
Sustainability Report 2019



We stand for sustainable services



92 % of all plant raw materials came **from Europe** in 2019.



50 % of own slaughtering in 2019 carried **animal welfare labels** (incl. organic).



98 % of all animal raw materials came **from Europe** in 2019.



97 % of fish and seafood came from **sustainable sources** in 2019.



In 2019, **energy procurement** was **9 %** lower than in the previous year.



In 2019, **greenhouse gas emissions** decreased by **10 %** on the previous year.



56 % of the **energy procured** (electricity, heat, fuel) in 2019 came from **renewable sources**.



86 % of waste was **recycled** in 2019.



In 2019, **water withdrawal** was **5 %** lower than in the previous year.



In 2019, **100 %** of production volume came from **companies certified** to the Global Food Safety Initiative (GFSI).

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Up-to-date information about Bell Food Group Ltd can be found on the internet at www.bellfoodgroup.com. Details about our sustainability engagement can be found at www.bellfoodgroup.com/cr-en.

Preface



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**We accept our
responsibility** for society
and the environment.

Lorenz Wyss
Chairman of the Group Executive Board

Dear Readers

The past few months have made it abundantly clear to all of us: the global challenges facing us can only be overcome if we all work together and if each and every one of us makes a contribution to society rather than focusing on our own well-being.

We accept our responsibility for society and the environment. This is why we are committed to sustainability: as a fair employer for our employees and as a responsible economic actor aiming for healthy corporate development. With regard to the environment, we focus on using our resources efficiently, reducing our waste and deploying state-of-the-art technologies to protect the climate. We also have a special responsibility in the sense that our actions, our decisions and our corporate values have a direct or indirect impact on many parties involved in the value chain, such as suppliers, trading partners, customers, producers and farmers.

As one of our three corporate missions, sustainability – in addition to quality and taste – plays a key role in our corporate conduct, through which we want to differentiate ourselves from our competitors and serve as an example for our sector. Our sustainability strategy defines the basic values that apply to the whole Bell Food Group. It is based on three pillars: “products and procurement”, “environment and resources” and “employees and society”.

We are aware of the current relevance and strong focus of politicians and the media on certain sustainability topics along our value chain. Many consumers have become very aware of issues relating to responsible consumption and a sustainable lifestyle. Animal welfare, the use of antibiotics, food safety and hygiene, a company’s carbon footprint, climate protection – as one of the largest meat and convenience producers in Europe, we believe it is not only essential but also a matter of principle for us to engage with these topics. We invest in know-how and resources that will allow us to continuously improve, such as the effective sustainability management system that we are currently implementing for all corporate units. We will also implement the e3m energy management system across the Group by 2024.

Transparency in the area of sustainability is a central and important element in ensuring that we as a company remain credible and accountable. We are proud to have laid the foundation for detailed and transparent reporting in compliance with the standards of the Global Reporting Initiative (GRI) with this first Sustainability Report 2019.



Lorenz Wyss

Chairman of the Group Executive Board

Who we are and what we do

The Bell Food Group is one of the leading producers of meat and convenience products in Europe, and it is the market leader in Switzerland. The roots of this company steeped in tradition stretch back to 1869, when Samuel Bell opened his first butcher's shop in the inner city of Basel.

Today, the product range includes **fresh meat, poultry, charcuterie and seafood** as well as ultra-fresh, fresh and non-perishable **convenience products** such as salads, sandwiches, pasta, sauces and dressings, and spices. With the strategic brands **Bell, Eisberg, Hilcona** and **Hügli**, the Group meets a diversity of customer needs. More than 12,000 employees in **15 countries** work hard every day to prepare top-quality products that give great pleasure to millions of consumers.

The following diagram is a simplified presentation of the Bell Food Group's value chain, from the procurement of the raw materials to the end consumer.



Sales volume 2019, in million kg



Fresh meat

55.0



Charcuterie

107.4



Poultry

162.1



Fish and seafood

7.6



Convenience

200.5

Total

532.7

Finance and workforce 2019



Sales revenue in CHF billion

4.1



EBIT (adjusted) in CHF million

131



Workforce

Number of employees (FTEs)

12,195

> **Logistics**

Distribution, delivery

> **Consumption and trade**

End consumer

Business areas
2019

Bell Switzerland

Sales revenue in CHF billion

2.0

Locations

13

Employees

3,400

Product ranges

**Fresh meat, poultry,
charcuterie, seafood**

Bell International

Sales in CHF billion

1.0

Locations

25

Employees

3,800

Product ranges

Poultry, charcuterie

Convenience

Sales in CHF billion

1.1

Locations

27

Employees

5,000

Product ranges

**Ultra-fresh, fresh
and non-perishable
convenience products**

Sustainability strategy and management

The Bell Food Group's sustainability strategy provides the basis for our commitment to sustainability. Sustainability is not only of strategic importance for the Bell Food Group but also essential at the operational level. The Head of Sustainability reports directly to the CEO of the Bell Food Group. This underlines the priority given to this topic: at the Bell Food Group, sustainability is a matter for management.

It is the declared objective of the Bell Food Group to constantly expand its sustainability engagement. Along the entire value chain. Everywhere that we can make a contribution to further development. As an international company, we want to accept our responsibility towards all our stakeholders, the environment and society.



The sustainability strategy defines our **directions of action, focal topics and objectives.**

Christoph Schatzmann

Head of Sustainability & Quality Management

You've been Head of Sustainability & Quality Management at the Bell Food Group for several years. What is the importance of sustainability in your position with the Bell Food Group, and where does your motivation lie?

Sustainability is one of the Bell Food Group's three corporate missions. It stands for sustainable performance throughout our production value chain. Our sustainability strategy adopted by the Board of Directors defines our directions of action, focal topics and objectives. With the implementation of the sustainability strategy, all of us together are making an important contribution towards fulfilling our vision – "Together to the top" – and that's great motivation for me.

Does sustainability also play a role in your private life? What do you personally do to make your everyday life more environmentally compatible?

Yes, certainly. If you work with sustainability every day, you become very aware of the relevant topics. And you take care to act in a manner that is friendly to the environment in your personal life. For example, I recently checked our household's energy consumption with the help of a checklist supplied by our energy provider. The results showed us where we can still save on power and energy, and we now want to exploit this potential, of course.

Looking ahead, why are you confident that the sustainability strategy can be implemented?

First of all, I would like to say that we're on course overall in the implementation of our sustainability strategy and the achievement of the defined objectives. I'm personally very happy about this. It shows that people at all levels of all companies of the Bell Food Group are working with commitment and passion to ensure that we achieve our common objectives. This gives me great confidence about meeting future challenges.

What are the sustainability objectives of the Bell Food Group?

A topic very close to my heart is the efficient use of our resources. Here we still have much potential, in particular in the area of energy. We therefore produce the energy that we need ourselves, whenever possible. The best example of this is our PASplus poultry fattening plant. The electricity is generated by solar panels on the roof, and the heat needed for the chicks is generated via a sophisticated heat recovery and heat pump system. We successfully use waste heat to create an additional space – a cosy winter garden for the animals – that can be used throughout the year.

In our facilities we also use high-pressure heat pumps whenever we can, as this allows us to use the waste heat generated by our cooling units ourselves or make it available to third parties. We will implement an exemplary project this year at our poultry abattoir in Zell: we want to use waste heat to cover the heat consumption of the entire facility and to also provide district heat to the municipal school buildings. We stand for sustainable services and will continue to work with great innovative power and entrepreneurial acumen to ensure sustainable production throughout the whole value chain.

Sustainability strategy and management

GRI Standard

 GRI 102-16

Sustainability strategy

The first sustainability strategy adopted by the Bell Food Group came into force in 2013. It was revised in 2016 and has applied to every business area of the Bell Food Group since 2017.

The sustainability strategy covers all the relevant fields of action and topics as well as the organisational framework conditions for implementation and control. The business areas, divisions and locations work under very diverse conditions in markets with different requirements. It is therefore all the more important that all corporate units pursue the same strategic objectives, even if the specific objectives are adjusted to the different framework conditions.

The sustainability strategy uses **three pillars** to classify the Bell Food Group's responsibilities:

1 "Products and procurement"

The Bell Food Group is committed to manufacturing ecological, animal-friendly and socially responsible plant and animal products. The focus falls on the underlying production conditions, and for animal products specifically on the welfare of the animals.

2 "Environment and resources"

The Bell Food Group respects the environment and handles resources carefully. Here, water and energy resources and the related emissions take centre stage. As a production company, the Bell Food Group attaches prime importance to resource efficiency and the avoidance of waste and losses.

3 "Employees and society"

The Bell Food Group wants to be an attractive employer and responsible market player, and it supports its employees and society. The Bell Food Group primarily wants to achieve these objectives through its engagement in vocational training, employment conditions and personnel development.

Outlook

Since the entry into force of the most recent version of the sustainability strategy in 2017, the Bell Food Group has seen huge organisational change resulting from, among other things, acquisitions, sales and the restructuring of business areas. The sustainability strategy therefore needs to be revised. The objectives also have to be adjusted to new scientific findings. The revision of the sustainability strategy will start in 2021.



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GRI Standard



Sustainability organisation of the Bell Food Group



Sustainability organisation

The Board of Directors is the supreme decision-making body. It adopts the sustainability strategy. Together with the business area and division management teams, the Group Executive Board is responsible for its operational implementation.

The Sustainability Competence Centre plays a functional and advisory role. It is responsible for superordinate topics such as the organisational structure, development and execution of key indicator monitoring, and the relationship with the sustainability department of Coop, the principal shareholder of the Bell Food Group. The Sustainability Competence Centre integrates new companies into the existing sustainability organisation, step by step and to the extent required.

Sustainability officers

A sustainability officer has been appointed for every business area and every division (see diagram to the left). These sustainability officers are responsible for the achievement of the objectives and the implementation of the measures. They serve as the central contact person for sustainability topics in their individual organisational areas. Within the areas, the strategy is implemented by pillar and subordinate objectives.

Under the auspices of the Sustainability Competence Centre, all sustainability officers discuss superordinate topics, the monitoring of objectives and strategic questions at least twice a year. A smaller core team of sustainability officers also exchanges experiences and formulates topics of current relevance to the Group several times a year.

Sustainability monitoring / sustainability reporting

Sustainability monitoring has a centralised structure and is subject to continuous development. Progress is monitored on an ongoing basis. A report summarising the achievement of objectives and providing a critical review of performance and progress is submitted to the

Board of Directors every year. The report covers both the key indicators and a qualitative description of the status of objective achievement.

Monitoring across all areas is part of the internal sustainability management system, which applies to all companies of the Bell Food Group. Monitoring makes it possible to identify the areas where further measures to ensure successful objective achievement are needed.

During the planned review of the sustainability strategy, the monitoring system will also have to be adjusted to the new objectives. Data capture processes and systems will be reassessed and optimised where necessary.

Sustainability communication

Communication is an integral component of the sustainability strategy. Sustainability as a topic is systematically approached on different levels in line with the three pillars and integrated as a key component into the internal and external corporate communication processes.

Sustainability topics are also communicated internally, including through training courses, intranet platforms, info screens and the internal employee magazine LOOK!


External stakeholders are primarily kept up to date via the website, Annual Report, Sustainability Report and articles about sustainability topics in specialist journals. We also reply to specific enquiries addressed to us.

We want to expand the regular dialogue with crucial stakeholders in all our markets in order to identify the needs of the stakeholders and promote our sustainability engagement. The value added to our products through our sustainability projects is integrated into our brand communication.

This first Sustainability Report is the first attempt at standardising our reporting practice, which is based on the standards of the Global Reporting Initiative (GRI) in terms of structure and contents.

Material topics

GRI Standard

 GRI 102-46, 102-47

The Bell Food Group structured the important topics included in this first edition of the Sustainability Report in accordance with the standards of the Global Reporting Initiative (GRI). It is based, among others, on the comprehensive stakeholder analysis carried out during the review of the sustainability strategy in 2016. Stakeholder expectations with regard to sustainability had a material impact on the development of the Bell Food Group's strategy and the definition of its strategic focal topics.

Following on from the stakeholder analysis, our own focal topics and the strategic directions defined by the sustainability strategy, the first step was to draw up a list of potential topics collated from various sources. As part of this process, we analysed the focal topics of selected environmental protection and animal welfare organisations and the sustainability strategies of our competitors, taking account of a variety of ratings and rankings.

The potential topics were categorised according to superordinate chapters. Stakeholder relevance as well as impact scores were measured. The basis was provided by impact studies, an internal self-assessment of the Bell Food Group, and an evaluation by an external consulting company for sustainability management.

This led to the identification of the following ten material focal topics for the Bell Food Group's sustainability engagement:

Products and procurement

- Environmental aspects in procurement
- Social aspects in procurement
- Animal welfare

Environment and resources

- Food waste and resource efficiency
- Climate
- Water

Employees and society


- Employment conditions
- Occupational health and safety
- Food safety
- Responsible company and market player

These ten focal topics are discussed in the chapters "Products and procurement", "Environment and resources" and "Employees and society" of this sustainability report. They aim to provide an overview of the strategic topics on which the Bell Food Group is currently focusing in these areas of sustainability.

The two focal topics "Environmental aspects in procurement" and "Social aspects in procurement" are discussed in the chapters "Sustainable procurement of plant raw materials" and "Sustainable procurement of animal raw materials and animal welfare". Owing to an overlap at the thematic level as well as with regard to the management system approach, the chapter "Sustainable procurement of animal raw materials and animal welfare" includes a discussion on the crucial topic of animal welfare.

