



**ORIOR**

SUSTAINABILITY REPORT 2021

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## CEO Statement



Daniel Lutz, CEO ORIOR Group

GRI 2-22

### Dear readers

I am very pleased to be able to present you with the fourth edition of ORIOR Switzerland's annual sustainability report. Looking back, we can see just how far we have come since our first report was published in 2019. We are proud of this fact, and it also gives us confidence as we look towards a future in which a great deal remains to be done. This report provides you with an overview of both the progress and challenges of the past year in the different fields of activity of our sustainability strategy.

Of course, I would like to start by presenting a few highlights. Our decision to switch all of our Swiss competence centres over to climate-friendly hydroelectricity enabled us to reach our 2025 emissions target last year, ahead of the planned deadline. We then worked intensely during the year under review on the development of a new climate target, which we are now pleased to present to all of you. The ORIOR Group aims to be climate-neutral by 2050, a commitment that is line with the Paris Climate Agreement and Switzerland's climate strategy. Our progress along this path will be divided into stages. From 2022 onwards, we aim to have all of our operations in Switzerland climate-neutral, and we will then apply the same approach to the entire ORIOR Group as of 2025. In parallel, we are looking for solutions to integrate the upstream and downstream stages of the value chain as well, starting in 2025.

The second highlight I would like to share is also related to our greenhouse gas emissions. In 2021, the independent CDP (formerly Carbon Disclosure Project) organisation awarded our commitment to climate protection and our transparent disclosure of relevant data a good "B" rating. We are very satisfied with the result, especially since this was the first time ORIOR had participated in this initiative, and we aim at a minimum to maintain this rating over the next few years.

I'm also very pleased that we were able to reach our 2025 goal regarding sustainable raw materials already in 2021. The share of organically sourced raw materials in our main categories increased by 17.2% since 2018 and currently accounts for almost one fifth of purchases in these categories. It is great to see that we can reply to a pronounced consumer demand with our endeavours in this area.

We also continued to promote the social aspects of sustainability in 2021. Despite the pandemic-related challenges still facing us, we were able to make more progress than in the previous year with our employees' development. We relaunched the ORIOR Campus – our internal development platform – in autumn 2021, bringing together our top 50 key employees from all our sites for an intensive course focused on leadership and project management. In addition, we restructured our program for High Potentials and Succession Planning, which will enable us to foster and develop motivated and talented employees even better. With the help of an updated Code of Conduct and a new complaints management system, we want to ensure that ORIOR remains a workplace where strong, shared values are lived and exemplified, and where everyone feels comfortable.

That being said, we also face difficulties in certain fields of activity. Unforeseen challenges that arose during the implementation of a new IT system at Rapelli disrupted the smooth rhythm of our production processes for a few weeks, which also increased production waste during this period. When it comes to water consumption, we need to work even more rigorously on implementing efficiency measures and be more specific in targeting the greatest potential reductions. And finally, although we are implementing excellent concepts in the area of sustainable packaging, the measurability of this progress remains a challenge due to a lack of data availability.

This makes it all the more vital that we continue to drive forward our sustainability management and integrate it even more firmly into our everyday actions and mindsets. A good example of this is our plant development. We are closing two smaller sites, Le Patron Uetendorf and Prodor, and integrating their production into the Le Patron operations in Böckten and the Rapelli site in Stabio. This will create new efficiency opportunities for us – including for sustainability-related issues such as logistics, energy consumption and food waste. Another important project linked to site development is the major investment in our production capacities for plant-based specialities. This project will also result in significant positive effects on several sustainability parameters – thanks as well to state-of-the-art technology with optimised efficiency.

Each year brings with it great successes and new challenges, whether for our products, our environmental performance, or the social aspects of our business. The diversity of topics in the context of sustainability is enormous and constantly growing. We are rising to meet this challenge unwavering in our conviction and with great confidence as we continue our process of learning and improving.

And now, we wish you an interesting and enjoyable read!



