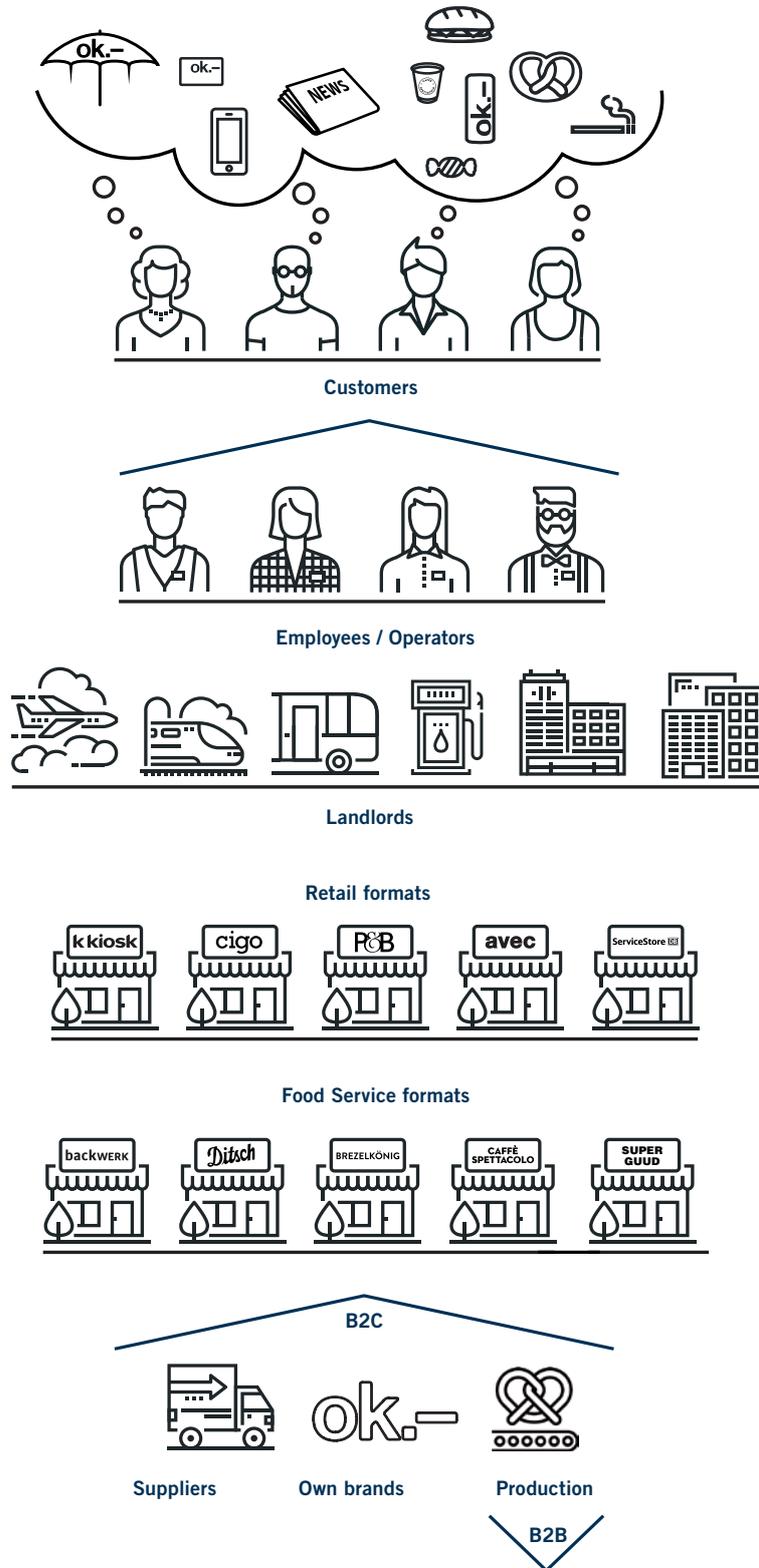


# Sustainability

VALUE CHAIN



Valora's evolution into a focused food-venience provider has simplified its value chain. Products from suppliers, Valora's own brands and own pretzel production operation are sold to consumers (B2C)

and, in the case of pretzels, to other companies (B2B). B2C customer sales take place through different formats, whereby the sales outlets are operated by Valora employees as well as franchise and

agency partners and their staff. They brighten up their customers' day, particularly at airports, railway stations and central urban locations.

## SUSTAINABILITY – PEOPLE, PLANET, PRODUCTS

“Today, prudent business practices that are sustainable in the broadest sense of the word are absolutely essential for every responsible company. All internal and external stakeholder groups are becoming increasingly sensitive to the quality of the working conditions behind products as well as ecological and social challenges. We accept these challenges and we aim to play our part through a consistent sustainability strategy. We are still at the start of this journey but we are making steady progress and we have big plans for 2020. We want to incrementally incorporate sustainability in our everyday business”, says Franz Julen, Chairman of the Valora Board of Directors.

# Sustainability Report

## APPROACH TO SUSTAINABILITY

### REASONS FOR SUSTAINABILITY

The growing world population, an ever bigger global middle class, urbanisation, climate change and the accelerating effect of digitalisation: these developments affect Valora, its customers, its

employees and its entire value chain. They harbour opportunities as well as challenges and increase the urgency for Valora to intensify its own sustainability endeavours. Compliance with legal requirements is the bare minimum. A responsible company looks after its

employees, protects the environment, manufactures excellent products that exceed the expectations of its customers, and generates an attractive return in the process. Valora takes this responsibility seriously and meets sustainability challenges.