Our stakeholders

GRI Standard

 GRI 102-40, GRI 102-42,
 GRI 102-43, GRI 102-44

Our stakeholder list

Social interest groups

- Competitors
- Local communities (residents and neighbours)
- Consumer protection organisations and consumer associations
- Non-governmental organisations (environmental and animal protection)
- Media

Partners

- Trade unions
- Associations and industry organisations
- Suppliers, traders (raw materials), (contracted) producers and farmers
- B2B customers (retail, wholesale, system catering, industry)
- Universities and institutions

Internal stakeholders

- Employees and staff councils

Political decision makers

- Public authorities
- Legislators

Investors

- Shareholders

The long-term success of the Bell Food Group is dependent on securing the approval of all stakeholder groups, not only with regard to internal or direct stakeholders such as employees or suppliers and partners, but also with regard to indirect stakeholders such as social interest groups. We recognise the different requirements, needs and expectations of these groups.

Identification of our stakeholders

An in-depth stakeholder analysis was carried out in the context of the sustainability strategy review in 2016. We identified stakeholders with a significant relationship with the Bell Food Group. These are primarily stakeholders who have a great interest in our company or who have a serious influence on our company. Their expectations are particularly important to the Bell Food Group and have therefore significantly influenced the further development of the sustainability strategy.

Unfortunately, it is not always possible for the Bell Food Group to avoid and solve conflicts concerning objectives arising from the differing needs of our stakeholders. By promoting exchange between the different stakeholder groups, the Bell Food Group wants to find common solutions and strengthen mutual understanding. In this way, the Bell Food Group can accumulate topics and know-how that will help the company to continuously evolve and improve.

Engagement of our stakeholders and partners

Regular meetings with selected stakeholders aim to identify their requirements and expectations and to jointly define general framework conditions. This exchange is structured in a variety of ways and is not always managed centrally.

One example is the periodic employee surveys carried out by the HR department. Employees can also discuss their questions and problems with their line managers at any time.

The Bell Food Group maintains close personal contact with selected stakeholders such as contracted producers within integrated poultry and vegetable production.

Through its Consumer Service, the Bell Food Group also receives direct feedback from consumers, which provides insight into consumers' needs. The same is true for the feedback we get from our direct customers and their consumers.

To support these findings, discussions in the media and public opinion about sustainability topics are monitored and analysed in regular exchanges with various panels.

As stakeholders can differ greatly from country to country, the local employees in charge are best qualified to judge their relevance. As a result, the integration of external stakeholders and partners as well as memberships are partly organised and managed decentrally by the different business areas and locations.

Examples include Farmers' Union, amfori Network Switzerland, Working Group Poultry, German Animal Welfare Association, regional and national organisations such as the Federation of German Food and Drink Industries or the Swiss Private Sector Energy Agency (EnAW), trade unions and industry associations such as Proviande, Central Association of the German Poultry Industry, Swiss Poultry Producers (SPG), Fédération Française des Industriels Charcutiers, Traiteurs, Transformation de Viandes, Swiss Convenience Food Association (SCFA) and Swiss Animal Protection (STS).

A regular exchange among sustainability officers ensures that information is collated centrally. More information about the concerns represented by the stakeholder groups of the Bell Food Group is provided in separate topic chapters.

Pillar 1

Products and procurement

The Bell Food Group expects the methods of manufacture of its plant and animal raw materials to meet certain standards. The focus falls in particular on production methods and animal welfare. As the Bell Food Group wants to make a positive contribution to sustainable agriculture, the products have to meet minimum social and environmental standards as well as offer added value in social and environmental terms.

The Bell Food Group is constantly working on enlarging its range of label products and products with social or environmental value added.



92 % of all plant raw materials came **from Europe** in 2019.



Some **10 %** of the fruit and vegetables procured in 2019 carried a **sustainability label**.



50 % of own slaughtering in 2019 carried **animal welfare labels** (incl. organic).



98 % of all animal raw materials came **from Europe** in 2019.



8 % of poultry from own slaughtering was **certified organic** in 2019.



97 % of fish and seafood came from **sustainable sources** in 2019.

What does sustainability mean to you as Head of the Bell International business area of the Bell Food Group?

In the countries and markets outside Switzerland we work to ensure sustainability in compliance with the adopted strategy. For example, we promote sustainable poultry production and are currently one of the biggest producers of organic poultry in Europe. We're working on optimising our packaging materials and reducing our consumption of energy and water in production, and we are also implementing a number of other measures.

Does sustainability also play a role in your private life? What do you personally do to make your everyday life more environmentally compatible?

When buying food I take care to select products from species-appropriate animal husbandry. I also avoid imported products that had to be transported a long way, such as beef from overseas.

Looking ahead, what will be the challenges facing the Bell Food Group, and in particular the Bell International business area, with regard to the sustainable procurement of animal and plant raw materials or sustainability in general in the upstream supply chain in the coming years?

Alternative sources of protein will become increasingly important. This is why we're involved in researching and developing cultured beef (meat grown from animal cells in a laboratory) through the company MosaMeat. It's crucial to us to secure sustainably produced sources of raw materials so as to avoid falling into a relationship of dependency. Globalisation is furthering international competition. Thanks to our presence in 15 countries, we can quickly recognise trends and transfer the acquired know-how to other markets. It's also our ambition to set new trends ourselves, to get things moving and to be perceived as a sustainable company.



We are currently one of the
**biggest producers of
organic poultry in Europe.**

Marco Tschanz

Head of Bell International business area



Sustainable procurement of vegetable products

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI FP2



“Organic farming is made sustainable by **refusing to use synthetic pesticides and chemical fertilisers** and following the rules of crop rotation.”

Georg Frick

Vegetable supplier and contracted producer for Hilcona, Schaan

Relevance

For the convenience business in particular, the Bell Food Group requires large volumes of plant raw materials such as fruit and vegetables, palm oil and rice. Depending on production methods and locations, the growing of these raw materials can have unintended environmental and social consequences, such as the large amounts of water and land required for agriculture, the use of plant protection products and fertilisers, and sometimes problematic working conditions. At the same time, the Bell Food Group is a rather small player in global terms and can be potentially affected by fluctuations in supply on the global markets, for example as a result of climate events.

Management approach

Plant raw materials in compliance with social and environmental criteria

As the Bell Food Group wants to make a positive contribution to sustainable agriculture, the products of the Bell Food Group have to meet minimum environmental and social standards that go further than local statutory provisions. As a comparatively small market player, the Bell Food Group is challenged to convince suppliers on the global market to meet these standards. The company therefore relies on industry standards developed and demanded by many market players. However, such additional performance is often reflected in a higher price. This applies in particular to the processed raw materials needed for the convenience segment, such as spices and marinades. Such products are often supplied to the market by only a few suppliers, and the Bell Food Group represents only a small share of their business.

The exception to this is the contracted producers involved in the Bell Food Group's integrated production, where such requirements can be implemented more easily and more rapidly.

Product labels

The sustainability strategy that entered into force in 2017 defines the requirements (standards and labels) that suppliers of raw materials to the Bell Food Group have to meet.

As the Bell Food Group is convinced that commitment to labels such as Bio Suisse, EU Organic and Fairtrade pays off, it aims to constantly expand its range of label products. The Bell Food Group therefore relies on organically manufactured products that meet the Bio Suisse guidelines or the EU's organic regulations. For example, both of these guidelines prohibit the use of chemical and synthetic plant protection products, which has a positive effect on soil diversity, among other things. There are also standards for raw materials that are not always reflected in the end product but which the Bell Food Group believes is necessary, such as GlobalGAP and SwissGAP (Good Agricultural Practice) or the Roundtable on Sustainable Palm Oil (RSPO).

Objectives

The Bell Food Group pursues the strategic objective of expanding its range with products that offer added value in the area of sustainability, for example by way of certification. This also meets a growing need of consumers. In addition to increasing the percentage of label products, the Bell Food Group's procurement standards require that 100 % of certain clearly defined raw materials have to demonstrably meet specific minimum standards (see adjacent “Key indicators and proof of performance”). Regional suppliers are preferred whenever possible.

84%

of the **fruit and vegetables** that are procured come from **operations certified to GlobalGAP/SwissGAP**.

100%

of **palm oil** is certified to **organic or RSPO standards**.

Measures

On the road to a sustainable production and supply chain for plant raw materials, the Eisberg division started two new projects in 2019: the Biodiversity project and the Zero Residue Production (ZRP) project.

Eisberg's flagship ZRP project should help to improve various environmental problems. Among other things, the objective is to join forces with salad producers to further reduce the use of pesticides in the production of salad.

With the Biodiversity flagship project, Eisberg launched a project group in autumn 2019 to review the applicability of the biodiversity points system for IP Suisse label products to Swiss vegetable farming.

Evaluation


To measure objective achievement on a continuous basis, the status of implementation is assessed every year. To this end, the share of the defined labels of total sales revenue and total purchased volume is calculated and the relevant data are analysed.

Since the annual review of these objectives started, constant improvement has been achieved in all areas (see the "Purchased volume for labelled plant raw materials" table, page 39). For example, 100 % organic or RSPO-certified palm oil is used. This transition was a long process. Entire recipes were revised to ensure that no palm oil is needed. Thanks to frequent discussions with suppliers, it has also been possible to switch to RSPO-certified ingredients for composite products. Hügli successfully replaced palm oil in some products with organic shea butter that is procured at fixed and fair prices from a women's group focusing on sustainable working.

Outlook

The Bell Food Group is on track for most of its objectives. The implementation of further measures to ensure objective achievement is becoming an ever greater challenge. The more advanced the implementation, the more difficult the remaining challenges. There is also a need to convince customers more strongly of the value that is added by products that are produced in an environmentally and socially compatible manner. The higher costs of production can only be passed on once customers are more willing to pay for these benefits.

Key indicators

 Purchased volume for labelled plant raw materials, page 39

Key indicators and proof of performance Sustainable procurement of vegetable products

Objective/requirement	Status 2019
No sales of the defined critical products/production forms (DON'Ts list)	○○● 100 %
Increase in sustainability sales according to defined labels, in particular organic sales (ongoing objective)	○○● *
100 % RSPO-certified palm oil by 2020	○○● 100 %
100 % of fruit and vegetables comply with GlobalGAP/SwissGAP by 2023	○●○ 84 %
100 % GMO-free seeds for fruit/vegetables from own cultivation (Hilcona/Eisberg) by 2020	○○● 100 %

* See table for "Purchased volume for labelled plant raw materials", page 39

● Objective not on track
● Objective partially on track
● Objective on track or achieved

Sustainable procurement of animal products and animal welfare

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI FP2, Bell Food Group indicator



“Measures to guarantee **traceability** in the complex and nontransparent **supply chain** are central in the fight against illegal and unethical **fishing**.”

Catherine Vogler
Senior Manager Seafood Markets, WWF Switzerland

Relevance

Animal raw materials, and in particular meat, are the most important raw materials in terms of volume for the Bell Food Group. These are primarily used by the Bell Switzerland and Bell International business areas. Around three-quarters of the sales revenue of the Bell Food Group comes from the processing of animal products. The Convenience business area also uses animal raw materials, but mostly in processed form rather than as an unprocessed raw material.

Animal welfare is a topic close to the hearts of customers, producers, processors and many other stakeholders that often evokes an emotional response. Of primary interest here are husbandry practices, feed, medication (e.g. the use of antibiotics), and the transport and slaughtering of animals. These topics affect the entire supply chain of the Bell Food Group. Our influence as a slaughtering and processing company differs according to the business area. The Bell Switzerland and Hubers business areas run their own abattoirs and cutting halls where they can directly influence the welfare of the animals by determining the type of anaesthetisation and the slaughtering process. The Bell Food Group operates its own integrated poultry production in Switzerland, Austria and Germany. Topics such as husbandry practices, feed, medication and animal transport can be managed more directly here.

Management approach

The Bell Food Group campaigns for the improvement of production factors and promotes animal welfare. It is one of our strategic objectives to expand the range of animal products carrying labels that add value and to help farmers to comply with animal welfare standards. The Bell Food Group also applies proven standards to the procurement of animal raw materials and complies with the ban on critical products and production processes.

To improve the situation, the Bell Food Group works together with various stakeholders along the entire value chain: customers, trade organisations, farmers, NGOs and government institutions. The Bell Food Group offers products from different animal welfare levels and animal welfare programmes. Consumers can therefore choose from a broad range of products and apply the criteria that are important to them personally. The Bell Food Group applies the following levels to the requirements:

→ **DON'Ts:** A basic list of critical products and production forms was drawn up for the entire Bell Food Group. These “DON'Ts” may not be used anywhere in the company. These products include fish and seafood from acutely endangered species and eggs from battery-caged poultry.

→ **Legal requirements:** When creating animal products, the manufacturer as a matter of course has to meet at least the legal requirements of the country of origin, which is audited by way of official control mechanisms.

→ **Proven minimum standards for raw materials:** In 2017, environmental and/or social minimum standards for animal raw materials were defined, and compliance with these standards must be proved by a label or an independent organisation. Compliance with these standards is compulsory for suppliers of raw materials. Eggs, for example, must be certified at least to KAT, AMA, QS or a comparable standard. This standard is not always reflected in the end product.

→ **Product labels with special added value:** The highest standards for animals, people and the environment can be guaranteed by recognised label products with special added value that are directly reflected in the end product. For example, we offer products with the following labels: EU Organic, Bio Suisse, MSC, ASC, NatuaraFarm and PAS poultry. Compliance with requirements is monitored by the label organisation.



“I would like to see
greater appreciation
 by consumers of **high-**
quality and regional
 products.”

Martin Wiesinger
 Contracted producer of organic poultry for Hubers

63%

of own slaughtering carried **animal**
welfare labels (incl. organic)

With regard to animal welfare, we attach particular importance to husbandry conditions and, for our abattoirs, the conditions of transport and slaughtering of the animals.

Transport

It is particularly important that animals are handled professionally when being loaded and transported so as to cause the animals finding themselves in an unknown environment as little stress as possible. This includes handling the animals more soothingly and ensuring a safe transport environment and transport times that do not subject the animals to undue stress.