**Daniel Lutz**  
CEO ORIOR Group

# About us

## Company profile

### Vision and mission

*Our vision:*



*Our mission:*

*We are striving for uniqueness and offering best quality in order to surprise our consumers time and again with enjoyable food moments.*

*Our ambition is nothing less than:*

**Excellence in Food.**

#### 4

GRI 2-1  
GRI 2-2  
GRI 2-6

### The ORIOR Group





ORIOR is an internationally active Swiss Food & Beverage group headquartered in Zurich which specialises in fresh convenience foods, meat refinement, plant-based specialities, organic vegetable and fruit juices, and travel gastronomy. The company was founded in 1992 and is now a leader in the growing niche markets at home and abroad. With Rapelli, Biotta, Ticinella, Albert Spiess, Möfag, Fredag, Pastinella, Le Patron, Gesa, Culinor, Vaco's Kitchen and Casualfood, ORIOR has a portfolio of companies and brands in Switzerland, Belgium and Germany. ORIOR operates with a decentralised business model featuring regional competence centres. This enables the different Group companies to focus on cultivating their local roots and identity both through their products and as an employer. Our specialities are sold to retail, specialist retailers, airports and train stations, and through various food service channels such as restaurants, wholesalers, take-aways, events catering, cafeterias, care homes and nurseries. The Group generates more than two thirds of its revenues in Switzerland. Other key sales markets include the Benelux countries, Germany and France. The detailed [value chain](#) of the ORIOR Group as well as information about our [ORIOR Strategy 2025](#) can be found on our website.

This sustainability report covers the efforts of all of ORIOR's Swiss sites, as well as the Spiess Europe site in Haguenau, France. The Biotta sister company Gesa in Germany will also be integrated into the next report. The Culinor Food Group competence centre published its first [sustainability report](#) in compliance with GRI standards mid-2021. The report covered 2018 to 2020, and Culinor will continue publishing a report every two years in the future. Furthermore, a sustainability concept for the Casualfood subsidiary in Germany was also developed during the reporting year. This lays the foundations for Casualfood to conduct its own sustainability reporting from 2022 onwards. These key steps implemented by our international subsidiaries mean that all ORIOR Group companies will be integrated into a systematic sustainability management and reporting system as of 2022.

### The Swiss ORIOR competence centres



### Key facts about ORIOR in 2021




	 Sites	 Employees	 Products and services	 Finances (in CHF m)
<b>ORIOR Group</b>	9 competence centres with 17 sites, plus headquarters in Zurich	1,980 Ø FTE	Meat and poultry convenience products, vegetarian and vegan products, fresh meals and meal components, filled and unfilled fresh pasta, Ticino sausage specialities, Bündnerfleisch dry-cured meat, ham and bacon specialities, organic vegetable and fruit juices, organic beverage specialities, travel gastronomy.	<div>Net sales</div> <div>EBITDA</div> <div>Net profit</div> <div>Total capital</div> <div>614.1 m</div> <div>64.1 m</div> <div>27.3 m</div> <div>377.1 m</div>
<b>Switzerland only</b>	7 competence centres with 10 sites, plus headquarters in Zurich	1,186 Ø FTE		71.0% of net sales

### Employees

ORIOR employed 1,441<sup>1</sup> people (headcount) in Switzerland as per 31 December 2021.

GRI 2-7

### ORIOR Switzerland employees as of 31 December 2021

 <b>1,441</b> employees	 <b>541</b> women 37.5%	<b>254</b> full-time 47.0%	<b>287</b> part-time 53.0%	<b>442</b> permanent 81.7%	<b>99</b> temporary 18.3%
	 <b>900</b> men 62.5%	<b>668</b> full-time 74.2%	<b>232</b> part-time 25.8%	<b>777</b> permanent 86.3%	<b>123</b> temporary 13.7%

<sup>1</sup> Also includes the Spiess Europe site in Haguenau (France).



GRI 2-23  
GRI 2-26

## ORIOR values and Code of Conduct

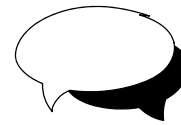
### Our core values



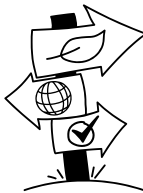
We take an entrepreneurial approach.



Our conduct is honest and correct.



We communicate openly and directly.



We assume responsibility.



We behave in a respectful manner.



We comply with all laws, policies and this Code of Conduct.

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ORIOR updated and expanded its [Code of Conduct](#) in 2021. It applies to the entire ORIOR Group, defines the most important values and rules of conduct, and reflects our understanding of acting responsibly on all levels. The Code of Conduct pertains not only to interactions between employees of the ORIOR companies, but also to collaborations with business partners. We launched an information and training campaign via the employee app as a means of communicating the contents of the new Code to employees in a clear manner. Questions on the contents of the Code were also used to create a contest. Small pocket booklets were printed at the same time and handed out to employees. In the future, the Code and the values and rules of conduct it contains will be made an integral part of regular training measures for the entire workforce.