### MATERIALITY ANALYSIS

Valora conducted a materiality analysis in 2019 to establish a basis on which to build its sustainability strategy. Using a multi-step process, the analysis revealed the main sustainability topics from which key areas requiring action have been derived. Central elements include the impact analysis and stakeholder engagement. The procedure comprises five steps:

- 1. Identification of potentially relevant topics**  
Environmental analysis taking account of survey results and standards, including the Global Reporting Initiative, Sustainability Accounting Standards Board, UN Global Compact and Sustainable Development Goals (SDG)
- 2. Topic prioritisation**  
Stakeholder engagement and impact analysis to arrange the topics in a materiality matrix
- 3. Topic validation**  
Alignment with the corporate strategy and internal workshops with the Board of Directors and management
- 4. Development of the sustainability strategy**  
Elaboration of measures, definition of KPIs and the resulting goals is planned for 2020
- 5. Implementation**  
New measures will be initiated in 2020

### IMPACT ANALYSIS

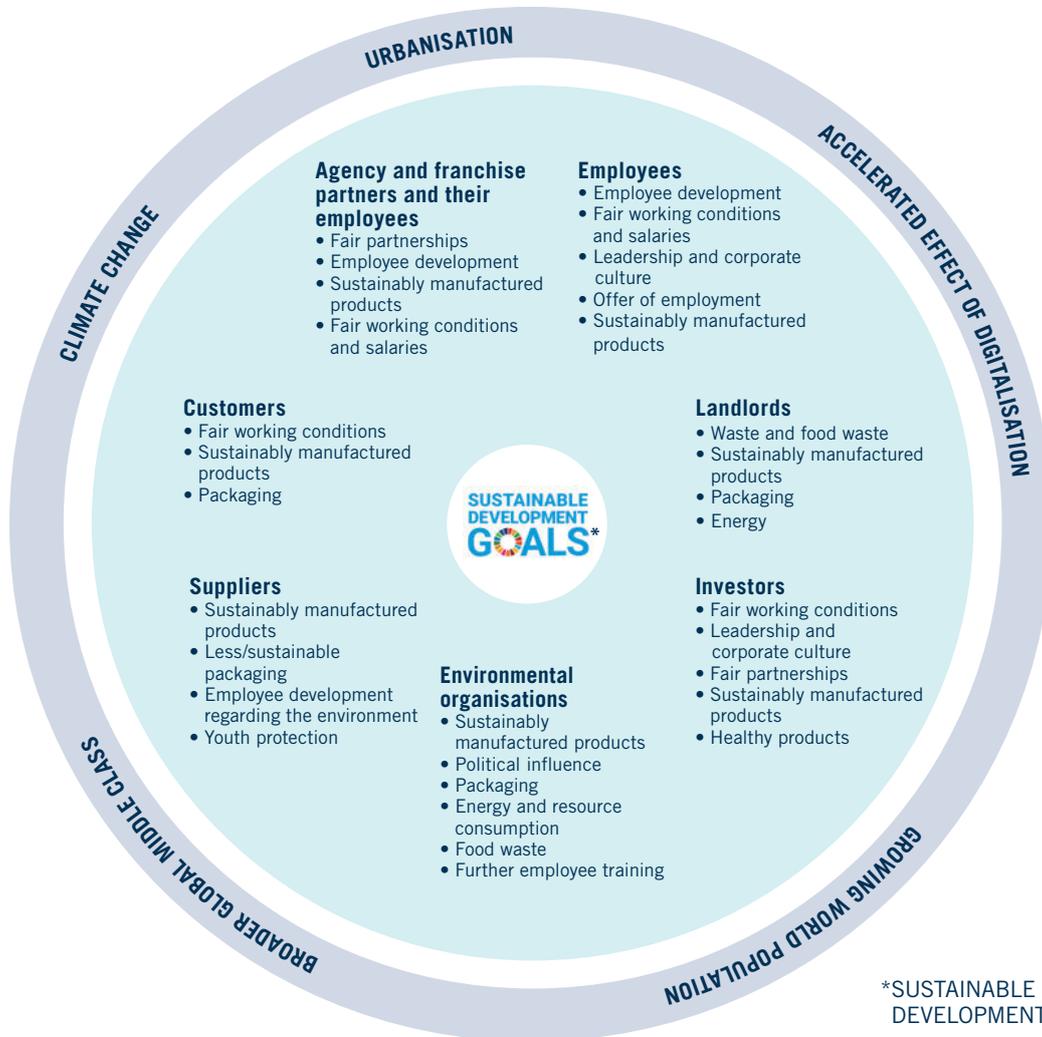
In order to gain a clearer understanding of where the critical sustainability issues are in the value chain, experts carried an evaluation to assess the impact of Valora on sustainable development. This

entailed dividing the value chain into three parts. Upstream includes the production of raw materials, the agricultural processes and suppliers' production processes. The middle part covered operations: production, logistics and sales. Downstream covers the effects of

covering the effects of consumption including disposal. The analysis revealed that the greatest impact is in the upstream part of the value chain. The detailed findings of the impact analysis were included in the materiality matrix.

# Sustainability Report

## EXPECTATIONS OF KEY STAKEHOLDER GROUPS AND MEGATRENDS



## STAKEHOLDER ENGAGEMENT

In order to better understand the expectations of different stakeholders and acknowledge new developments, direct contact was initiated with internal and external stakeholder groups as part of the materiality analysis.

Stakeholder mapping was used to identify the different groups and place them in order of priority. The selection criteria were the involvement of each

group as well as the extent to which the group influences the company. Internally this involved the Board of Directors, management and employees. External groups were agency and franchise partners, investors, proxy advisors, suppliers, environmental organisations, landlords and customers.

The project team conducted individual interviews with over twenty representatives of these stakeholder groups. Reports and surveys were also used

as reference material for larger stakeholder groups (the employee satisfaction survey for example). On that basis, Valora was able to acquire a detailed picture of its sustainability performance to date. The exercise also enabled Valora to gauge expectations and identify new emerging topics. The results were qualitatively assessed and incorporated in the strategic development as part of the materiality analysis. The chart above shows the key topics per group.