Transport is handled by specialised external livestock trading companies as well as by our internal logistics departments. Audits are carried out by government or private organisations, depending on the label. Transportation is at all times handled by qualified professionals who, depending on the country, have to meet different conditions and prove their expertise by way of training courses.

Slaughtering

The areas where animals are unloaded and kept waiting have been designed to ensure that the animals remain calm and suffer as little stress as possible in this unknown environment. Abattoir staff are trained and regularly attend advanced courses on how to handle the animals correctly. When the animals are unloaded, an independent veterinarian (a government veterinarian) also inspects the live animals.

All animals have to be sufficiently anaesthetised before being killed. This is not only a legal requirement, but also a top priority for the Bell Food Group. The specialist staff use state-of-the-art anaesthetising techniques and methods that meet the highest practical standards and ensure the quality and success of the anaesthetisation process.

Government veterinarians make sure that the abattoirs of the Bell Food Group meet the legal requirements regarding animal welfare and health as well as the food safety standards. In addition to government audits, the abattoirs in Switzerland, Austria and Germany also have annual audits performed by independent organisations (Swiss Animal Protection STS, bsi Schwarzenbeck).

Measures

The Bell Food Group is involved in a number of projects to promote higher animal welfare standards along the entire value chain. Together with its partners, strategies are developed for improved animal welfare and product ranges that are tailored to the needs of markets and trading companies. The employees of the Bell Food Group support projects with their know-how, help with their development, and promote sales of private and government labels such as Original Simmentaler and Natura Beef in Switzerland and Bio in Austria.

Fish and seafood from sustainable sources

The objective is to only sell fish and seafood from stocks that are not overfished or not caught in a way that endangers their ecosystem. To achieve this objective, the Bell Food Group works closely with WWF Switzerland. The product range is reviewed and assessed every year. In the context of this collaboration, the percentage of products from sustainable sources was increased to 97%.

Promotion of a dual-purpose breed

With its commitment to the Original Simmentaler association, which was founded in September 2018, Bell Switzerland is making an important contribution to the preservation and promotion of the traditional Swiss Simmentaler cattle breed. As a traditional dual-purpose breed offering good meat and milk, Simmentaler cattle are ideally suited to Switzerland's grassland-based agriculture and therefore also meet Bell's sustainability criteria. The Original Simmentaler quality seal identifies premium milk and meat products from Simmental Fleckvieh cattle.

No slaughtering of pregnant cows

Bell Switzerland is actively involved in the Swiss industry initiative to “stop the slaughtering of pregnant cows”. Missing or unverified pregnancy diagnoses, uncontrolled natural mating and intermediate trading without giving the new owner sufficient information are some of the reasons why pregnant animals are slaughtered. This unfortunately still happens too often, which is something the Bell Food Group cannot accept in terms of ethics and animal welfare. Bell Switzerland therefore actively works to improve the unsatisfactory situation along the entire value chain.



“Bell Switzerland is an enormously important proponent of animal protection in Switzerland as it has a lot of influence on animal husbandry on farms as well as on the transport and slaughtering of the animals.”

Cesare Sciarra

Manager of Centre of Expertise for Farm Animals,
Swiss Animal Protection (SAP)

PASplus poultry house

In summer 2020, a poultry house built according to Minergie A standard will be commissioned in Zimmerwald in Switzerland. This facility was built in accordance with the “PASplus” concept developed by Bell Switzerland, which is the advanced form of the “Particularly animal-friendly stabling systems” programme implemented in Switzerland.

The facility will in future operate without generating any CO₂ by producing its own energy, causing less dust and smell emissions, and offering a high standard of animal welfare. The chickens will benefit from an even more agreeable coop climate. Thanks to the temperature-regulated winter garden, they will also be able to go outside for some fresh air throughout the year.

PAS poultry house in Austria

To service the Swiss market, Hubers in Austria has been developing a poultry production facility according to the Swiss PAS standard since 2015. The animal-friendly PAS stabling system with higher perches, natural daylight inside the coop and access to fresh air in the winter garden has also won over the Austrian consumers. Some 40 % of producers have converted their coops to the PAS model. Hubers has also been selling these products through Austrian retailers since 2019.

Modernisation of organic hatchery

To meet the growing demand for organic poultry, the Lindenberg organic hatchery enlarged its production premises and installed state-of-the-art incubators, and heating and ventilation systems to achieve optimal hatching conditions.

For poultry to be labelled organic, the eggs from which the chicks hatch already have to meet strict organic standards. The Lindenberg organic hatchery is one of only two plants that hatch organic eggs in Switzerland. The company works closely with Bell in the context of integrated poultry production.

Medication and reduction of antibiotics

For medical reasons and in the interests of animal welfare, sick and injured animals have to be treated to make sure that they do not suffer. As such, the objective is not to stop using medication such as antibiotics, but to use medication carefully in accordance with a veterinarian’s prescription when no other treatment is possible.

Prophylactic antibiotics have been banned in the EU and Switzerland for many years. There are a number of programmes designed to reduce the use of antibiotics in animal husbandry. Bell Switzerland is an active participant in Switzerland’s strategy on antibiotic resistance (StAR). The unavoidable administration of antibiotics for medical reasons has to be documented.

None of the tests to monitor antibiotic residues at the meat-processing plants of the Bell Food Group carried out by government institutions and the company itself was positive.

Poultry production health programme

Advisory and health services play an important role in animal welfare in the Bell Food Group’s poultry production. They help producers to develop preventive measures to maintain the animals’ health. During the “Treatment reduction” project in 2016, the entire production chain of Bell Switzerland was systematically reviewed. Areas with risk potential were identified and suitable measures were formulated, such as 24-hour checks for stable preparation, cleaning and disinfection when they are empty.

Pork Plus health programmes

In Switzerland, Bell has joined forces with partners to apply the Pork Plus health programmes throughout the value chain. This programme was launched by the Swiss pork industry in 2016 and offers a possible solution for the sustainable use of antibiotics in pork production.

Producers participating in the programme undertake to keep a journal to document all their health and performance data. The resulting



“We support agricultural producers with **preventive measures** to maintain the health of their animals and only **use antibiotics** when necessary.”

Dr Kathrin Kühni Boghenbor

Veterinarian and Head of Poultry Health Services,
Bell Switzerland

key indicators provide the health services with a basis for formulating advice tailored to the needs of a specific farming operation.

Evaluation

Objective achievement is continuously measured. The percentage of certified raw materials of the total purchased volume (see table for “Purchased volume for labelled animal raw materials”, page 39) or the percentage of slaughtered animals with a defined animal welfare label of the total slaughtering volume (see table for “Own slaughtering with animal welfare labels (incl. organic)”, page 40) is measured.

Since the annual review of these objectives started, improvement has been achieved in all areas. The challenge for switching to eggs certified to KAT, AMA, QS, AgroVet or a comparable standard lies mainly in the procurement of composite products.

Outlook

Although the status of objective achievement is satisfactory for most objectives, the remaining potential should still be exploited. This includes the organic range of Bell France launched in 2018 which is marketed under our own and trade brands, and rising demand by Hubers customers for the organic and PAS ranges of the Bell Food Group. Our leading position in the production of organic meat should be expanded further.

Together with the stakeholders, the Bell Food Group is continuing to work on promoting animal welfare at the different levels of the value chain, in particular in the areas where the Bell Food Group has a direct influence and can exercise full control.

Bell Switzerland is focusing on the following projects:

- Implementation of PASplus poultry house in 2020
- Inclusion of all pigs in Pork Plus health programmes from spring 2021
- Conversion of Coop's own Naturafarm brand to IP Suisse production for pork
- 100 % beef from suckler cow herds for Naturafarm veal from 2021

Hubers is planning the following special projects:

- Implementation of anaesthetisation procedures that improve animal welfare at the Pfaffstätt site
- Acquisition of lorries for live animal transport with a state-of-the-art lifting and ventilation system for the careful transport of live animals

Key indicators and proof of performance Sustainable procurement of animal products

Objective/requirement	Status 2019
No sales of the defined critical products/production forms (DON'Ts list) such as fish and seafood from acutely endangered species (UCN's Red List species)	○○● 100 %
Increase in sustainability sales (incl. organic sales) according to defined labels (ongoing objective)	○○● **
100 % of purchased eggs comply with KAT, AMA, QS, AgroVet or a comparable standard by 2020	○○● 98 %
100 % of fish and seafood for strategic brands procured from ecologically compatible and sustainable aquatic cultures and fisheries (WWF Score 1–3) by 2023	○○● 100 %

Key indicators and proof of performance Animal welfare

Objective/requirement	Status 2019
Humane slaughtering *	○○● ***
Reduced use of antibiotics/monitoring of residues	○○● ***

* Only Bell Switzerland, Hubers
 ** See table for “Purchased volume for labelled animal raw materials”, page 39
 *** Status checked via annual documentation of measures/no residues found in meat during own or government tests.

● Objective not on track
 ○ Objective partially on track
 ○ Objective on track or achieved

Key indicators

☰ Purchased volume for labelled animal raw materials, page 39

☰ Own slaughtering with animal welfare labels incl. organic, page 40

Pillar 2

Environment and resources

For the Bell Food Group as a production company, the careful husbanding of resources is key to conserving our resources, saving costs and having the smallest possible impact on our environment.

It is therefore the strategy of the Bell Food Group to reduce our energy and water consumption and use our resources more efficiently in order to make a contribution to the preservation of the environment. In the long term, the Bell Food Group aims to procure all the energy for electricity, heating and fuel from renewable sources. The production processes are continuously optimised in order to keep food, energy and water losses as small as possible.



In 2019, **energy procurement** was **9 %** lower than in the previous year.



56 % of of the **energy procured** (electricity, heat, fuel) in 2019 came from **renewable sources**.



In 2019, **greenhouse gas emissions** decreased by **10 %** on the previous year.



86 % of waste was **recycled** in 2019.



In 2019, **water consumption** was **5 %** lower than in the previous year.



We need packaging solutions that guarantee **product safety** while at the same time meeting **environmental demands**.

Volker Baltes

Head of Convenience division

What does sustainability mean to you as Head of the Bell Convenience business area of the Bell Food Group?

Sustainability is a contract between the generations. Our objective is to operate in a manner that ensures that future generations aren't impacted negatively and we can pass on our business as well as our planet in a good condition to the next generation.

Does sustainability also play a role in your private life? What do you personally do to make your everyday life more environmentally compatible?

Of course. I'm a father and see the next generation growing up before my eyes. Sustainability is therefore an important issue for us, not only in environmental terms but also in terms of business and ethics. As I travel a lot for work, we frequently ride our bicycles during our free time and take care to pursue a mostly sustainable lifestyle.

Looking ahead, what will be the future challenges facing the Bell Food Group and in particular the Convenience business area with regard to energy and resource efficiency?

If energy and resource efficiency had not been a central topic for all the business areas of the Bell Food Group for many years, we would no longer exist. I think that we're actually doing more in this regard than what we're telling the outside world.

In the future we're sure to see many developments in the area of packaging, and naturally also plastic. As a Group, we are greatly challenged in this regard. We also need external alliances and partners to develop clever solutions that guarantee product protection and safety while at the same time meeting the environmental demands of society.

Climate

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3,
GRI 302-1, GRI 302-3,
GRI 305-1, 305-4

511_{GWh}

In 2019, **energy procurement** dropped year-on-year by **9%** to 511 GWh.

70,661_t

CO₂ equivalents

In 2019, **greenhouse gas emissions** were reduced by **10%** on the previous year to 70,661 tonnes of CO₂ equivalents.

Relevance

The warming of the Earth caused by the unfettered output of greenhouse gases (GHG) is one of the greatest global challenges of the twenty-first century. Climate change has a huge impact on food production and thus directly affects the players in the downstream food processing industry. At the same time, agriculture and the food processing industry are emitters of greenhouse gases and have to do their part to protect the climate.

The Bell Food Group can primarily exercise a direct influence on GHG emissions through the energy sources used by the production plants and its own transport organisation. Here, the Bell Food Group bears a responsibility to limit the emission of greenhouse gases: by moving away from fossil fuels to renewable energy carriers and increasing our energy efficiency.

For reasons of product quality and food safety – for example in cooling and cleaning – the Bell Food Group is bound to certain restrictions when it comes to reducing the use of energy.

The Bell Food Group uses projects to achieve improvements in the upstream supply chain, in particular the farmers. For example, it supports its suppliers with the development of the PASplus poultry house (see page 18) and the reduction of GHG emissions.

Management approach

The Bell Food Group applies internal energy management in all production facilities. This not only gives us a constant overview of consumption, but also makes it easier to identify the potential for savings. The Bell production facilities in Germany are certified to the ISO 50001 energy management standard.

At all locations, energy consumption is measured and broken down into direct (Scope 1) and indirect (Scope 2) emissions.

All plants of the Bell Food Group will have an automated energy capture system by 2024.

This will make it possible to quickly identify deviations in consumption and provide important information regarding efficiency potential.

To identify where energy can be saved and efficiency enhanced, the Bell Food Group relies on cooperation with external specialists, with whom it works together to define individual measures for the production locations.

In addition, all production plants in Switzerland and in Liechtenstein have agreed individual energy and CO₂ objectives and measures with the Swiss Private Sector Energy Agency (EnAW). In this way, these business areas can reduce their CO₂ emissions while also saving on energy costs.

The contracted producers within integrated poultry production in Switzerland have installed photovoltaic plants on their roofs to generate their own electricity.

The following general objectives apply in the fields of heating and electricity:

- Reduction of energy consumption (heat and electricity) in all plants of the Bell Food Group
- Reduction of fossil fuels
- Increase in sustainable energy carriers

Measures

In 2019, 100% of the electricity used by the Bell Food Group in Switzerland and Liechtenstein came from renewable sources (including the purchase of electricity certificates for hydropower), and 79% for the Bell Food Group as a whole. The Bell Food Group produces renewable energy at Eisberg's headquarters in Dällikon, at Hügli's Radolfzell facility, at Sylvain & Co's plant in Essert-sous-Champvent, and at Bell Switzerland's facility in Basel.