### Contents of the revised Code of Conduct



1. Principles and objectives
2. Quality standard
3. Responsibility towards people and the environment
4. Safe and fair working environment
5. Ethical business conduct
6. Responsibilities, violations and sanctions, reporting and complaints

### Anonymous reporting system

ORIOR has also introduced a complaints management system as part of the development of its new Code of Conduct. Employees as well as third parties can report violations of our Code of Conduct using SpeakUp, an independent and completely anonymous tool that can be accessed online or by phone. This has expanded our existing and established internal complaint channels to include an anonymous external solution. No complaints were received in 2021.

## Commitments made in our Code of Conduct

### Quality standard

*"The ORIOR Group competence centres manufacture premium-quality products. The accompanying quality and safety standards applied to our products and services are uncompromising and equally fulfil the highest quality requirements of both our customers and consumers."*

### Human rights

*"We uphold the principles of the 'Universal Declaration of Human Rights' and the core labour standards of the International Labour Organisation (ILO) and strive to fully embrace and act in accordance with the United Nations Guiding Principles on Business and Human Rights. Respect for the human rights of our employees, suppliers and other indirect stakeholders is an integral part of our corporate culture. We reject all forms of human rights violations, in particular child, forced and compulsory labour. We are committed to protecting and safeguarding the human rights of our employees at all times."*

### The environment

*"The respectful handling of resources and the environment is one of ORIOR's stated corporate goals. In accordance with our sustainability strategy, we concentrate on the fields of activity that are the most important for us, namely 'Food waste and packaging', 'Climate and energy' and 'Water'. We can, want and must make a positive contribution within these fields of activity. We set ourselves clear goals, regularly review our status in achieving them, define appropriate steps of action, and measure ourselves by our progress."*

### Employees

*"Employees who celebrate their craft with enthusiasm and pride while embodying entrepreneurship, ethics and respect at all times and in everything they do are crucial to ORIOR's success. We are committed to providing a respectful and non-discriminatory working environment and fostering the development of our employees. To achieve this, we take into account the different employee needs by allowing flexible working hours and part-time work whenever possible without having it affect employees' existing employment conditions in any way."*

### Equal opportunities

*"The diverse backgrounds, experience and skills of our employees are essential to our success. We do not tolerate any form of discrimination, bullying, harassment or disrespect in the workplace based on gender, age, nationality, race, sexual orientation, disability, political opinion or any other relevant personal characteristic. We are committed to equality and fairness and ensuring that all employees interact and work together in a respectful manner free from prejudice. Any form of verbal, physical or visual harassment will not be tolerated and is considered a violation of this Code of Conduct."*

### Ethical business conduct

*"We support open markets and fair competition in accordance with applicable competition and antitrust law. Business partners are selected under fair and equal conditions using objective criteria such as experience, price, quality, services, reliability and integrity. We expressly distance ourselves from anti-competitive business activities such as participation in cartels, price fixing, and unauthorised mergers and acquisitions."*





# Sustainability at ORIOR

## The ORIOR Responsibility

The "ORIOR Responsibility" forms our basis for "Excellence in Food". It is firmly established as a strategic pillar in our ORIOR Strategy 2025 and is implemented by means of our sustainability strategy, which is divided into the three different areas of "product responsibility", "environmental responsibility" and "social responsibility". Each of these has three central fields of activity that we address. A main objective is pursued in each field of activity. By consistently striving to meet these objectives, we fulfil our responsibility towards the environment, our employees, our consumers and future generations. The "ORIOR Responsibility" provides us with a systematic framework to proactively address sustainability topics, reduce business risks, and meet stakeholder expectations. As a result, it also contributes to securing ORIOR's future as a food producer.

Last year, we already successfully achieved three of the goals set in 2018 and are now presenting two new goals in this report (see "NEW" on the right). In the case of one specific target, we found that the ambition no longer made sense due to the market situation, so we are currently revising it (see "Under revision" on the right). This is explained at greater length in the corresponding sections.