# Sustainability Report

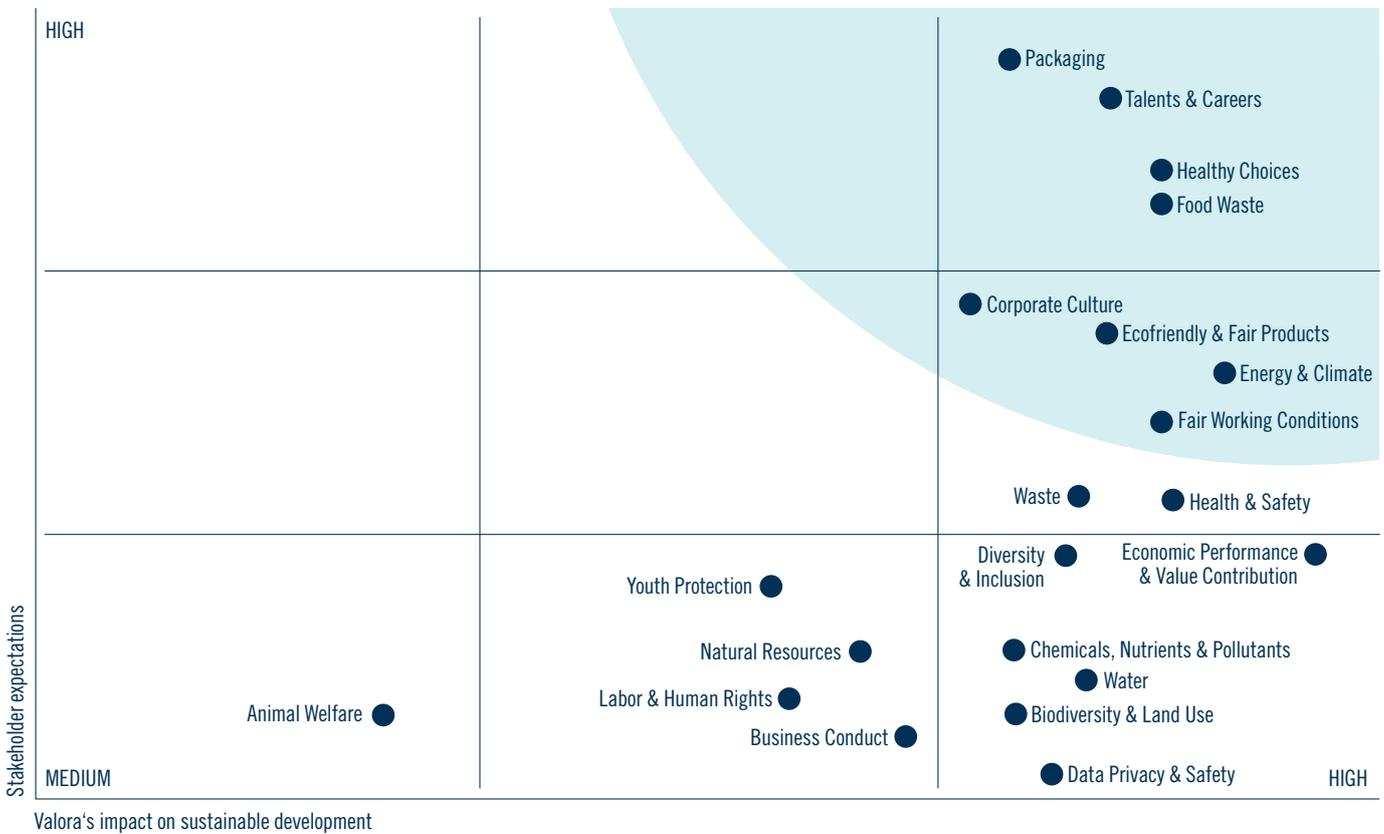
## SUSTAINABILITY MATRIX AND STRATEGY

The impact analysis and stakeholder engagement results were summarised in a materiality matrix. The vertical axis shows stakeholder expectations of Valora, while the horizontal axis shows the size of Valora's impact on sustainable development. The eight topics highlighted in colour

in the top right were classified as material. A follow-up evaluation of the topics' business relevance revealed that the key areas also offer differentiation potential and align most closely with Valora's five material strategic ambitions for 2025. The key topics were allocated to the three pillars People, Planet and Products, which form the core of Valora's sustainability strategy. Having established this basis,

the Board of Directors and management validated the results and further developed the sustainability strategy. Measures were elaborated for seven topics, which will be described in further detail on the following pages. The key topic of corporate culture is managed as an overarching topics, as are stakeholder engagement and innovation.

The structure of this report is also based on People, Planet and Products.