For heating, we favour connection to district heating grids, which is the case at the headquarters in Basel and at Hilcona's locations in Schaan and in Landquart. The efficient use of waste and process heat in the production plants plays an ever more important role. Heat recovery systems are already in use at a number of locations.



“Forward-looking companies now invest in production plants that are operated by renewable energy.”

Daniel Meier
Managing Director, DM Energieberatung AG

The following projects were implemented in 2019:

- Bell France has started installing new heat recovery systems at two locations. These are expected to save around 500 MWh in fossil fuels.
- Bell Switzerland finished a pilot project for a new high-pressure heat pump in Zell. Installation will be completed in 2020. The new high-pressure heat pump is expected to save around 1,900 MWh in fossil fuels every year.

The Bell Food Group prefers a systematic approach to the maintenance of machines and equipment. Various measures to improve energy efficiency were implemented in 2019: production machinery was replaced by more efficient equipment, the lighting was changed to LED lights and the building insulation was improved at a number of locations. Measures also included new installations and refurbishment of airconditioning, ventilation and vacuum units as well as compressed air suppliers.

In an international company it is often unavoidable for employees to travel between locations to ensure the transfer of know-how and exchange of experiences. The Bell Food Group therefore compensates for all air travel. To further reduce the fuel consumed by company vehicles and the own vehicle fleet and thus curb CO₂ emissions, the implementation of a green travel policy is planned for the medium term.

Evaluation

The Sustainability Competence Centre annually monitors implementation status and objective achievement in the areas of energy and GHG emissions. The Centre captures energy consumption figures and calculates CO₂ emissions for the whole Group. This is supplemented by performance measurements for the individual business areas as well as external annual reports and audits.

Outlook

All plants of the Bell Food Group will have an energy management system by 2024.

Additional measures are also planned for the plants:

- Eisberg will investigate the use of biodiesel lorries in 2020. The viability of implementing Eisberg Switzerland's vision of achieving “CO₂ neutrality for all Eisberg facilities” will also be investigated with the help of an external partner.
- In 2020, audits aiming to identify reduction potential and assess measures will be carried out at the Hügli locations reporting the highest energy consumption.

Key indicators

≡≡≡ Energy procurement, page 41

≡≡≡ Greenhouse gas emissions, page 42

Key indicators and proof of performance **Climate (energy/CO₂)**

Objective/requirement	Status 2019
Reduction in CO ₂ emissions by 4 % per year until 2023*	○○● **
No plants using problematic refrigerants by 2023	○○● ****
Reduction in electricity consumption by 1% per year until 2023*	○○● ***
Reduction in heat consumption by 1% per year until 2023*	○○● ***
100 % electricity from renewable sources by 2023	○●○ 79%

* Specific objectives per business area

** See “Greenhouse gas emissions” table, page 42

*** See “Energy consumption” table, page 41

**** 7 plants currently still in operation

● Objective not on track
● Objective partially on track
● Objective on track or achieved

Food loss and resource efficiency

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI 306-2

73,885_t

Recycling volumes increased by **3.6 %** year-on-year to 73,885 tonnes in 2019.



“Animal by-products of Bell Switzerland go to Centravo for **value-adding processing**.

This sustainably **conserves resources.**”

Rainer Betken
CEO, Centravo Holding AG

Relevance

The conserving and efficient use of raw materials is key to the reduction of the ecological footprint. For the Bell Food Group as a food producer, the focus falls on processed animal and plant raw materials as well as on auxiliary materials such as packaging.

Growing affluence and changes in nutritional habits cause huge food losses. High demand for convenience products or meat cuts that can be prepared easily and quickly increases the share of raw materials that are more difficult to market. The emergence of the nose-to-tail trend of using as many parts of the animal as possible has only slightly retarded the developing animal raw material losses.

Food losses occur at all levels of the value chain from farm to table. The Bell Food Group can mainly reduce the losses that can be influenced by our processes by avoiding production surpluses, faulty production and errors in inventory management.

However, there are many losses that cannot be prevented, including materials that are not suitable for consumption, such as kitchen waste and bones.

Products such as animal fats or specific products such as pig's trotters or innards are processed further by downstream units rather than by the Bell Food Group itself.

Management approach

In all business areas, the Bell Food Group avoids losses as much as possible. We reduce, collect and properly separate our waste and recycle or dispose of it in the best possible way. Unless unavoidable, materials should be kept within the loop and recycled at a high level. The Bell Food Group applies its recycling cascade (see diagram on page 25) to the recycling of organic raw materials. This principle also applies to inorganic raw materials.

The Bell Food Group has set the following objectives for optimising the management of its waste and reusable materials:

- Reducing waste production
- Increasing the recycling ratio

Internal waste management rests on a regular review of the existing disposal processes, the legal requirements and the opportunities for waste disposal afforded by the different countries. Concept-based and Group-wide approaches to date include the standard capture of waste volumes and waste fractions and the implementation of the recycling cascade.

The individual business areas and production locations are responsible for the operational implementation and optimisation of their waste management. They work together with selected waste and disposal companies who can offer specialist transport, recycling and disposal services.

Measures

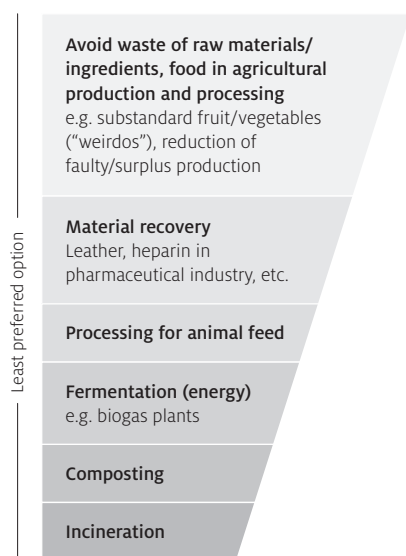
Reduction of food losses

The Bell Food Group has implemented a number of measures to ensure a continuous reduction in all losses:

- Reduction of production surpluses and faulty production by way of weekly presentations of key indicators to raise employees' awareness of this topic, as well as the optimisation of machines and equipment in the context of the internal "Top Excellence" (TopX) improvement management system
- Promotion of nose-to-tail sales
- Cooperation with charitable organisations such as "Tischlein deck dich"
- Marketing through factory shops such as the Bell Shop or cooperation with innovative organisations such as "Too good to go"

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Recycling cascade



Resource efficiency

We make conscious and sustainable use of auxiliary and operating materials. For packaging materials, the Bell Food Group aims to reduce the use of materials while still meeting all requirements of food safety. By using recycled or recyclable packaging materials, simplifying packaging and standardising packaging processes, some 91 tonnes of raw materials were saved or replaced by more environmentally friendly options in the reporting year.

Holistic recycling

In compliance with the recycling cascade, by-products are cleaned as much as possible and separated into different categories so that they can be recycled in the best possible manner.

At the production plants in Dänikon, Villigen (Eisberg Switzerland) and Essert-sous-Champvent (Sylvain & Co), Gyal (Eisberg Hungary) and Orbe (Hilcona), organic kitchen waste is fed into a biogas plant, while in Landquart and Orbe (Hilcona) it is delivered to third-party manufacturers of animal feed.

There are strict legal requirements for the disposal of animal by-products. Many animal by-products can be processed further and used as fats, leather, biodiesel, raw materials for the pharmaceutical industry or pet food.

Evaluation

The conditions for disposal are different for each production location. Waste is classified according to disposal route into 13 different waste fractions, and objective achievement is measured centrally every year for the entire Bell Food Group.

The Bell Food Group runs individual projects to capture the savings achieved for packaging materials. In the long term it aims to establish a system to capture data relating to savings on packaging materials as well as conversion factors by product level.

Outlook

Recycling as a topic will be revisited during the review of the sustainability strategy. The objective is to define uniform key indicators for the whole Group. In this context, Eisberg Switzerland launched a food waste reduction project at the end of 2019.

The internal improvement management system "Top Excellence" (TopX) is being implemented throughout the Group. This will make it possible in future to optimise processes and better avoid errors and overproduction. As far as disposal is concerned, a number of locations are currently investigating the optimisation of disposal routes and the marketing of secondary raw materials.

Key indicators and proof of performance

Food losses and resource efficiency

Objective/requirement	Status 2019
Recycling ratio 80 % or more by 2023*	○○● **
Production/replacement of packaging materials via projects	○○● ***
Reduction of waste by 1 % per year until 2023	○●○ **
Reduction of food losses	○○● ***

* Specific objectives per business area
 ** See "Waste" table, page 43
 *** Status checked via annual documentation of measures


● Objective not on track
 ○ Objective partially on track
 ○ Objective on track or achieved

Key indicators

Waste, page 43

Water

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3,
GRI 303-1, GRI 303-2, GRI 303-3

6.0 million cubic metres

In 2019, **water consumption** was reduced by 5 % year-on-year to 6 million cubic metres.

Relevance

Fresh water is a valuable and limited resource that is subject to high demand pressure. Throughout the world, the number of regions where there is a water scarcity or an acute water shortage is rising. As a cog in the food system, the Bell Food Group encourages the sustainable use of water so as to preserve the quality and volumes of this important resource in the long term.

A large volume of water is used for cleaning machines, equipment and production halls and for processes such as the washing of fruit, vegetables and salads. To meet the requirements of hygiene and food safety, drinking water is used for these tasks.

Regulations on the protection of drinking water and the conservation of resources are constantly increasing in the countries where the Bell Food Group is active, as are the requirements for water withdrawal and the pre-treatment of wastewater.

Management approach

The Bell Food Group complies with the applicable legal provisions and requirements in all the countries where we have business and production operations. Water withdrawal usually requires an official permit or water licence. The provisions also outline the framework conditions for production wastewater by regulating wastewater loads and volumes as well as the pollutant content of wastewater. All production plants are responsible for their own water consumption and the professional disposal of their wastewater.

The objective is to reduce water consumption in the Bell Food Group's plants as much as possible while still complying with food safety and hygiene requirements. Wastewater management has to be optimised.

Measures

Water withdrawal/water consumption

Sustainable water management for the Bell Food Group involves evaluating all its plants in order to achieve the efficient use of water. Process water mostly comes from public and private suppliers of water.

The energy management system that is being developed for the whole Group will also include the systematic capture of data on water consumption. This will make it possible to quickly identify deviations in consumption and implement the required measures. The locations define measures to reduce and enhance their water consumption efficiency.

The Bell Food Group has implemented the following measures:

- Bell Switzerland reduced the process water for cooling used in the production of cooked sausages by 50 %.
- Bell Germany cut its water consumption in Seevetal by 50 % by changing the production process, and optimised the machine cooling system in Harkebrügge.
- The controls of the pasta-cooling conveyors were modified at the Hilcona locations. In Orbe, a working group to study water management was set up.
- To optimise the use of water in the supply chain, Eisberg applies the GlobalGAP Plus standard for the implementation of sustainable water management in agriculture to its production of leaf salads.



“Wastewater generated during the production process is sent through the **treatment plant** before being used again in **agriculture.**”

Kornel Eggenschwiler
Head of ARA Eisberg AG, Dällikon

Wastewater

Wastewater treatment measures comply with legal water protection requirements and officially prescribed water quality levels and differ from country to country. These include, for example, the regulations for wastewater treatment plants regarding chemical oxygen demand (COD) for cleaning, solid matter and wastewater volumes.

Most locations have a flotation plant to remove solid matter and organic and inorganic materials from wastewater. Bell Germany commissioned its own flotation plant in Schiltach in 2019.

Some water can be reused. In 2019, Hilcona installed a new water recovery system for its potato-processing facility. At the Eisberg plant in Dänikon, the main processing line is optimised by a backflow system that returns the overflow of the next basin to the previous basin.

Some locations have their own wastewater treatment plants, such as Hilcona in Orbe or Eisberg in Dänikon. At the Eisberg location in Dänikon, organic waste recovered during the treatment of wastewater is also used to generate biogas.

Evaluation

The Bell Food Group checks the status of achievement of its water objectives every year. Absolute water consumption is captured on an ongoing basis for all locations, either directly or indirectly by local water suppliers. Specific water consumption is calculated periodically, giving a permanent overview of water consumption that can be used to identify savings potential (see “Water withdrawal” table, page 44).

Outlook

Various measures are planned for 2020. Water management at Hilcona in Landquart will be completely revised. Hubers in Ampfing is planning to install a new flotation plant to improve wastewater values and recover and treat process water that can be used for the preliminary cleaning of live animal transport containers, for instance. Aiming to sharply reduce the consumption of process water, Hügli in Brivio is reviewing wastewater volumes and quality as well as the recovery of process water for efficient secondary use. Bell Hungary is installing a new machine-cleaning system that can reduce water consumption.

Key indicators

Water withdrawal, page 44

Key indicators and proof of performance Water

Objective/requirement	Status 2019
Reduction in absolute water consumption by 1% per year until 2023*	○ ○ ● **
Optimisation of wastewater management	○ ● ○ ***
* Different reduction targets per business unit/division	● Objective not on track
** See “Water withdrawal” table, page 44	● Objective partially on track
*** Status checked via annual documentation of measures	● Objective on track or achieved

Pillar 3

Employees and society

As an international corporation, the Bell Food Group is aware of its responsibility towards its employees and society as a whole. Active and sustainable involvement in societal issues is also an essential contributing factor towards the company's success.

The Bell Food Group attaches prime importance to the production of high-quality, safe, healthy and tasty food. It sets high standards for food safety and is concerned about the safety of its employees. To ensure that employees remain healthy and motivated, the company selectively invests in measures to promote occupational health and safety, and applies good employment conditions.