## Material topics

GRI 2-25  
GRI 3-1  
GRI 3-2

The "ORIOR Responsibility" is based on a [materiality analysis](#) that we conducted in 2018 within the framework of our first sustainability reporting. In the process, we identified the sustainability issues to which ORIOR's Swiss competence centres can make the greatest contributions in achieving sustainable development all the way along their [value chain](#). Correspondingly, the measures implemented in the area of sustainability aim to reduce any negative impacts of our business activities and strengthen positive ones.

Given that the significance of sustainability issues can change over time, e.g. due to changing stakeholder interests, we regularly review our strategic fields of activity and targets and make adjustments where necessary. Our sustainability management enables us to anticipate sustainability risks and tackle them in a pre-emptive way as much as possible. We work with our various stakeholders to accomplish this and involve them in the relevant processes wherever possible.

More information about the development of our sustainability strategy and the materiality analysis can be found on our [website](#).

Under  
revision

By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices comply with Swiss animal protection laws.

We want to provide targeted training for our employees and significantly expand individual development opportunities.

NEW

Through active occupational health management and effective accident prevention, we want to reduce our illness rate by 10% and our accident rate by 20% (until 2025, compared with 2020).

# ORIOR Sustainability Strategy 2025

Achieved

By 2025, we want to increase the proportion of raw materials that we purchase with recognised organic and/or sustainability certifications by 15% compared with 2018.

By 2025, our goal is to increase the number of healthy products that we make and – wherever possible and practicable – avoid using artificial additives.

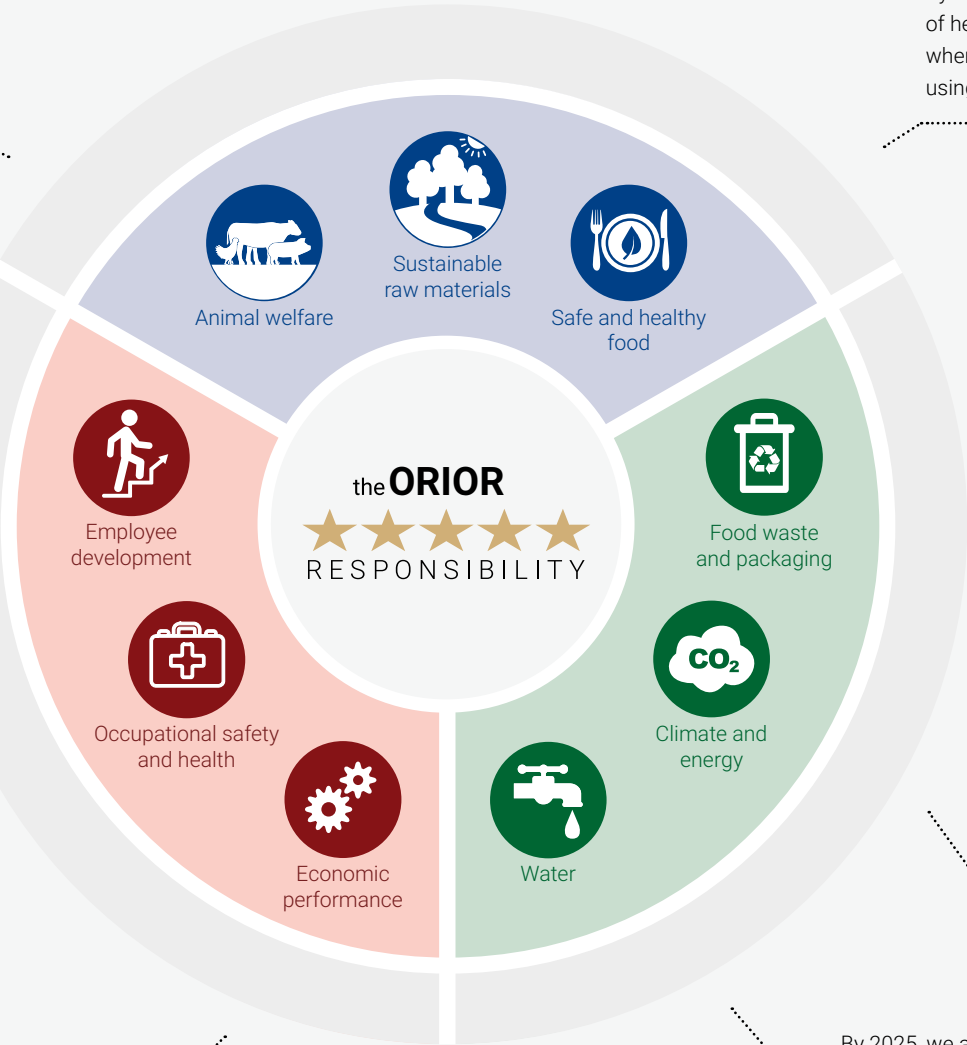
By 2025, we want to cut our food waste per kilogramme produced by at least 25% compared with 2018.