## SUSTAINABILITY – THREE ACTION AREAS



### PEOPLE

Becoming a great  
place to work  
for everybody

**Priorities:**

- Fair Working Conditions
- Talents & Careers



### PLANET

Reducing our  
own environmental  
impact

**Priorities:**

- Food Waste
- Energy & Climate



### PRODUCTS

Becoming the  
go-to place  
for sustainable  
products

**Priorities:**

- Ecofriendly & Fair Products
- Healthy Choices
- Packaging

## SUSTAINABILITY

### ENABLERS

Innovation  
Stakeholder Engagement  
Culture

PEOPLE

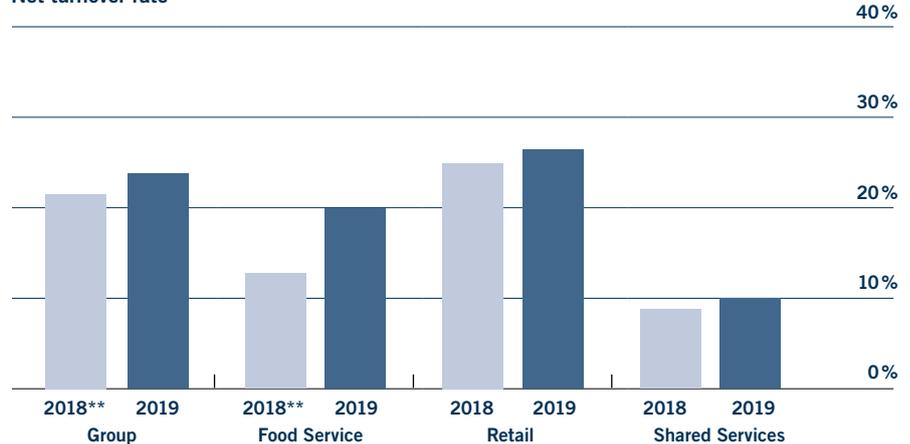


SDG

FAIR WORKING CONDITIONS

The company's most important capital is the workforce, the franchise and agency partners and the employees. They represent Valora externally and ensure that customers' journeys are brightened up. They do this particularly well when they are happy and motivated at work. Work satisfaction depends on many factors including working hours, work break rules, social benefits, job security, promotion of health, diversity, equality and remuneration. Many of these topics come under the remit of the business units and HR department. Ultimately, however, fair working conditions are a universal issue and the responsibility of all managers.

Net turnover rate\*



\*The net turnover rate is calculated based on the number of departures following termination by employees in relation to the number of employees at the end of the year.  
\*\* 2018 without Ditsch USA.

SELECTED MEASURES

SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Social dialog – discussions, consultations and negotiations with employee representatives.	●●●●○	Continuation of recurring meetings	Deepening of social dialog
Surveys – measuring satisfaction and areas for improvement involving employees and business partners.	●●●●○	Definition and implementation of measures per department following the 2018 employee survey	Group-wide employee survey
Valora Integrity Line – opportunity for all network employees, partners and customers to report grievances anonymously online; the reports are processed by Valora's compliance officers.	●●●●○	Rollout completed in Switzerland and partially completed in Germany  43 cases reported, of which 39 were closed as of 31.12.2019 and 42 as of 31.01.2020	Completion of the Group-wide rollout
Business Partner Code of Conduct – inclusion of the Code of Conduct in contracts with agency and franchise partners.	●●●●○	Inclusion in new contracts and incremental updating of all current contracts. At the end of 2019, 45% of partner contracts included the Business Partner Code of Conduct.	Inclusion in all partner contracts by the end of 2020
Agency Support – support agency partners and accompany them in managing a successful business.	●○○○○	Continuation of the concept at Back-Werk; planning and conception at Retail Switzerland	Rollout at Retail Switzerland
Pay equity analysis – analysis of salary equality contingent of gender, a legal requirement in Switzerland from 2021.	●○○○○	Planning	Data collection and analysis in Switzerland

EVALUATION AND OUTLOOK

The relatively high employee turnover rate remains a big challenge for Valora, especially during the first few months after starting the job. A detailed analysis was carried out to investigate the

issue. The outcome was a systematic onboarding process included in the online training that will be set up in 2020 and consists of workshops.

The sales outlets will also be analysed as a next step. The needs of employees working in the sales outlets

will be established in order to initiate targeted measures to improve their working conditions.



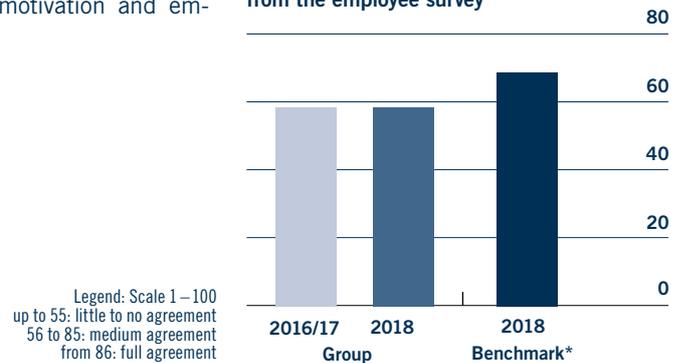
SDG

**TALENTS & CAREERS**

Talents & Careers involves offering employees attractive prospects and a good working environment so they can develop by applying future-oriented competencies. A newly defined competency model creates clarity regarding what is expected of employees and how they can contribute to the successful implementation of the corporate strategy and to their own personal further development. The model covers all Valora employees, including agency and franchise partners and their employees. Knowledge, ability and extra qualifications prepare employees for continuous change,

as well as improving their professional performance, their motivation and employability.

**Employee development score from the employee survey**



\*Sector-specific Swiss Employer Award 2018 for retail business.

SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Internal job market – job offers are initially advertised in-house to promote transparency and visibility for further development opportunities for talent within the company.	●●●○○	Technological development of the platform complete	Launch of platform for all administration jobs
Training for business partners – format-specific, multi-day training for new franchise and agency partners.	●●●●○	Various meetings and workshops	Continuation of meetings, inclusion of sustainability topics
Valora Dialog – a permanent feedback and performance evaluation process that works via an online tool.	●●●●○	Rollout and active use in most business units	Completion of the Group-wide rollout
Valora competency model – the Valora competency model outlines the competencies and abilities that bring success at the company. It forms the foundation for Valora Dialog, the descriptions of the key roles, recruitment and development as well as other areas.	●●●○○	Collaborative development of the model in many workshops	Rollout and integration
Onboarding process – the introduction of new employees as the fundamental basis of their success and understanding of Valora's culture and values.	●●○○○	Best practice exchange throughout the Group, identification and definition of improvement measures	Training and workshops with managers
E-learning platform – training and mandatory courses offered online for all staff in the network.	●●●●○	Over 65 000 completed e-learning courses	Continuation and preparation of a new platform

**EVALUATION AND OUTLOOK**

Mandatory courses for all employees in the extended Valora network, for example with regard to youth protection, can be efficiently managed through the e-learning platform. Many attendance-based courses and programmes, Progresso gastronomy training for example, complement this offer. Agency and franchise partners ben-

efit especially from the format-specific introduction programmes that prepare them for their role as independent entrepreneurs. However, according to the survey the employees do not feel they receive enough support, so there is room for improvement in that area.