In 2019, **73 %** of employees were covered by a **collective bargaining agreement**.



An average of around **1.1 days of training and education** per employee were offered in 2019.



87 % of the Bell Food Group's employees work in **production**.



The Bell Food Group offers **basic training** in **21** professions.



In 2019, **100 %** of production volume came from **companies certified** to the Global Food Safety Initiative (GFSI).

What does sustainability mean to you as Head of HR of the Bell Food Group?

For me, sustainability means that we have to consider the interests of not just one but all stakeholder groups if we want to ensure the long-term success of our company. Whether employee promotion, environmental protection or animal welfare, we think and act in a sustainable manner and exercise our social responsibility.

Looking ahead, what will be the challenges facing the Bell Food Group in the area of sustainable personnel management in the coming years?

A healthy company needs healthy employees. This is why we invest a lot in workplace health management. The fact that Bell Switzerland and Hilcona were awarded the "Friendly Work Space" label by the Health Promotion Switzerland foundation confirms that we're on the right track. I'm very happy about this.

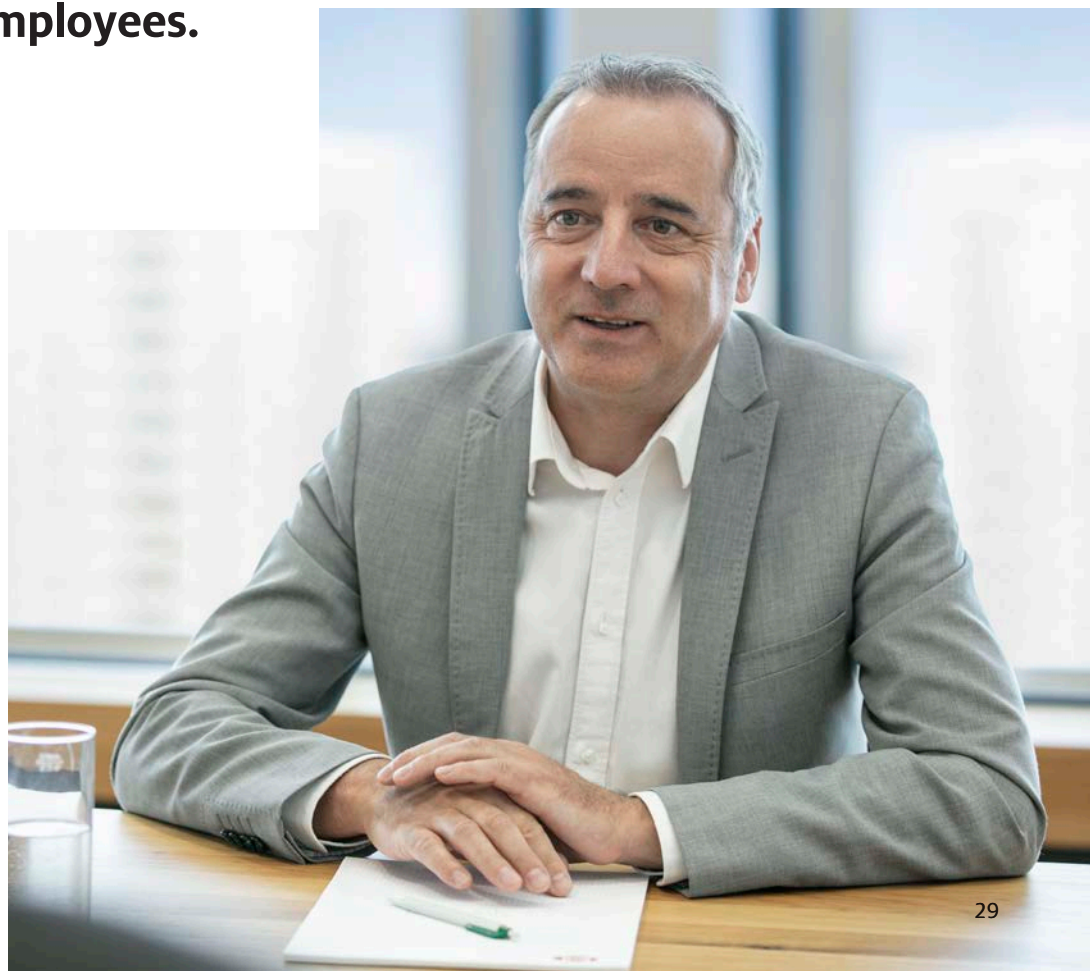
Does sustainability also play a role in your private life? What do you personally do to make your everyday life more environmentally compatible?

Butterflies and bees are happy about every square metre of wild meadow. I therefore do everything I can to increase biodiversity by ensuring that the area around my house offers a habitat to as many creatures as possible. When hiking in the mountains I pick up the litter that others have thrown away – the Swedes call this "plogging".



A healthy company needs healthy employees.

Bernhard Lengacher
 Head of HR Bell Food Group



Employment conditions

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3,
GRI 102-8, GRI 102-41,
GRI 401-1, GRI 404-1



“Our **engagement** as employee representatives rests on our ambition to **build a bridge** between the **employees** and the company’s **management.**”

Hélène Ballet

Member of the Staff Council of Bell France

Relevance

Good employment conditions ensure satisfied and motivated employees, and they are crucial to the success of the company. For a long time, criticisms such as the evasion of the minimum salary, overtime and the use of foreign contract workers to reduce costs were levied at employment conditions in the food production sector and in particular the meat industry. These shortcomings were countered decisively. Even though they are no longer relevant for the Bell Food Group, it is still a challenge to attract well-trained and motivated employees for production. This is not due to employment conditions, but because of the fact it is sometimes physically and mentally exhausting to work in food production.

As an international company with locations in 15 countries, the Bell Food Group actively shoulders its responsibility: as a fair employer, towards society as a whole and towards all participants in the upstream and downstream value chains. It promotes fair employment conditions for its own employees and encourages the same for its partners and suppliers.

Management approach

By restructuring the Human Resources area into a matrix organisation and implementing a new HR strategy, the Group laid the foundation for uniform HR processes across the Group at the beginning of 2019. A standard, Group-wide personnel information system was introduced at the same time.

The objectives of the HR strategy include:

- Responsible employer: increasing the attractiveness as an employer by improving the employment conditions and compensation systems and strengthening the social partnership
- Targeted employee development: promoting the training and education of employees (talent management) and internal succession solutions
- Improving the opportunities for internal development and promotion

Employment conditions

The Bell Food Group wants to continuously improve the employment conditions, salaries, compensation systems and social benefits for its employees. Eisberg introduced comprehensive and improved compensation systems for its employees in Hungary, Poland and Romania in 2019. Employees also benefit from advantages such as long-service awards, meal allowances and discounts, public transport allowances and shuttle buses during night shifts.

Long-term employee retention is important to the Bell Food Group. Attrition is therefore measured at all locations, but not yet in a standardised form. Where deviations from the targets are identified, structural interviews are conducted with employees who are leaving the company and the findings are used to formulate possible measures. An alumni concept for former and retired employees is currently being finalised and is scheduled for implementation in 2020.

At the end of 2019, 73% of employees were covered by a collective bargaining agreement (see “Employees with a collective bargaining agreement” table, page 45). Where this is not the case, the Bell Food Group is working on introducing collective bargaining agreements in compliance with local laws and framework conditions. Legal minimum requirements are observed and exceeded where possible, for example with country-specific, market-related salaries and socially responsible employment conditions. The different staff councils constitute an important stakeholder group. In Switzerland, close-knit social partnerships are maintained in the context of the collective labour agreement (CLA).

Recruitment process and trainee programmes

Vocational training is a central element in the sustainable development of the Bell Food Group, the individual business units, the industry and the different business locations. This is an investment in our workforce of tomorrow. The Bell Food Group offers basic training in 21 professions, ranging from building services to polymechanics, meat and sausage production, food technology and business information technology. In 2019, the Bell Food Group employed 129 apprentices and students. The pass rate for final exams was 98 %. Whenever



“We liked the Bell Food Group’s event for apprentices very much. It was great to see the **appreciation** given to the apprentices and their projects.”

Lisa Stark

Apprentice Industrial Management Assistant,
Hügli Germany

possible, the Bell Food Group offers successful candidates permanent employment contracts, trainee programmes and internships, including at other locations and in other countries.

Many business units are involved in vocational training and attend regional trade fairs to recruit trainees. In the reporting year, Hilcona received for the fourth time a gold medal for its recruiting prowess within the context of the “BEST RECRUITERS” study, the biggest of its kind in the German-speaking countries. In 2019, Bell Switzerland launched a new apprenticeship and vocational training campaign and a new page for future apprentices on the website of the Bell Food Group. In October, a three-day event was held for apprentices of the Bell Food Group in Magglingen in Switzerland (see the adjacent statement).

Training, education and talent management

A Group-wide talent management system was introduced in 2018. It is based on structured employee interviews, which are held at least once a year. All business units apply the talent management system and plan individual education courses. This is key to reducing attrition of local specialists and avoiding a brain drain. In the DACH region, management training courses and programmes are offered together with the Coop Campus, a strong partner in this field. Some 800 Bell Food Group employees participate in these courses every year.

Supplier compliance with social standards

The Bell Food Group requires producers of imported products from risk countries to comply with international social standards (such as amfori BSCI/Sedex SMETA). Audits are carried out from time to time, albeit not yet in a standardised form for the whole Bell Food Group. In 2019, 42% of Bell Switzerland’s revenue generated with suppliers from risk countries was certified (excluding auxiliary and operating materials).

Evaluation

To measure objective achievement on a continuous basis, the status of implementation is assessed every year. Key indicators and information about employee numbers, sick rates, absences and final apprenticeship examinations are captured. Business units regularly carry out employee surveys in order to identify expectations and formulate measures for improvement. These key indicators have not yet been standardised for all business areas and divisions of the Group. In the context of harmonising HR processes and activities for the whole Bell Food Group, key HR figures will also be collected in a standardised format in future.

Outlook

Various ideas for projects were presented in 2019 at an event for apprentices and students of the Bell Food Group. A jury selected two ideas that will be financed and implemented in 2020.

In 2020, all management courses and programmes will be redesigned so that they can in future be offered as blended learning programmes (mixture of online and classroom courses).

Key indicators and proof of performance

Employment conditions

Objective/requirement	Status 2019
Compliance with social standards by suppliers from risk countries by 2023 ¹	○●○ 42 %
¹ Risk-country revenue (excluding auxiliary and operating materials) of Bell Switzerland according to standard.	● Objective not on track ● Objective partially on track ● Objective on track or achieved

Key indicators

≡ Number of employees, page 45

≡ Employment conditions, page 45

≡ Employees with a collective bargaining agreement, page 45

Occupational health and safety

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-8

Relevance

The Bell Food Group attaches the utmost importance to the safety and health of all employees. Most of the employees work in food production and also do some physically demanding work. While automation has brought some physical relief, more complex production processes and machines may harbour new hazard and risk potential for the health of the employees. Emotional stress at the workplace can also pose a challenge.

The promotion of occupational health and safety is a central aspect of corporate responsibility. The Bell Food Group applies a standardised approach in this regard with the objective of reducing any physical and emotional risks and avoiding long-term illnesses. The Bell Food Group is convinced that a safe, healthy and pleasant work environment has a positive impact on the employees, improves presence at the workplace and increases operational productivity in the long term.

Management approach

As the Bell Food Group is committed to the implementation of legal provisions and requirements in all countries where the company operates, it instigates all the measures required to guarantee compliance with this obligation. The business areas of the Bell Food Group are individually responsible for the development of objectives and measures and run their own occupational health and safety management (WHM) programmes at all production facilities (see "Occupational health and safety" table, page 46). A uniform WHM programme for the whole Bell Food Group is currently in development.

Occupational health and safety measures focus on production. To keep employees healthy and motivated in the long term, the Bell Food Group encourages measures to promote workplace safety and attaches great importance to

prevention and early recognition. Important partners such as the Swiss Accident Insurance Fund (SUVA) and the German Professional Association for the Food and Catering Industry (BGN) support these efforts with prevention programmes and information about creating a pleasant work atmosphere, e.g. how to work safely and healthily when it is cold or there is no daylight.

The Bell Food Group pursues the following objectives for occupational health and safety:

- Improvement of the health of all employees in tandem with the reduction of absences and working days lost because of occupational accidents
- Improvement of occupational health and safety

Occupational safety, health and emergency response units

The individual locations are responsible for the implementation of safety management and procedures as this makes it possible to tailor the measures to local production processes, technologies, equipment and machines. Machines and equipment are carefully inspected for safety weaknesses and compliance with ergonomic standards before they are installed and commissioned. At all production locations, employees are given the required protective equipment, work and safety clothing, ear protectors and ergonomic tools such as workplace mats. All employees and managers in production and administration receive training to raise their awareness of the importance of occupational health and safety, ergonomic requirements and hygiene measures. These include courses on topics such as "lifting and carrying of loads" for production and logistics employees that are designed to help them avoid harmful movements and conserve their strength. The business units have their own manuals on workplace safety that are regularly updated to take account of new occupational safety regulations. These manuals also help the employees to eliminate potential hazards.



“Because occupational health and safety are important to us, we are introducing a **workplace health and safety management system** that is certified to ISO 45001.”

Olaf Polinski
 Specialist for workplace safety at Bell Germany

The Bell Food Group is expanding the support and advisory services for health-related topics provided by company doctors and offers training and courses on handling emergencies, accidents and evacuations. Whenever possible, discussions are held with employees returning to the workplace after a longer sickness-related absence to encourage their smooth reintegration into the workplace.