NEW

From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition is to reach net zero by 2050.

By 2025, we aim to reduce our water intensity by 15% compared with 2018.

We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them in order to safeguard existing jobs and create new ones.



## ORIOR and the Sustainable Development Goals (SDGs)

GRI 2-23

Since 2015, the 2030 Agenda for Sustainable Development has provided an international framework that focuses on the two topics of sustainability and poverty reduction. As part of the Agenda, 193 UN member states have committed themselves to achieving the globally recognised 17 Sustainable Development Goals (SDGs) by 2030. Strong private sector engagement is also required to achieve the SDGs. ORIOR recognises the significance of this framework and is committed to making a contribution to ensure that the objectives are reached. The following diagram shows the 13 SDGs that have been prioritised by ORIOR. More details on how we are contributing to these goals can be found on our [website](#).

### The ORIOR Responsibility and the SDGs



## Sustainability management

GRI 2-9  
GRI 2-12  
GRI 2-13

According to the [Articles of Organisation](#) and the [Organisational Regulations](#), the Board of Directors is the highest body responsible for sustainability within the ORIOR Group, as it has the power to approve the sustainability strategy and its established objectives. On an operational level, the Sustainability Committee was set up to monitor the implementation of the sustainability strategy, to bring decisions to the attention of the Executive Committee, and to ensure the involvement of the Board of Directors in strategic issues. It is chaired by the CEO of the Group who also casts the deciding vote; administratively, the Sustainability Committee is led by the Corporate Sustainability Manager. This manager acts as a link between the Sustainability Committee and the competence centres and

supports the latter in strategic and operational topics relating to sustainability. The Champion Groups, which are active across-unit, also play an important role. They bring representatives of the same specialised area together from different competence centres to develop common solutions and exchange expertise and experiences.

### Sustainability management structure



At the competence-centre level, the ORIOR sustainability goals are an integral part of the respective strategy papers (strategic monitoring and three-year planning) as well as the budgets, which are reviewed annually and submitted to the Executive Committee and the Board of Directors for approval. The CEOs of the competence centres are responsible for achieving these strategic goals, meaning that the quantified sustainability targets are also included in the assessment of the short-term variable compensation awarded to the management boards of the competence centres. The introduction of a long-term incentive plan was also approved during the year under review. Up to 25% of this long-term compensation, which spans a period of three years and is based on average growth, share price and improvement in ROCE, is linked to the achievement of the established sustainability targets.

GRI 2-18  
GRI 2-19

Key sustainability indicators, such as waste volumes, water and energy consumption, and absence rates, are displayed in the monthly financial reporting and are monitored accordingly on an ongoing basis. All of the other sustainability indicators are monitored in the competence centres and are included in the consolidation once a year.



# Product responsibility

## Our ambitions



# +15%

Achieved

By 2025, we want to increase the proportion of raw materials that we purchase with recognised organic and/or sustainability certifications by 15% compared with 2018.



# 100%

Under revision

By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices at least comply with Swiss animal protection laws.



By 2025, our goal is to significantly increase the number of healthy products that we make and – wherever possible and practical – avoid using artificial additives.



This pasta dish with the delicious Triondo from Pastinella was created in collaboration with Gabriel Heintjes, the current European champion of the pasta world. Chefs can find further clever recipes carrying the handwriting of Gabriel Heintjes on the pastinella website.

## Sustainable raw materials



### Ambitions 2025

By 2025, we want to increase the proportion of raw materials that we purchase with recognised organic and/or sustainability certifications by 15% compared with 2018.

