	0.0		
Americas	Men				2,292	2,682				51.9	56.2	
	Women				1,108	1,188				46.6	49.0	
	All	4253	2762	1490	3,400	3,870	75.1	47.5	24.2	50.0	53.8	
				0	0				0	0		
Europe	Men				359	126				39.3	13.8	
	Women				292	297				45.4	45.0	
	All	837	508	244	651	423	87.3	57.4	15.8	41.8	26.9	
				0	0				0	0		
Global	Men				5,286	5,989				61.2	69.6	
	Women				3,367	3,752				0.0	62.1	
	All	8056	6986	5457	8,653	9,741	66.5	60.8	40.9	61.2	66.5	

**Notes:**

- For the first time, we are able to report by gender in 2017.
- We do not have consistent data records available across all geographies for non-payroll employees. While non-payroll incidents are thoroughly investigated and addressed through corrective actions where relevant, this is not yet available through our global reporting systems.
- Rates per 100 employees are calculated using OSHA methodology.

**Training and Education: Disclosure on Management approach**

In our dynamic working environment, it is important that our employees have the necessary knowledge and skills to perform their roles.

We provide training and development opportunities for all employees. Additionally, we aim to contribute to the personal growth and professional development of employees and enhance their employability, therefore contributing to overall social development in the areas in which we operate.

**404-1: Average hours of training**

Training hours	2016		2017		2018		Average hours of training in 2018	
	Men	Women	Men	Women	Men	Women	Men	Women
Senior managers	511	168	245	417	3,170	373	0.4	0.1
Middle managers	15,163	12,613	26,207	15,560	64,039	18,991	7.4	3
Non-managers	39,305	36,104	126,059	71,222	154,107	101,281	17.9	17
<b>Total by gender</b>	<b>54,979</b>	<b>48,885</b>	<b>152,511</b>	<b>87,199</b>	<b>221,317</b>	<b>120,645</b>	<b>26</b>	<b>20</b>
<b>Total all employees</b>		<b>103,864</b>		<b>239,710</b>		<b>341,962</b>		<b>169</b>

Performance evaluations	2016		2017		2018		% by employee level and gender	
	Men	Women	Men	Women	Men	Women	Men	Women
Senior managers	31	9	46	17	51	15	77%	83%
Middle managers	673	456	950	529	1,015	605	89%	79%
Non-managers	874	690	693	499	2,517	1,442	34%	27%
<b>Total by gender</b>	<b>1,578</b>	<b>1,155</b>	<b>1,689</b>	<b>1,045</b>	<b>3,583</b>	<b>2,062</b>	<b>42%</b>	<b>34%</b>
<b>Total all employees</b>		<b>2,733</b>		<b>2,734</b>		<b>5,645</b>		<b>39%</b>

**404-3: Employees receiving performance reviews**

**Notes:** Does not include Russia or Obela in 2017. The split of reviews in Strauss Israel is estimated for 2017 and 2018



## Diversity and Equal Opportunity: Disclosure on Management Approach

At Strauss Group, we believe that inclusive business practices empower our employees, foster innovation, build trustful relationships throughout our supply chain and improve our responsiveness to our customers and consumers, enabling us to achieve better business results over the long term in the right way. Diversity and Inclusion for us represent both a business necessity and a core belief. They represent a fundamental value and code of behavior that is deeply embedded in our day to day interactions and decisions. Diversity and Inclusion are the result of respect, valuing others and caring about the lives we touch through the thousands of people we employ and the millions of people we reach each day through our products and our operations.

### 405-1: Diversity of governance bodies and employees

At the end of 2018, the Strauss Group Board of Directors was comprised of 11 members, of which four were women (36% women, 64% men)

Board members by age	2019
Below age 30	0
Age 30-50	1
Over age 50	10

Employees by age	2016	2017	2018
Below age 30	32%	29%	30%
Age 30-50	55%	56%	55%
Over age 50	13%	15%	15%

Employees by gender	2016	2017	2018
Women	42%	43%	41%
Men	58%	57%	59%

Managers by age	2016	2017	2018
Below age 30	5%	4%	4%
Age 30-50	80%	80%	81%
Over age 50	15%	16%	15%

Managers by gender	2016	2017	2018
Women	39%	39%	39%
Men	61%	61%	61%

**405-2: Ratio of basic salary and remuneration of women to men**

Ratio of average salary costs of women to men	2016	2017	2018
Senior managers	99%	106%	98%
Middle managers	76%	81%	82%
Non-managers	84%	77%	85%

Salary costs includes basic salary and salary benefits = total remuneration

**Local Communities: Disclosure on Management Approach**

Our communities are important to us because they comprise our consumers, employees and other business partners with whom we do business. We believe that strong communities foster strong businesses. Our mission is to improve people's lives and this includes all the communities in the locations in which we do business.

We aim to maintain a strong connection in our local communities both the way we work and the initiatives that we advance. We engage with our communities in several ways, using different approaches, from the more immediate response to a specific request to long-term approaches that deliver a step-change in the quality of life.

**413-1: Operations with local community engagement**

All our operations (100%) maintain some form of community investment or engagement through donations, employee volunteering or strategic social collaborations. See our section on: Investing in our communities, page 58

**Supplier Social Assessment: Disclosure on Management Approach**

Our extended supply chain, comprising tens of thousands of suppliers who provide us with goods and services in our different markets, are an integral part of our ability to provide delicious and nutritious food and beverage products to meet our consumers' needs every day. We view our suppliers as partners in delivering our mission. As such, we expect them to uphold the same standards of ethical, responsible and sustainable business to which we hold ourselves at Strauss Group. By ensuring we behave with integrity towards our suppliers, and by working with suppliers who share our values and standards, we enhance trust throughout our business and enable our consumers and all other stakeholders to believe in our Company and our products.

**414-1: New suppliers screened using social criteria**

100% of suppliers of Strauss Israel and Sabra/Obela were screened using social criteria (supplier ethics charter or supplier code of conduct). Strauss Coffee and Strauss Water do not currently have formal screening programs in place.

**Marketing and labeling: Disclosure on Management Approach**

As a large global food manufacturer, we are committed to understanding and respecting the needs of our consumers and striving to earn their trust through everything we do. We inform our consumers of new or improved products through marketing and advertising across many voice, print and digital channels. Our products are clearly and comprehensively labeled, beyond legal requirements where relevant, and always display accurate information regarding the nutritional value of our products, so that consumers can make informed choices. Whenever a change is made in the composition of a product, we include clear information on these changes on our packaging. We comply with Product Labeling Laws in all the markets in which we operate, and where product packaging permits, we increase the size and content of our labels for increased ease of accessibility of critical information for consumers.

**417-1 Product and service information and labeling**

100% of our food and beverage products are covered by marketing and labelling requirements.

**417-3: Non-compliance concerning marketing communications**

There have been zero incidents of non-compliance relating to marketing communications.