Health promotion

As health promotion is a topic that requires further development, the Bell Food Group is constantly expanding its offers in this area. Examples from various business units include:

- Courses in warm-up and corrective exercises before and after physical exertion (Hilcona)
- Courses and an action day about ergonomics at the workplace (Eisberg Switzerland, Hilcona, Bell Switzerland)
- Internal sport offers

Evaluation

As occupational health and safety is mostly managed decentrally, no measurable Group-wide objectives have been defined to date. The individual business units periodically measure and check objective achievement indirectly by way of the following key indicators:

- Number of occupational accidents, accident- and illness-related absences
- Rate of absenteeism

As these key indicators are captured, collated and analysed in the systems of the individual business units, no standardised data can be published here. The systems are developed further on an ongoing basis. One example is the launch of a pilot project for IT-supported absence management at Hilcona. To achieve continuous improvement, safety procedures at all locations are regularly reviewed and checked by way of internal and external audits.

In a drive to support employees as much as possible, the topic of occupational health and safety is integrated into employees' performance evaluations.

Thanks to all the efforts and measures to promote WHM, Bell Switzerland and Hilcona in Liechtenstein received the “Friendly Work Space” label in 2019 in recognition of their good employment conditions.

Outlook

The Bell Food Group's approach aims to continuously improve the safety and the health of its employees. It wants to further reduce the number of occupational accidents and absences by way of systematic accident prevention. WHM should also become a fixed item on the agenda of HR and business area management meetings at the level of the Bell Food Group. Further measures by the business areas are planned for 2020:

- Hilcona intends to appoint a contact person for occupational safety for every location.
- Hügli intends to investigate the advantages of care management in cooperation with an insurance company as a measure to reduce long-term illnesses.
- Bell Switzerland is expanding its monitoring of absence figures.

Key indicators

 Occupational health and safety, page 46

Food safety

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI FP5



“We have to eat every day. This is why we need food of **good quality** that keeps us **healthy.**”

Stanislav Harašta

Head of Quality Management at Hügli, Zásmuky (Czech Republic)

Relevance

Consumers must be able to trust that the food they eat is not harmful to their health. It is therefore the top priority of the Bell Food Group to produce high-quality products that ensure non-hazardous enjoyment and taste.

Food safety is not only a top priority for the production plants – at the Bell Food Group, it is applied along the entire value chain. To live up to its own responsibility, wide-ranging quality inspections are performed. Not least, correct product descriptions should help consumers understand the products.

Management approach

Our quality management (QM) approach integrated into the operational processes forms the foundation of a quality-centric system focusing on food safety at all locations. This is based on the Bell Food Group's quality strategy and focuses on “product quality”, “process quality” and “structural quality”. The quality strategy adopted by the Board of Directors in March 2018 applies to all business areas of the Bell Food Group. The business area and division management teams are responsible for its implementation.

The Group Executive Board is the highest governing and executive body for quality management and thus for product and food safety. The Quality Management Competence Centre, comprising representatives from all business areas, supports the Group Executive Board in implementation. The Quality Management manual sets out all requirements in this regard. At the production facilities, daily compliance with these requirements falls in the remit of the QA officer and all the employees.

For its quality strategy, the Bell Food Group has formulated a shared strategic focus as well as objectives for the individual business areas.

To ensure compliance with food safety requirements, the Bell Food Group undertakes to observe all local laws, official directives and agreed customer guidelines, and to fulfil a recognised GFSI standard (IFS is preferred).

The Bell Food Group undertakes to have all food safety systems audited by an independent organisation every year. Its ambition is to standardise and harmonise all processes within the entire Bell Food Group. When it comes to product quality, it aims to guarantee product safety as well as product protection and the correct use of packaging. Another ambitious objective is to implement transparent traceability throughout the entire value chain.

100 % of the production volume comes from suppliers certified to a GFSI-recognised standard (see “Food safety” table, page 46).

The enterprises are mostly certified as IFS Food/IFS Logistics or BRC. Many products and locations are also certified by quality and approval seals such as Bio, MSC or ASC and are regularly audited.

Training of employees

As well-trained employees are crucial for complying with and guaranteeing food safety, the Bell Food Group regularly runs specialist courses. In 2019, Bell Switzerland launched an e-learning course in food safety. The option of rolling out this course to the entire Bell Food Group is currently under investigation.



“We create the right conditions for **safe and high-quality food** with qualified people and suitable technologies.”

Oliviero Quarto
Quality and Application Manager, Hügli Italy

Cooperation in research

Cooperation in research is of key importance to the Bell Food Group. In the area of food safety it supports or requests scientific projects of a number of universities of applied sciences. At present, research on the following topics is supported:

- Hygienic design
- Process technology
- Packaging technology
- Methods of analysis and product safety
- Biosafety

Evaluation

The annual internal management review presented to business area management offers an overview of compliance with the various regulations in the form of key indicators for food safety. Further analyses are done at infrequent intervals, depending on the indicator and division. These provide information about the current status of objective achievement, developments regarding customer complaints, product inspections for raw materials and end products, environmental monitoring, foreign body management, personal hygiene, official objections, and many more. The key indicators from the management review and analyses are inspected by various committees and the required corrective measures are implemented in a timely manner. More comprehensive measures that are not time-critical are included in the budget process for the following year.

Outlook

The Bell Food Group plans to introduce various measures in the coming years to improve quality management and food safety:

- Eisberg will revise its KPIs and report to division management every quarter.
- Bell France wants to develop a database for the automatic generation of technical customer specifications so as to be able to quickly pass on product information.
- Hügli wants to further harmonise its controls, to which end it will adopt quality management software. To further reduce the risk of foreign bodies, Hügli's foreign body management will be reviewed and optimised to be ready for additional detection technology.
- Bell Hungary is planning new measures to raise awareness of quality management.
- Bell Switzerland is evaluating audit software to improve and secure its processes. To meet the requirements of specification preparation, the current SAP RM tool will be updated to SAP RD.

Key indicators

≡ Food safety, page 46

Key indicators and proof of performance

Food safety

Objective/requirement	Status 2019
Number of public recalls by the Bell Food Group	4 recalls

Responsible market player and social engagement

GRI Standard

 GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-2

1,346

Contracted suppliers in agricultural and poultry production

Relevance

The Bell Food Group is an important direct employer with more than 12,000 employees as well as an indirect employer through the jobs maintained in associated sectors and companies, such as in logistics, agriculture, and the production of feed and seed. The Bell Food Group thus has a huge responsibility for all players in the value chain and makes a substantial contribution to securing the livelihood of many upstream and downstream players.

The individual company and production locations have strong regional roots. Good neighbourhood and the economic stability of the relevant region are important because well-functioning companies need strong regions and vice versa. One of the strategic directions defined by the sustainability strategy is the advancement of regional suppliers. The individual corporate units and production locations of the Bell Food Group also provide targeted support to cultural associations and sports clubs, and engage in active location marketing.

Management approach

To further the interests of the shareholders and stakeholders, the Bell Food Group strives to achieve satisfactory growth and stability in the market. It continuously invests in the modernisation of its production locations so as to meet customer requirements and secure and improve its earnings. For instance, the Bell Food Group invested more than CHF 140 million in a new and ultra-modern Convenience plant in Marchtrenk in Austria. With the Opera project, a substantial investment programme has been adopted to finance a number of new buildings and conversions in Basel and Oensingen.

In 2019, construction started on a new production building at Hilcona's headquarters in Schaan in Liechtenstein. Further investments in modernisation and optimisation are planned for the next few years as part of a comprehensive overall concept for long-term development.

Production at the plant in Schaan is already almost carbon-neutral as it uses district heat generated by the waste incineration plant in Buchs and hydroelectricity. The plant development plan makes provision for further investments to optimise the use of resources as well as the extensive greening of roofs. As the Schaan facility is being built in accordance with the latest environmental guidelines and insights into preventive occupational safety, it is a showcase project for more than just the Bell Food Group.

The Bell Food Group has directly contracted more than 1,300 producers for its integrated agricultural and poultry production. A relationship of intensive and long-term cooperation in a spirit of partnership is maintained with these producers, whose economic livelihood is guaranteed by fair compensation (see "Indirect economic impacts" table, page 47).

Integrated poultry production in Switzerland and Austria encompasses the entire value chain. It includes contracted partners for the breeding of parent birds and the production of breeding eggs, cooperation with hatcheries, feed mills, breeding farms, live animal transporters as well as slaughtering and processing operations. All participating farmers and companies are independent and are contractually tied to the company.

More than 90 % of the salads, vegetables and fruit required for convenience products are produced by contracted farms. These cultivation partners of the Bell Food Group maintain fields in various European countries. Potatoes, peas, beans, carrots, Parisian carrots, spinach and red cabbage are cultivated in Switzerland and Liechtenstein.

In addition to these direct relationships, the Bell Food Group has a considerable influence on many small and medium-sized companies in the regions around its locations. All locations prefer to rely on long-term partnerships with strong, locally anchored partners. In this way, the Bell Food Group contributes to regional stability and development. Whenever possible, customers and employees are

CHF **2.3** million

In 2019, CHF 2.3 million was spent on sponsorships.

involved in company projects in order to strengthen the sense of community and expand the reach. Bell France, for example, participated in the establishment of a consortium structure that promotes regional products from the Auvergne in 2019.

As acceptance by the regional population is important for all locations of the Bell Food Group, it wants to be a good local partner, contribute to society and present a positive image. Charitable engagements are promoted at many locations: local and regional events, associations, projects and organisations. In this regard, the individual company locations prefer to support relationships that have grown organically with various local communities, associations and partners in order to set the right priorities.

For example, Bell Switzerland supports Trophenhaus Frutigen, Eisberg Switzerland supports the Ronald McDonald Foundation, and Hilcona supports Football Club Schaan (including the promotion of talented young players). Bell Switzerland is also the sponsoring partner of the Basel Tattoo, the Swiss Federal Gymnastics Festival and Swiss Indoors.

Going further than active location marketing, the Bell Food Group has identified three focal points for its social engagement and included these in the sustainability strategy: It supports

practice-oriented research. It becomes involved in ethical issues that directly concern the Bell Food Group and encourages employees' awareness of ethically correct conduct. The Bell Food Group also tries to heighten awareness of sustainable consumption and healthy nutrition. Specific examples can be found in the previous chapters of this Report.

Evaluation

To measure objective achievement on a continuous basis, the status of implementation is assessed every year. Contributions to projects and documents summarising measures/projects of organisations (universities, universities of applied sciences, research institutions and NGOs) about sustainability, membership fees to associations, initiatives and organisations, donations and sponsoring contributions are included. In 2019, CHF 2.3 million was spent on sponsorships. The individual business areas can freely decide about implementation and evaluation.

Outlook

The Bell Food Group's sponsorship concepts will be revised and systematised in 2020. The plan is to give more consideration to sustainability aspects when giving out donations, subsidies and sponsorship contributions.

Key indicators

≡ Indirect economic impacts, page 47

Key indicators and proof of performance

Social engagement

Objective/requirement	Status 2019
Charitable engagement	○○●*
Cooperation with organisations	○○●*
Ethical engagement, in particular to improve the appreciation of food	○○●*
Building of awareness of sustainable consumption and healthy nutrition	○○●*
<p>* Status checked via annual documentation of projects and measures, including donations, project contributions and sponsorship contributions</p> <p>● Objective not on track ● Objective partially on track ● Objective on track or achieved</p>	

Key indicators

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Procurement and production

Purchased volume for labelled plant raw materials

Percentage of certified raw materials of total purchased volume ¹				
GRI FP2	Unit	2017	2018	2019
Bell Food Group				
Organic labels ²	%	7	9	9
Sustainability labels ³ incl. organic labels ²	%	7	9	10

1 Includes the total purchased volume for plant raw materials (fruit and vegetables, palm oil, soya, rice, etc.) incl. processed plant raw materials with a minimum content of 50%.

2 BioSuisse, EU Organic, Demeter.

3 Sustainability labels for plant raw materials: Fairtrade/Max Havelaar, UTZ, Rainforest Alliance, IP Suisse.

Plant raw materials are mainly processed by the Convenience business area. Because the percentage of raw materials is too small, they are not relevant for the meat-processing business areas of Bell Switzerland and Bell International.

There is a general increase in the percentage of label products. However, due to a lack of data, a detailed breakdown of plant raw materials was not prepared for the reporting year. A detailed breakdown is planned for the next reporting year.

Purchased volume for labelled animal raw materials

Percentage of certified raw materials of total purchased volume ¹				
GRI FP2	Unit	2017	2018	2019
Bell Food Group				
Organic labels ²	%	3	3	4
Sustainability labels ³ incl. organic labels ²	%	24	25	27
Meat and meat products	%	25	25	27
Fish and seafood ⁴	%	99	97	97
Whole egg	%	51	44	52
Milk and milk products ⁵	%	9	9	9

1 Includes the total purchased volume of animal raw materials (meat and meat products, fish and seafood, milk and milk products, eggs, etc.).

2 BioSuisse, EU Organic, Demeter.

3 Sustainability labels: IP Suisse, Naturafarm, Natura Beef, Natura Veal, Pure/Original Simmentaler, Grassland Beef, Free Range Poultry, PAS Poultry, PAS Rabbit, Grassland Horse, German Animal Welfare Association 1 star/2 stars, "Tierwohl verbessert", MSC, ASC, WWF Score 1–3, Beter Leven, Label Rouge.

4 Includes fish, seafood and crustaceans and other aquatic animal products (incl. sauces).

5 Includes milk, milk powder, butter, cream, cheese, cream cheese, quark and other milk products (milk content at least 50%).

Animal raw materials are processed by all three business areas. More than 90% of the raw materials for meat and meat products are used by the Bell Switzerland and Bell International business areas. More than 95% of the total volume of fish and seafood is procured by the Bell Switzerland business area.

There is a general increase in the percentage of label products. The data for the newly acquired Hügli division (Convenience business area) was included from 2018. This led to a temporary drop in the percentage of label products for fish and seafood as well as whole eggs.