Achieved

### Progress

Achieved

### SDG contribution



### A brief look at the issue

GRI 3-3  
GRI FP2

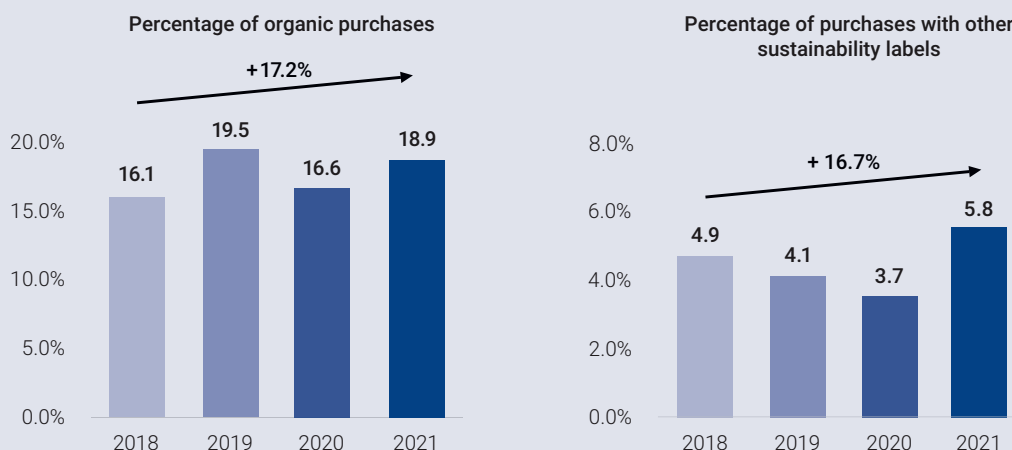
The ORIOR Responsibility is central to our products and the raw materials that we use.

Depending on the product range, production location and method, significant social and environmental impacts can occur in agriculture and pre-production stages, such as greenhouse gas emissions, high water consumption, biodiversity losses or unacceptable working conditions. In addition, environmental developments in the supply chain – e.g. weather-related harvest fluctua-

tions and the resulting price volatility – have an impact on our business. For this reason, we are committed in the long term to ensuring more sustainable agricultural methods within planetary boundaries. To achieve this, we use the relevant UN Sustainable Development Goals, the Paris Agreement, and the Swiss climate strategy as our guide.

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Percentage of total labelled raw materials (%)<sup>1</sup>



### Status

- Share of organic and/or sustainably labelled raw material purchases in our priority raw material categories has increased by 17.2% and 16.7% respectively since 2018. 2025 target achieved early.
- This increase in the year under review is due, among other things, to a strong rise in the use of organic beef, IP-Suisse pork and organic vegetables.
- The share of sales with organic and/or sustainably certified products has grown by 25.4% and 80.7% respectively across the entire product range of our Swiss competence centres since 2018.
- In addition to the wider range of IP-Suisse products, an increase in vegan and vegetarian products featuring the V-label also played an important role in this sales growth.

<sup>1</sup> Beef, pork, poultry, durum wheat, eggs, fruit and vegetables.



## Animal welfare



### Ambitions 2025

By 2025, our goal is to source all of our meat for the Swiss market from Switzerland or from other producers whose practices comply at least with Swiss animal protection laws.

Under revision

### Progress

Under revision

### SDG contribution



GRI 3-3

### A brief look at the issue

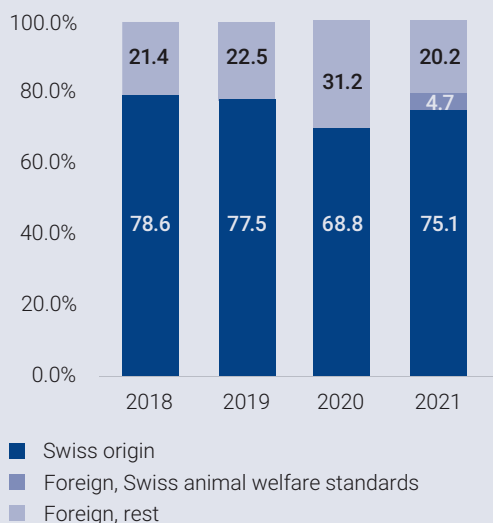
Animal welfare is also a high priority for us and for our stakeholders. We want to source the meat used for ORIOR products from appropriate husbandry practices.

Topics such as animal husbandry conditions and feeding, the use of antibiotics, as well as transport and slaughter are the main focus. We make our contribution in this area through our purchasing practices.

We use primarily Swiss meat, but its availability, particularly beef and poultry, is currently limited, and this trend looks set to continue in the coming years. For this reason, we have decided to revise our goal. Because we are convinced holding on to an unrealistic ambition would be counterproductive.