Staff working in sales outlets will be more closely involved in future and will be encouraged through internal further train-

ing programmes, for example. The new competency model sets a framework for more systematic and dynamic talent management, which Valora now needs to develop into a more detailed concept.

Sustainability-related issues will also feature more in staff training from 2020.

PLANET



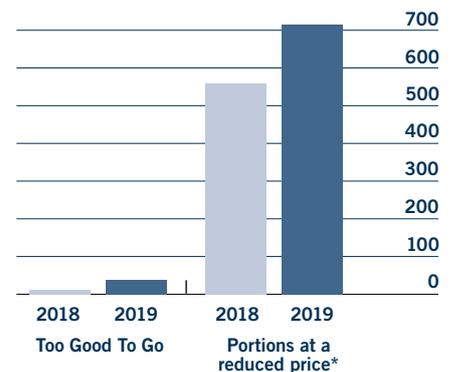
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FOOD WASTE

According to foodwaste.ch, approximately a third of foodstuffs worldwide fail to complete the journey from farm to table. That is problematic economically as well as ecologically, especially when taking account of the entire value chain. As a retailer, Valora causes only a small share of food wastage compared to cultivation and consumption. Nonetheless, it is still very much an issue in absolute terms, especially for fresh products and sandwiches. Food waste affects Valora's in-house production of baked items and its sales outlets. Valora's food waste prevention efforts initially comprise im-

proved volume planning in order to preempt oversupply. The next step is to sell any remaining stock at a discount or put it to alternative use, for example in biogas production.

Avoided food waste\* portions in '000



\*Only Switzerland.

SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Continuous improvement process – various measures are taken to further reduce food waste during the production.	●●●●●	Operation and optimisation of new production lines. Reduction of the reject rate from 7 % to 5.8 %	Further optimisation of new production lines
Redundancy cockpit – enables sales managers to conduct controlling per branch through clear and dynamic tracking of redundant stock. This allows for more focussed measures to be adopted in cooperation with branch managers.	●○○○○	Preparation and planning of the cockpit for Retail Switzerland	Rollout at Retail Switzerland
Too Good To Go – provider of own, reduced-price food bags through the «Too Good To Go» app; part of the pan-European movement to reduce food waste. Food is picked up by customers at the sales outlet.	●●○○○	Rollout at Caffè Spettacolo and Super Guud, pilots at individual BackWerk and avec sites, technical adaptation of the cash registers	Rollout at Brezelkönig, additional pilot and decision on a further rollout
Uniform price reduction before closing time – publication of standardised rules for the reduction of product prices in the sales outlets to ensure customers are informed.	●○○○○	Pilot project, establishing practicable rules and adapting the cash register systems accordingly	Rollout in all Swiss avec stores, decision on further rollout

EVALUATION AND OUTLOOK

The Valora Food Service formats prepare comestibles onsite in response to demand. This results in a low proportion of food waste relative to other suppliers. The main excess supply in the retail formats involves fresh products and promotions. Valora aims to exploit these

measures to attain a leading position in the avoidance of food waste, details on the implementation of these initiatives will be established in 2020. One challenge is that often only minimal volumes of waste occur per location, which poses a logistical challenge, for example in making donations to aid associations. Nonetheless, the preventive “Redundancy

cockpit” and the sales-promotion measures Too Good To Go and price reductions combine to form a valuable waste reduction system that Valora is now implementing.



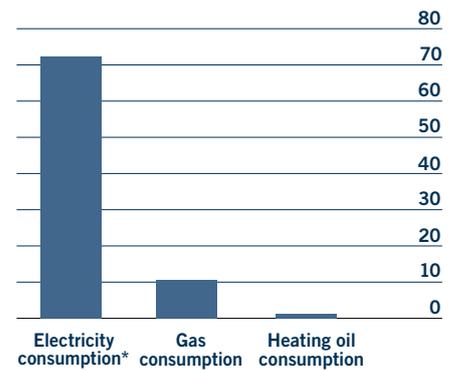
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**ENERGY & CLIMATE**

Energy costs money and emits greenhouse gases, which contribute to global warming. Two good reasons to minimise energy consumption in pretzel production, sales outlets and logistics and use more renewable energy sources. The climate impact of the supply chain is managed through measures in the “Products” pillar of the sustainability strategy. Coolers and, in some cases, ovens and air conditioning systems are the main energy consumers in the sales locations. Valora is achieving its first major energy savings from the coolers and plans to expand data collection to

identify further energy-reduction levers. New and significantly less energy-intensive equipment is being used for product expansion.

**Energy consumption in MWh '000**



\*Electricity values include production sites (excl. USA) and 1 452 of 2 733 sales outlets. Gas and oil covers the production facilities and 974 sales outlets.

SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Energy management system – use of an ISO 50001-compliant energy management system in the largest production sites at Mainz and Oranienbaum. Valora continually gathers data and identifies improvement measures, which are subsequently implemented and monitored.	●●●●●	Continual improvement in expanding production capacity with energy-efficient equipment	Continuation and intensification of efficiency measures, optimisation of new equipment
Modernisation of coolers – Valora consistently replaces the coolers in its sales outlets with more efficient models. Doors are placed on the coolers containing fresh and convenience products and in the served formats.	●○○○○	Data collection launched, continuous replacement of coolers	Accelerated renewal with more efficient coolers and doors
Energy efficient behaviour – through training and elaborating measures together, Valora has the support of its sales staff and they optimise energy consumption at their respective locations.	●○○○○	Identification of levers	Organisational set-up, sales manager training, programme initiation
Data collection – with more than 2 700 sales outlets, efficient energy data collection is indispensable to monitoring success for a reasonable cost.	●●○○○	Collection of electricity data for 1 452 of 2 733 sales outlets, programming a data hub	Expansion of data collection, modelling of remaining sales locations
Renewable energies – use of renewable energies to minimise the adverse climatic impact of energy consumption.	●○○○○	Use of renewable energies in some locations	Cost estimate and review into how to ensure the growth of renewable energy use (additionality)

**EVALUATION AND OUTLOOK**

The certified energy management systems in pretzel production reliably lead to continuous and cost-efficient improvements. However, energy management is more of a challenge in the sales

outlets. That is why Valora will initially only activate the first lever by introducing more efficient cooling units in 2020. Data gathering will be expanded in parallel. Other areas offering optimisation potential will be specified at a later stage following analysis of the data.

## PRODUCTS



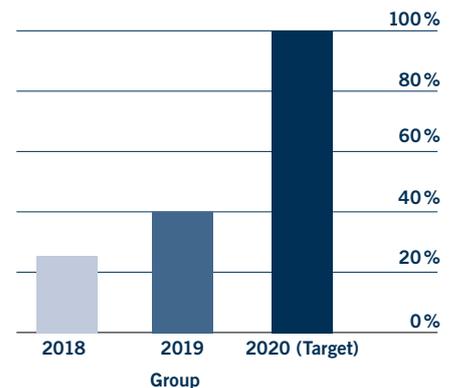
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### ECOLOGICAL & FAIR PRODUCTS

The possibility to buy products manufactured by fair and environmentally friendly means is also something that brightens up customers' journeys. With food in particular, the reduction of the considerable impact of agricultural processes in the upstream value chain is a priority. Valora wants to offer its customers attractive, sustainable and tasty products without patronising them. An attractive vegan and vegetarian selection would reduce the value chain's ecological footprint to the largest extent. The social impact is also massive: in the region of 2,000 coffee farmers will profit from the

planned conversion to fair trade coffee in 2020. Valora's interest in sustainability extends beyond foodstuffs to the creation of non-food products and the extension of sharing models leads to a more efficient repeated use of the same product. Valora has the greatest influence over its own brands and products, so they are the company's main focus.

Proportion of fair trade coffee cups in total sales with own brand coffee



SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Fair trade coffee – protects small landholders from the major price fluctuations on the global market by setting a minimum price and humane working conditions.	●●●●●	Preparation of a full conversion to fair trade coffee, testing and purchase of the new coffee beans	Change to 100 % fair trade coffee for all own brands, which account for nearly all coffee sales*
Free-range or barn eggs – by the end of 2020 at the latest, Valora will only offer products with eggs if they are made exclusively with free-range or barn eggs. This is an agreement with the organisation The Humane League.	●●●●○	Specific products will be taken out of the product range and all own products will transition to compliance with the new requirement	Final adjustment of the product range and requirement compliance in procurement processes
Sharing models – fee-based product rental through a platform. The products can then be returned at another sales location.	●●●●○	Completion of the platform, renting out Chimpy power banks to charge mobile phones	Identification and introduction of new products to loan
Water dispenser – development of a water dispenser supplying customisable refreshing drinks in reusable bottles.	●●○○○	Launch of the first prototype in future store avec X	Second prototype and pilot phase in Switzerland
Valora Business Partner Code of Conduct – documentation of criteria for human rights and environmental protection in relationships with key suppliers by including these criteria in major supply contracts.	●●○○○	Inclusion in larger new contracts	Inclusion in current larger contracts
Product range analysis – rough screening and detailed analysis of the most important product groups to identify the main ecological and social effects. On that basis, other measures, a label strategy and sustainability criteria are put out for tender.	●○○○○	The first sustainability screening for the own brand ok.–, development of a method for product range analysis	Analysis, development of a label strategy and sustainability criteria for identified product groups

\*Starbucks uses its own standards to ensure social working conditions. For this reason, the Starbucks coffee shops in some retail locations do not have a fair trade label.

### EVALUATION AND OUTLOOK

The almost complete conversion to fair trade coffee for all own brand coffee is a major development. There are also other products offering clear ecological benefits in the pipeline: a water dispenser and

the planned sharing platform. The sustainable selection comprises occasional organic and fair trade labelled products plus vegan and vegetarian alternatives. Sustainability criteria will also be included in some tenders. An analysis based on recognised scientific methods is under

way. Its findings will be used to proceed more systematically in future and focus on the main levers. Valora will then generate commensurate measures as a next step.



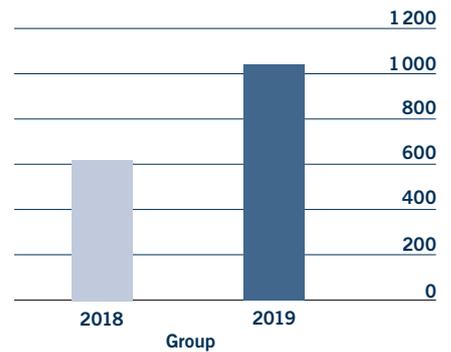
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**HEALTHY CHOICES**

Healthy products are another important aspect of brightening up a journey. Although Valora continues to generate massive turnover from the sale of tobacco and sugary drinks, the company also wants to offer its customers healthy alternatives. They must have the choice of meeting their needs in a healthy way. While Valora makes its own recipes for its Food Service business and can therefore

make healthy products, the influence of its convenience business mainly stems from product selection. Product development and quality management are fundamental to pretzel production.