Own slaughtering with animal welfare labels (incl. organic)

Volume ¹ of slaughtered animals ² with animal welfare labels ³				
Bell Food Group indicator	Unit	2017	2018	2019
Bell Food Group				
Slaughter volume	t	191,383	196,246	196,432
With animal welfare labels (incl. organic)	%	45	48	50
Beef cattle	%	45	46	47
Pigs	%	52	54	54
Poultry	%	43	46	50
Bell Switzerland				
Slaughter volume	t	131,524	132,148	129,107
With animal welfare labels (incl. organic)	%	60	62	63
Beef cattle	%	45	46	47
Pigs	%	52	54	54
Poultry	%	100	100	100
Bell International				
Slaughter volume ⁴	t	59,859	64,098	67,325
With animal welfare labels (incl. organic)	%	14	19	26
Poultry	%	14	19	26

1 Carcass weight.

2 Beef cattle (cows, bulls, oxen, calves), pigs, poultry, lamb/sheep, horses.

3 Animal welfare label standards: IP Suisse, Naturafarm, Natura Beef, Natura Veal, Pure/Original Simmentaler, Free Range Chicken, PAS Chicken/Turkey, "Tierwohl verbessert"; organic labels: BioSuisse, EU Organic, Demeter.

4 Only poultry slaughtering.

The Bell Food Group's own slaughtering operations are limited to the Bell Switzerland business area and Hubers division (Bell International business area). While the Bell Switzerland business area slaughters all animal species, Hubers only carries out poultry slaughtering.

The percentage of own slaughtering with animal welfare labels increased constantly from 2017 to 2019.

Environment and resources

Energy procurement

Electricity and heat procurement and fuel consumption				
GRI 302-1, GRI 302-3	Unit	2017	2018	2019
Bell Food Group				
Energy procurement ¹	MWh	511,203	560,192	511,242
Electricity ²	%	52	50	51
Heat ²	%	36	38	37
Fuel ²	%	12	12	12
Energy procurement from renewable sources ³	%	60	60	56
Energy intensity of sales	kWh/t	1,126	1,032	960
Bell Switzerland				
Energy procurement ¹	MWh	155,375	155,484	152,766
Electricity ²	%	66	65	64
Heat ²	%	31	32	33
Fuel ²	%	3	3	3
Energy procurement from renewable sources ³	%	83	82	82
Energy intensity of sales	kWh/t	1,238	1,237	1,232
Bell International				
Energy procurement ¹	MWh	239,472	231,727	180,237
Electricity ²	%	48	50	53
Heat ²	%	32	34	26
Fuel ²	%	20	16	21
Energy procurement from renewable sources ³	%	35	36	33
Energy intensity of sales	kWh/t	1,034	979	846
Convenience				
Energy procurement ¹	MWh	116,356	172,982	178,241
Electricity ²	%	40	39	38
Heat ²	%	51	49	52
Fuel ²	%	9	12	10
Energy procurement from renewable sources ³	%	83	65	66
Energy intensity of sales	kWh/t	1,078	909	892

1 Purchased electricity incl. electricity from own production, purchased fuel and heat (excl. waste heat) and fuel for own vehicle fleet (incl. company cars).

2 Volume purchased from third parties.

3 Hydropower, wind, biomass, solar and 100 % use of district heat counted as renewable.

The Bell Food Group is essentially a consumer of energy purchased from external suppliers. Direct energy carriers include natural gas, heating oil, propane, solid fuels such as wood chips, and diesel, petrol and liquefied petroleum gas (LPG). Electricity and district heat are used as indirect energy carriers.

In 2019, total energy procurement decreased by 9% year-on-year to 511 GWh, and energy input per tonne sold was continuously reduced.

At 51%, electricity accounts for the biggest share of total energy procured, followed by heat at 37% and fuels at 12%. In 2019, 56 % of total energy procured came from renewable sources.

The data for the newly acquired Hügli division (Convenience business area) was included from 2018. This explains the sharp increase in total greenhouse gas emissions from 2017 to 2018. In addition, in 2019 the two plants in Börger and Suhl of the Bell International business area were sold and the Bad Wünnenberg facility was decommissioned for conversion and renovation, which explains the difference between 2018 and 2019.

Greenhouse gas emissions

Greenhouse gas emissions ¹ related to electricity, heat and fuel consumption				
GRI 305-1, 305-4	Unit	2017	2018	2019
Bell Food Group				
Greenhouse gas emissions	t CO ₂ eq.	55,716	78,369	70,661
direct (Scope 1)	%	66	59	52
indirect (Scope 2)	%	34	41	48
Greenhouse gas intensity of sales	kg CO ₂ eq/t	123	144	133
Bell Switzerland				
Greenhouse gas emissions	t CO ₂ eq.	9,310	9,826	9,212
direct (Scope 1)	%	66	65	63
indirect (Scope 2)	%	34	35	37
Greenhouse gas intensity of sales	kg CO ₂ eq/t	74	78	74
Bell International				
Greenhouse gas emissions	t CO ₂ eq.	39,374	37,893	32,764
direct (Scope 1)	%	68	66	60
indirect (Scope 2)	%	32	34	40
Greenhouse gas intensity of sales	kg CO ₂ eq/t	170	160	154
Convenience				
Greenhouse gas emissions	t CO ₂ eq.	7,032	30,650	28,685
direct (Scope 1)	%	55	47	40
indirect (Scope 2)	%	45	53	60
Greenhouse gas intensity of sales	kg CO ₂ eq/t	65	161	143

¹ Greenhouse gas emissions expressed as tonnes of CO₂ equivalents (t CO₂ eq).

The Bell Food Group's greenhouse gas emissions are captured in accordance with the Greenhouse Gas Protocol (GHG Protocol) accounting standard and include direct greenhouse gas emissions related to fossil fuels and the fuel consumed by the own vehicle fleet and company cars (Scope 1) as well as indirect greenhouse gas emissions related to electricity consumption and district heat procurement (Scope 2). Not included are the CO₂ used for anaesthetisation operations and the greenhouse gas emissions from coolant losses as well as all Scope 3 emissions (business flights, third-party transport, etc.).

In 2019, greenhouse gas emissions totalled 70,661 tonnes of CO₂ equivalents, down 10 % on the previous year (78,396 tonnes of CO₂ equivalents). Greenhouse gas emissions per sales volume dropped by 8 % compared to the previous year.

At 37 %, electricity is the biggest source of greenhouse gas emissions, followed by combustibles (29 %), fuels (23 %) and district heat (11 %).

The data for the newly acquired Hügli division (Convenience business area) was included from 2018. This explains the huge difference between 2017 and 2018. In addition, in 2019 the two plants in Börger and Suhl of the Bell International business area were sold and the Bad Wünnenberg facility was decommissioned for conversion and renovation, which explains the difference between 2018 and 2019.

Waste

Waste by type and disposal method				
GRI 306-2	Unit	2017	2018	2019
Bell Food Group				
Waste	t	57,952	73,765	86,082
Material recovery/recycling ¹	%	82	83	86
Thermal recovery as heating fuel or fuel alternative	%	2	1	1
Incineration in waste incineration plants (WIP)	%	16	16	13
Disposal site/landfill	%	0	0	0
Special waste ²	%	0	0	0
Waste intensity of sales	kg/t	128	136	162
Bell Switzerland				
Waste	t	12,280	17,197	17,081
Material recovery/recycling ¹	%	73	81	81
Thermal recovery as heating fuel or fuel alternative	%	1	1	1
Incineration in waste incineration plants (WIP)	%	26	18	18
Disposal site/landfill	%	0	0	0
Special waste ²	%	0	0	1
Waste intensity of sales	kg/t	98	137	138
Bell International				
Waste	t	28,819	31,284	32,777
Material recovery/recycling ¹	%	86	84	89
Thermal recovery as heating fuel or fuel alternative	%	3	3	1
Incineration in waste incineration plants (WIP)	%	11	13	10
Disposal site/landfill	%	0	0	0
Special waste ²	%	0	0	0
Waste intensity of sales	kg/t	124	132	154
Convenience				
Waste	t	16,852	25,284	36,224
Material recovery/recycling ¹	%	83	81	85
Thermal recovery as heating fuel or fuel alternative	%	0	0	0
Incineration in waste incineration plants (WIP)	%	17	19	15
Disposal site/landfill	%	0	0	0
Special waste ²	%	0	0	0
Waste intensity of sales	kg/t	156	133	181

1 For example wood, carton, paper, pure plastic film and plastic materials, biomass for feeding or composting, scrap metal, tins, waste for biogas plants.

2 For example used oil, fluorescent tubes, batteries. However, special waste accounts for a marginal percentage of total waste and ranged from 0 to 1 percentage points from 2017 to 2019.

Total waste volume was 86,082 tonnes in 2019 (previous year 73,765 tonnes). Waste volumes have increased in all business areas since 2017. Of this waste, 86 % was sent for external recycling in the reporting year, which is up 4 % on the previous year (82 %).

The sharp increase in the total volume of waste from 2017 to 2019 is partly due to the improved and refined capture of waste data, and also due to the newly acquired Hügli division (Convenience business area) being included in the data for the first time in 2018, which explains the sharp increase in waste volume from 2017 to 2018.

Water withdrawal

Water withdrawal by source ¹				
GRI 303-3	Unit	2017	2018	2019
Bell Food Group				
Water withdrawal	m ³	4,535,493	6,313,120	6,015,960
Tap water ²	%	60	51	52
Rainwater	%	0	0	0
Ground water or spring water (own springs) ³	%	40	49	48
Water intensity of sales	m ³ /t	10	12	11
Bell Switzerland				
Water withdrawal	m ³	1,467,323	1,617,861	1,611,060
Tap water ²	%	85	85	89
Rainwater	%	1	1	0
Ground water or spring water (own springs) ³	%	14	14	11
Water intensity of sales	m ³ /t	12	13	13
Bell International				
Water withdrawal	m ³	1,244,409	1,309,873	999,220
Tap water ²	%	62	64	55
Rainwater	%	0	0	0
Ground water or spring water (own springs) ³	%	38	36	45
Water intensity of sales	m ³ /t	5	6	5
Convenience				
Water withdrawal	m ³	2,291,761	3,385,386	3,405,680
Tap water ²	%	30	29	33
Rainwater	%	0	0	0
Ground water or spring water (own springs) ³	%	70	71	67
Water intensity of sales	m ³ /t	21	18	17

1 Ground water or spring water from own springs as well as tap water from communal water supply.

2 Public or private waterworks.

3 Own water withdrawal from ground water and spring water.

The Bell Food Group's water consumption was around 6 million m³ in 2019, which was 5 % less than in the previous year.

The newly acquired Hügli division (Convenience business area) was included in the data for the first time in 2018, which explains the sharp increase in water consumption from 2017 to 2018. At the same time production volumes for the Convenience business area continued to rise in 2019, which led to a further increase in absolute water consumption by the Convenience business area. The strong drop in absolute water volume for Bell International from 2018 to 2019 is primarily explained by the sale of the two plants in Börger and Suhl and the decommissioning of the Bad Wünnenberg facility for conversion and renovation.

The Bell Food Group withdrew water from two sources in 2019, i.e. drinking and tap water (52 %) and ground and spring water from own springs (48 %).

Employees and society

Number of employees

Full-time equivalents (FTEs) and days of training and education GRI 102-8, GRI 404-1		Unit	2017	2018	2019
Bell Food Group					
Employees	FTEs		10,578	12,442	11,195
Men	%		62	60	60
Women	%		38	40	40
Management	FTEs		1,005	1,182	1,159
Men	%		76	76	76
Women	%		24	24	24
Production	FTEs		8,674	9,829	9,756
Men	%		66	65	65
Women	%		34	35	35
Age					
under 30 years of age	%		21	19	20
30–50 years of age	%		55	53	53
over 50 years of age	%		24	28	27
Average days of training/education ¹	Days/ employee		1.4	1.4	1.1

1 Including days on which apprentices attended the vocational training school.

Employment conditions

Employees by employment contract and employment type ¹ GRI 102-8		Unit	2017	2018	2019
Bell Food Group					
Employees with permanent employment contracts	FTEs		10,155	11,944	11,797
Men	%		62	60	60
Women	%		38	40	40
Employees with fixed-term employment contracts	FTEs		423	498	488
Men	%		51	49	50
Women	%		49	51	50
Full-time employees	FTEs		8,251	9,580	9,024
Men	%		69	74	69
Women	%		31	26	31
Part-time employees	FTEs		2,327	2,862	3,171
Men	%		36	36	35
Women	%		64	64	65

1 Employees who are not directly employed by the Bell Food Group are not included.

Employees with collective labour agreements/collective bargaining agreements

Employees covered by collective labour agreements/ collective bargaining agreements ¹ GRI 102-41		Unit	2017	2018	2019
Bell Food Group	%		75	75	73
Bell Switzerland	%		100	100	100
Bell International	%		78	79	71
Convenience	%		46	47	47

1 Wage negotiations refer to all negotiations between at least one employer or employer organisation and at least one employee organisation (trade union) with the objective of agreeing working and employment conditions or regulating relationships between employers and employees.

Occupational health and safety

Employees covered by an internal and/or external occupational health and safety management system¹				
GRI 403-8	Unit	2017	2018	2019
Bell Food Group				
Bell Switzerland	%	100	100	100
Bell International	%	100	100 ²	100 ²
Convenience	%	100	100	100

1 Employees who are not directly employed by the Bell Food Group are treated the same with regard to occupational health and safety (safety measures, hazard directives, protective equipment, etc.) Differences can occur in the type of insurance benefit.

2 OHSAS 18001.

All locations of the Bell Food Group have an internally audited occupational health and safety management system. The Bell Switzerland business area and the Hilcona division (Convenience business area) were awarded the externally audited “Friendly Work Space” label by Health Promotion Switzerland in 2018 and 2019 respectively. Bell Germany (Bell International business area) has been certified to the international OHSAS 18001 standard since 2018.