**Sales outlets with a dedicated “healthy snacks” or “healthy bars” section\***



\*Excl. Retail Germany; 1 822 (2018) and 1 823 (2019) sales outlets in total.

**SELECTED MEASURES**

	Status	Progress in 2019	Plan for 2020
Adjusted offering – ongoing monitoring of the product offering and tests for customer acceptance of healthier alternatives. Tracking of portion sizes in the Food Service business.	●●●○○	Expansion of healthy bar offering	Consistent monitoring of other healthy alternatives

**EVALUATION AND OUTLOOK**

The Food Service formats are especially active with healthy products and are testing improvements to their product development. The concepts are still format-specific and depend on individuals. Customer acceptance of healthy alternatives to snacks and drinks is tested most

in the convenience business. Group-wide change to a healthier product offering will be more resolute over the medium term and there will be general recommendations for how to deal with additives, sugar, fat and salt.



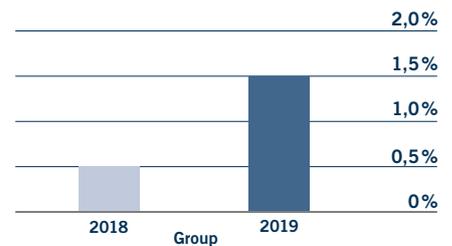
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**PACKAGING**

Packaging is a blessing and a curse. On the plus side, it protects products and is important to the reduction of food waste. On the other hand, it is only used fleetingly before being thrown away. Disposal is usually laborious and can be harmful to the environment. Taking account of the resources used in producing packaging as well, there can be only one conclusion: avoid, reduce, reuse, use sustainable materials and recycle packaging.

Packaging is used in production, logistics, sales and consumption. Valora has also set packaging priorities. The current focus is on avoiding packaging being given to customers, particularly plastic bags and coffee cups.

Proportion of reusable cups used for all warm drinks to go



SELECTED MEASURES	Status	Progress in 2019	Plan for 2020
Plastic bags – fee levied for plastic bags distributed in the sales outlets. Transition to plastic bags made from recycled material and encouraging customers to keep using the same bags.	●●●○○	The fee is charged across the Group	Creation and switch to bags made from recycled materials
Coffee condiments – switch to ecologically optimised disposable cups, drink stirrers, tableware, disposable cutlery and the like in the sales outlets.	●●○○○	Group-wide conversion to single wall disposable cups* made from PEFC-certified materials, conversion to wooden drink stirrers	Analysis with respect to future EU regulation and replacement of further coffee condiments
Reusable cups – an incentive in the form of a discount or free upgrade will be created for customers to take reusable cups.	●●●○○	Rollout of discounts across Switzerland	Introduction of reusable cups for sale at BackWerk in Germany
Reusable cup system with return – search for partners for the development of a return system in Switzerland.	●○○○○	Initial talks have been held with partners	Accompanying prototypes and system development
Campaign on Earth Overshoot Day – the day when a country has consumed a year’s worth of resources measured by nature’s regeneration capacity. That day is in May for Switzerland and Germany. A major campaign is planned on the Earth Overshoot Day with partners in Germany and Switzerland.	●○○○○	Partner search complete	First time for Switzerland and Germany

\*With the exception of Service Store DB, as Valora cannot make its own selections there.

**EVALUATION AND OUTLOOK**

Concerning plastic bags and reusable cups Valora is forging ahead. However, the most far-reaching measure, the introduction of a reusable cup system with partners, still needs time. Specific im-

provements are planned for packaging for the own brand ok.–. These improvements do not yet cover the full product range and extensive conversations with suppliers are required. Valora will mark a first step towards rolling out its packaging initiatives in 2020 by setting general

guidelines for more sustainable packaging. The share of reusable cup use should increase from its current low level during 2020 through more discounts, greater supply and awareness campaigns.

# Sustainability Report

## ENABLERS

### CULTURAL CHANGE

Valora wants to embed sustainability in the company's DNA. It has yet to achieve that. Valora is on the path to that goal and plans further information and promotion events at more than 2700 locations. Beside training in the Code of Conduct, some employees were involved in the development of the sustainability strategy in 2019. A group of sustainability champions emerged who will assume a multiplier and expert role within the company. The new social Valora Connect intranet facilitates communication with the sustainability champions and will be used in future for broader communication on sustainability. The sustainability strategy for 2020 will be communicated within the company through an in-house campaign. Sustainability will also be integrated gradually in the recruitment process. In 2019, sustainability cases were presented to some candidates. Sustainability will also become part of the employee onboarding process in 2020.

### INNOVATION

It takes new ideas and courage to bring new products to market which go beyond incremental improvements. Valora now plans to develop these ideas in cooperation with universities and students. In 2019, a group of students spent a week working on a task set by Valora. A hackathon with a supplier is scheduled for 2020, which will also include sustainable packaging. Further talks and projects are planned with suppliers and partners to ensure joint implementation of sustainable innovations.

### STAKEHOLDER ENGAGEMENT

Stakeholder engagement will remain stable in future within the framework of the materiality analysis (see page 34). The current sustainability report will be optimised annually with extra key figures and made available to stakeholders. There will also be direct conversations with stakeholders and sustainability topics will be addressed in customer and employee surveys. Customer inquiries on sustainability issues will be systematically gathered and evaluated. Other engagement formats are currently being reviewed.

## KEY FIGURES TABLE

### EMPLOYEES

	Group				Food Service				Retail				Shared Services				
	2019		2018		2019		2018		2019		2018		2019		2018		
	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	
<b>Employees</b>																	
Headcount	4955	100	5304	100	1425	29	1291	24	3340	67	3837	72	190	4	176	3	
Full-time equivalents (FTE)	3906	100	4230	100	1244	32	1150	27	2486	64	2916	69	176	5	164	4	

### Employees by age

Total	4955	100	5304	100	1425	100	1291	100	3340	100	3837	100	190	100	176	100	
Of 30 or younger	1278	26	1428	27	411	29	373	29	846	25	1031	27	21	11	24	14	
Between 31 and 40	1146	23	1224	23	396	28	384	30	697	21	788	21	53	28	52	30	
Between 41 and 50	998	20	1055	20	298	21	251	19	649	19	757	20	51	27	47	27	
Over 51	1533	31	1597	30	320	22	283	22	1148	34	1261	33	65	34	53	30	

### Employees by gender and level of employment

Total	4955	100	5304	100	1425	100	1291	100	3340	100	3837	100	190	100	176	100	
0 – 49 % employment	874	18	985	19	130	9	135	10	742	22	848	22	2	1	2	1	
50 – 79 % employment	1312	26	1503	28	150	11	106	8	1143	34	1386	36	19	10	11	6	
Between 80 – 99 % employment	691	14	575	11	279	20	93	7	399	12	465	12	13	7	17	10	
100 % employment	2078	42	2241	42	866	61	957	74	1056	32	1138	30	156	82	146	83	
Women	3365	100	3687	100	788	100	719	100	2515	100	2913	100	62	100	55	100	
0 – 49 % employment	731	22	821	22	99	13	105	15	630	25	714	25	2	3	2	4	
50 – 79 % employment	1042	31	1228	33	110	14	89	12	918	37	1129	39	14	23	10	18	
Between 80 – 99 % employment	479	14	450	12	158	20	71	10	317	13	370	13	4	6	9	16	
100 % employment	1113	33	1188	32	421	53	454	63	650	26	700	24	42	68	34	62	
Men	1590	100	1617	100	637	100	572	100	825	100	924	100	128	100	121	100	
0 – 49 % employment	143	9	164	10	31	5	30	5	112	14	134	15	0	0	0	0	
50 – 79 % employment	270	17	275	17	40	6	17	3	225	27	257	28	5	4	1	1	
Between 80 – 99 % employment	212	13	125	8	121	19	22	4	82	10	95	10	9	7	8	7	
100 % employment	965	61	1053	65	445	70	503	88	406	49	438	47	114	89	112	93	

## FAIR WORKING CONDITIONS AND TALENTS & CAREERS

	Group				Food Service				Retail				Shared Services			
	2019		2018*		2019		2018*		2019		2018		2019		2018	
	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%	Abs.	%
<b>Employee turnover</b>																
Employee total*	4955	100	5244	100	1425	100	1231	100	3340	100	3837	100	190	100	176	100
Departures following termination by employees, net turnover rate	1200	24	1138**	22	283	20	167	14	898	27	957	25	19	10	14	8

\*2018 without Ditsch USA.

\*\*Reasons for departure 2018 were adjusted slightly to specify reasons for departure.

### Occupational accidents

Total	170	-	158	-	55	-	50	-	115	-	108	-	0	-	0	-
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### Results of the employee survey (0 –100)

	Group		Benchmark**
	2018	2016/17*	2018
Commitment	78	79	84
Satisfaction	66	68	74
Attractive employer	65	66	72
Employee development	59	59	67

up to 50: little to no agreement

56–85: medium agreement

from 86: full agreement

\*Limited scope for comparison as more employees were asked in 2018.

\*\*Sector-specific Swiss Employer Award 2018 for retail business.

## FOOD WASTE

	Group			
	2019		2018	
	Abs.	%	Abs.	%
<b>Avoided food waste*</b>				
Total portions	734 019	100	554 227	100
Too Good To Go	27 407	4	200	0.04
Portions at a reduced price	706 612	96	554 027	100

\*Only Switzerland

	Food Service production*	
	2019	2018
<b>Wastage rate</b>		
Waste as a proportion of produced goods (by weight)	5.8%	7.0%

\*Production covers the Emmenbrücke, Oranienbaum, Mainz and Cincinnati facilities.

## ENERGY

	Group	
	2019	
	Abs.	
<b>Energy consumption in MWh</b>		
Total energy consumption	84 312	100
Electricity consumption*	74 040	88
Gas consumption	10 168	12
Heating oil consumption	104	0.1

\*Electricity values include production sites (excl. USA) and 1,452 of 2,733 sales outlets. Gas and oil covers the production facilities and 974 sales outlets.

	Food Service production*	
	2019	2018
<b>Energy intensity</b>		
Energy per tonne of produce in MWh	0.417	0.422

\*Production covers the Emmenbrücke, Oranienbaum, Mainz and Cincinnati facilities.

## ECOLOGICAL & FAIR PRODUCTS

	Group	
	2019	2018
<b>Fair trade coffee</b>		
Proportion of fair trade coffees among own brand sales (goal for 2020: 100%)	40%	26%

## HEALTHY CHOICES

	Group			
	2019		2018	
	Abs.	%	Abs.	%
<b>Sale of healthy products*</b>				
All covered sales outlets	1823	100	1822	100
Sales outlets with a dedicated healthy offering*	1026	56	609	33

\*Food Service sales outlets with healthy products and Retail sales outlets with a "healthy snacks" or "healthy bars" section.

## PACKAGING

	Group	
	2019	2018
<b>Use of reusable cups*</b>		
Proportion of reusable cups used for all warm drinks to go	1.5%	0.5%

\*This figure covers about 85 % of Group-wide coffee sales.

## ABOUT THIS REPORT

This report is based on the GRI standards: Core option. It covers the activities of the Valora Group with a focus on the largest business areas in Germany and Switzerland. All staff figures apply to the entire Group.

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