Food safety

Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management systems¹.				
GRI FPS	Unit	2017	2018	2019
Bell Food Group	%	100	100	100
Bell Switzerland	%	100	100	100
Bell International	%	100	100	100
Convenience	%	100	100	100

1 Certification standards: IFS (most) and BRC, SQMS.

The Bell Food Group generated 100 % of its sales volume with products manufactured in sites certified according to the International Featured Standard (IFS) or British Retail Consortium (BRC).

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Indirect economic impacts

Integrated agricultural and poultry production				
GRI 203-2	Unit	2017	2018	2019
Bell Switzerland				
Poultry production suppliers	Number	335	343	349
Contracted suppliers	Number	335	343	349
Bell International (only Hubers)				
Poultry production suppliers	Number	464	482	508
Contracted suppliers	Number	464	482	508
Convenience (only Eisberg/Hilcona)				
Agricultural production suppliers	Number	558	529	541
Contracted suppliers	Number	495	481	489

In the reporting year, the Bell Food Group worked together with 1,346 contracted suppliers within integrated agricultural and poultry production. The percentage of contracted suppliers within integrated agricultural production for the Convenience business area was around 90 % for the Hilcona and Eisberg divisions in the reporting year. Within integrated poultry production for the Bell Switzerland business area and the Hubers division, the percentage of contracted suppliers was 100 %.



GRI Standard



GRI 102-49

This is the first Sustainability Report published by the Bell Food Group. It covers the Bell Switzerland, Bell International and Convenience business areas. Unless stated otherwise, the data and information disclosed in this Sustainability Report refer to the 2019 financial year (1 January to 31 December 2019).

Bell Food Group Ltd will inform its stakeholders of its sustainability performance and progress in sustainability management every year.

This report was prepared in accordance with the GRI Standards "Core" option. In addition to the GRI Standards, parts of the GRI Sector Disclosures for Food Processing were also used. The Report is available in German and English.

The following GRI content index provides an overview of the selected Standards and applicable references.

GRI content index



For the materiality disclosures, GRI checked the inclusion of the GRI content index and the references to the location of disclosures 102-40 to 102-49 in the Sustainability Report. The GRI service was carried out for the German version of the Sustainability Report.

Disclosure	References incl. comments, exclusions and other documents
GRI 101: Foundation 2016	
General disclosures	
GRI 102: General disclosures 2016	
Organisational profile	
102-1 Name of the organisation	Bell Food Group Ltd (BFG); Sustainability Report BFG 2019, p. 54 ("Publishing details")
102-2 Activities, brands, products, and services	Sustainability Report BFG 2019, p. 4–5 ("Who we are and what we do")
102-3 Location of headquarters	Annual Report BFG 2019, p. 36 ("Group structure and shareholders")
102-4 Location of operations	Annual Report BFG 2019, p. 3 ("Who we are and what we do"); www.bellfoodgroup.com/en/who-we-are/locations/
102-5 Ownership and legal form	Annual Report BFG 2019 p. 36–38 ("Group structure and shareholders")
102-6 Markets served	Annual Report BFG 2019, p. 3 ("Who we are and what we do"), p. 15 ("Products and core markets")
102-7 Scale of the organisation	Sustainability Report BFG 2019, p. 4–5 ("Who we are and what we do")
102-8 Information on employees and other workers	Sustainability Report BFG 2019, p. 5 ("Who we are and what we do"), p. 45 ("Number of employees", "Employment conditions")
102-9 Supply chain	Sustainability Report BFG 2019, p. 4–5 ("Who we are and what we do")
102-10 Significant changes to the organisation and its supply chain	Annual Report BFG 2019, p. 4–5 ("Important events 2019"), p. 27, 28, 32 ("Business development")
102-11 Precautionary approach or principle	Sustainability Report BFG 2019, p. 10 ("Material topics"); Annual Report BFG 2019, p. 34 ("Risk report")
102-12 External initiatives	www.bellfoodgroup.com/en/bell-food-group/corporate-responsibility/sustainability-organization-and-management/ ("Our partners")
102-13 Membership of associations	www.bellfoodgroup.com/en/bell-food-group/corporate-responsibility/sustainability-organization-and-management/ ("Our partners")
Strategy	
102-14 Statement from senior decision maker	Sustainability Report BFG 2019, p. 3 ("Preface")

Disclosure	References incl. comments, exclusions and other documents
Ethics and integrity	
102-16 Values, principles, standards, and norms of behaviour	Sustainability Report BFG 2019, p. 7 ("Interview with Head of Sustainability & Quality Management"), p. 8 ("Sustainability strategy"); Annual Report BFG 2019, p. 21 ("Vision and values")
Governance	
102-18 Governance structure	Annual Report BFG 2019, p. 36 ("Group structure and shareholders")
Stakeholder engagement	
102-40 List of stakeholder groups	Sustainability Report BFG 2019, p. 11 ("Our stakeholder list")
102-41 Collective bargaining agreements	Sustainability Report BFG 2019, p. 45 ("Employees with collective labour agreements/collective bargaining agreements")
102-42 Identifying and selecting stakeholders	Sustainability Report BFG 2019, p. 11 ("Identification of our stakeholders")
102-43 Approach to stakeholder engagement	Sustainability Report BFG 2019, p. 9 ("Sustainability communication"), p. 11 ("Engagement of our stakeholders and partners")
102-44 Key topics and concerns raised	Sustainability Report BFG 2019, p. 11 ("Engagement of our stakeholders and partners")
Reporting practice	
102-45 Entities included in the consolidated financial statements	Annual Report BFG 2019, p. 83–84 ("Significant shareholdings of the Bell Food Group")
102-46 Defining report content and topic boundaries	Sustainability Report BFG 2019, p. 10 ("Material topics")
102-47 List of material topics	Sustainability Report BFG 2019, p. 10 ("Material topics")
102-48 Restatements of information	This is the first Sustainability Report for the Bell Food Group.
102-49 Changes in reporting	Sustainability Report BFG 2019, p. 48 ("GRI")
102-50 Reporting period	Sustainability Report BFG 2019, p. 48 ("GRI")
102-51 Date of most recent report	This is the first Sustainability Report for the Bell Food Group.
102-52 Reporting cycle	Sustainability Report BFG 2019, p. 48 ("GRI")
102-53 Contact point for questions regarding the Report	Sustainability Report BFG 2019, p. 54 ("Contacts")
102-54 Declarations of reporting in accordance with the GRI Standards	Sustainability Report BFG 2019, p. 48 ("GRI")
102-55 GRI content index	Sustainability Report BFG 2019, p. 49–53 ("GRI content index")
102-56 External assurance	The Sustainability Report was not checked externally.

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Disclosure

References incl. comments, exclusions and other documents

Material topics

Environmental and social aspects in the procurement of plant raw materials

GRI 103: Management approach 2016

103-1	Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 13 ("Interview with Head of Bell International business area"), p. 14 ("Relevance")
103-2	The management approach and its components	Sustainability Report BFG 2019, p. 8–9 ("Sustainability organisation", "Sustainability officers"), p. 14–15 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")
103-3	Evaluation of the management approach	Sustainability Report BFG 2019, p. 15 ("Measures", "Evaluation", "Key indicators and proof of performance"), p. 39 ("Purchased volume for labelled plant raw materials")

GRI Sector Disclosures Food Processing

FP 2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognised responsible production standards	Sustainability Report BFG 2019, p. 39 ("Purchased volume for labelled plant raw materials")
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Animal welfare, environmental and social aspects in the procurement of animal raw materials

GRI 103: Management approach 2016

103-1	Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 13 ("Interview with Head of Bell International business area"), p. 16 ("Relevance")
103-2	The management approach and its components	Sustainability Report BFG 2019, p. 8–9 ("Sustainability organisation", "Sustainability officers"), p. 16–19 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")
103-3	Evaluation of the management approach	Sustainability Report BFG 2019, p. 17–19 ("Measures", "Evaluation", "Key indicators and proof of performance"), p. 39–40 ("Purchased volume for labelled animal raw materials", "Own slaughtering with animal welfare labels, incl. organic")

GRI Sector Disclosures Food Processing

FP 2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognised responsible production standards	Sustainability Report BFG 2019, p. 39 ("Purchased volume for labelled animal raw materials")
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Bell Food Group indicator

–	Volume of slaughtered animals with animal welfare label	Sustainability Report BFG 2019, p. 40 ("Own slaughtering with animal welfare labels, incl. organic"). This internal indicator partly overlaps with GRI indicator FP 11 "Percentage and total of animals raised and/or processed, per housing type".
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Climate

GRI 103: Management approach 2016

103-1	Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 21 ("Interview with Head of Convenience business area"), p. 22 ("Relevance")
103-2	The management approach and its components	Sustainability Report BFG 2019, p. 8–9 ("Sustainability organisation", "Sustainability officers"), p. 22–23 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")
103-3	Evaluation of the management approach	Sustainability Report BFG 2019, p. 22–23 ("Measures", "Evaluation", "Key indicators and proof of performance"), p. 41 ("Energy procurement", "Greenhouse gas emissions")

Disclosure	References incl. comments, exclusions and other documents
GRI 302: Energy 2016	
302-1 Energy consumption within the organisation	Sustainability Report BFG 2019, p. 41 ("Energy procurement")
302-3 Energy intensity	Sustainability Report BFG 2019, p. 41 ("Energy procurement")
GRI 305: Emissions 2016	
305-1 Direct (Scope 1) GHG emissions	Sustainability Report BFG 2019, p. 42 ("Greenhouse gas emissions")
305-2 Indirect (Scope 2) GHG emissions	Sustainability Report BFG 2019, p. 42 ("Greenhouse gas emissions")
305-4 GHG emissions intensity	Sustainability Report BFG 2019, p. 42 ("Greenhouse gas emissions")
Food waste & resource efficiency	
GRI 103: Management approach 2016	
103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 21 ("Interview with Head of Convenience business area"), p. 24 ("Relevance")
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 8–9 ("Sustainability organisation", "Sustainability officers"), p. 24–25 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 24–25 ("Measures", "Evaluation", "Key indicators and proof of performance"), p. 43 ("Waste")
GRI 306: Effluents and waste 2016	
306-2 Waste by type and disposal method	Sustainability Report BFG 2019, p. 43 ("Waste")
Bell Food Group indicator	
– Annual reduction/substitution of packaging material	Until now, packaging reduction was monitored on a project basis, using qualitative parameters. Quantitative measurement will be introduced continuously over the next few years.
Water	
GRI 103: Management approach 2016	
103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 26 ("Relevance")
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 8–9 ("Sustainability organisation", "Sustainability officers"), p. 26–27 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 26–27 ("Measures", "Evaluation", "Key indicators and proof of performance"), p. 44 ("Water withdrawal")
GRI 303: Water and effluents 2018	
303-1 Interactions with water as a shared resource	Sustainability Report BFG 2019, p. 26–27 ("Water withdrawal/water consumption")
303-2 Management of water discharge-related impacts	Sustainability Report BFG 2019, p. 26–27 ("Wastewater")
303-3 Water withdrawal	Sustainability Report BFG 2019, p. 44 ("Water withdrawal")
Employment conditions	
GRI 103: Management approach 2016	
103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 30 ("Relevance")
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 30–31 ("Management approach", "Measures", "Evaluation", "Key indicators and proof of performance")

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Disclosure	References incl. comments, exclusions and other documents
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 30–31 (“Measures”, “Evaluation”, “Key indicators and proof of performance”), p. 45 (“Employment conditions”, “Employees with collective labour agreements/collective bargaining agreements”)

GRI 404: Training and education 2016

404-1 Average hours of training per year per employee	Sustainability Report BFG 2019, p. 45 (“Number of employees”). At present, a breakdown of training expenses by gender and employee category is not possible. The establishment of the Group-wide information system will improve the data quality in the next few years.
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Occupational health and safety

GRI 103: Management approach 2016

103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 32 (“Relevance”)
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 32–33 (“Management approach”, “Measures”, “Evaluation”)
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 30–31 (“Measures”, “Evaluation”), p. 36 (“Occupational health and safety”)

GRI 403: Occupational health and safety 2018

403-8 Workers covered by an occupational health and safety management system	Sustainability Report BFG 2019, p. 46 (“Occupational health and safety”)
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Food safety

GRI 103: Management approach 2016

103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 34 (“Relevance”)
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 34–35 (“Management approach”, “Evaluation”, “Key indicators and proof of performance”)
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 34–35 (“Evaluation”, “Key indicators and proof of performance”), p. 46 (“Food safety”)

GRI Sector Disclosures Food Processing

FP 5 Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognised food safety management system standards	Sustainability Report BFG 2019, p. 34 (“Management approach”), p. 46 (“Food safety”)
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Market performance

GRI 103: Management approach 2016

103-1 Explanation of the material topic and its boundary	Sustainability Report BFG 2019, p. 36 (“Relevance”)
103-2 The management approach and its components	Sustainability Report BFG 2019, p. 36–37 (“Management approach”, “Evaluation”, “Key indicators and proof of performance”)
103-3 Evaluation of the management approach	Sustainability Report BFG 2019, p. 36 (“Evaluation”, “Key indicators and proof of performance”), p. 47 (“Indirect economic impacts”)

GRI 203: Indirect economic impacts 2016

203-2 Significant indirect economic impacts	Sustainability Report BFG 2019, p. 36–37 (“Management approach”, “Evaluation”), p. 47 (“Indirect economic impacts”)
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Contacts



Latest news

Up-to-date information about Bell Food Group Ltd can be found on the internet at www.bellfoodgroup.com. Details about our sustainability engagement can be found at www.bellfoodgroup.com/cr-en.

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Forward-looking statements

This Sustainability Report includes certain forward-looking statements. These statements are based on assumptions and estimates as well as on information available to the Bell Food Group on the editorial deadline, which means that actual results and events could deviate substantially from the expectations included or implied in the forward-looking statements.

Realisation

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