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Meat products for the Swiss market (% , kg)



### Status

- With regard to achieving our animal welfare target, we are currently at 79.8% (75.1% Swiss meat and 4.7% meat from abroad that complies with Swiss animal welfare standards).
- The percentage of Swiss beef we procure has steadily increased since 2019 due to our efforts to secure a local supply chain.
- In the case of pork, after a decline in Swiss-sourced meat over the last few years we were able to once again procure a high level of 95% of our pork from Switzerland in 2021.
- First import of poultry raised according to strict Swiss animal welfare regulations.

GRI 3-3

## Management approach for sustainable raw materials and animal welfare

We are contributing to the aforementioned goals by means of the following measures:

- We focus on our priority raw materials (see below).
- We draw up minimum requirements for the production methods and origin.
- We use recognised labels.
- We work with certified suppliers and importers.

### Priority on raw materials

As a diversified Food and Beverage group, we process a wide variety of different plant and animal raw mate-

rials. In doing so, we focus our efforts on those where we can make the greatest positive impact. The main criteria used to determine these priority raw materials are quantity and price, strategic importance, and sustainability risks. Certain raw materials are also included even though we only purchase them in smaller quantities because they are the subject of critical public debate due to their extraction, husbandry and/or cultivation methods. The resulting list of priority raw materials is reviewed at regular intervals. The raw materials in the following table are currently considered priorities for us:

### Priority raw materials and our approach



In terms of volume, pork is the most important animal-derived raw material for ORIOR Switzerland. It is mainly processed into Rapelli's Salumeria delicacies, Albert Spiess Bündner specialties and Möfag's ham and bacon creations. Due to Switzerland's high animal welfare standards and the import-related conditions, we process almost exclusively Swiss pork – the Swiss percentage is currently 95%. At the moment, the share of organic pork amounts to 1.1%.



Beef also plays a central role in our product range – used mainly for Albert Spiess Bündnerfleisch dry-cured beef, Rapelli's grill and gastro products, and Fredag's food service channel. The demand for beef cannot be met by domestically raised beef – there is a particular shortage of certified organic beef, which currently accounts for only 2.4% of the purchased volume. We secure our local supply chain as much as possible by cultivating relationships with our suppliers and planning our purchasing in advance. A total of 91.6% Swiss beef was processed in 2021 for the Swiss market. The Swiss percentage of total beef sales (including export products) is 69.5%.



Poultry is processed at ORIOR mainly for the Convenience segment and is used for the versatile Fredag chicken range, in particular. We source our poultry meat from local farms whenever possible. However, demand for poultry is so high – and continues to rise – that domestic supply falls far short of meeting it. This is why, working together with supply chain partners, we are increasingly using meat from abroad that is produced in accordance with Swiss animal welfare standards. One example of this is the Migros Animal Welfare (MAW) programme. We are also in the process of setting up a similar programme of our own with another poultry supplier (see "Activities in 2021"). We currently purchase 24.3% of our poultry in Switzerland. The proportion of imported meat complying with Swiss animal welfare standards is 19.2%, which percentage-wise is four times higher than in the previous year.



Fruit and vegetables play an important role in our Convenience segment. Biotta processes by far the highest percentage of these for its organic juices. Vegetables are also important as a menu component in the food service channel and for retail menu lines. Whenever possible, we use local, sustainably grown, organic and/or sustainably certified vegetables and fruits. The inclement weather in the summer of 2021 caused significant problems for farmers in Switzerland and made it a challenge to source local vegetables, a fact that is also reflected in the quantities procured from regional cultivation. We were able to source 47.7% of these from Switzerland, with a further 46.3% coming from other (often nearby) European countries. In 2021, 84.4% of these raw material categories carried an organic label.



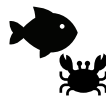
Durum wheat is a key raw material for our Pastinella pasta factory, in particular. We source it mainly from North America and Europe and are increasingly choosing certified organic raw materials to enhance our ecological contribution. Durum wheat can at times suffer massive shortages on the world market – also due to weather conditions – resulting in price premiums. In autumn 2021, durum wheat prices temporarily increased by up to 70%, and currently prices experience another hike due to the war in Ukraine. In the face of such price rises for raw materials, the need to ensure profitability is given added weight in decision-making. At present, 16.5% of the durum wheat we purchase bears an organic label.



Eggs are used primarily in the production of our pasta specialities and for menu components, pâtés and panades. We are pursuing the goal of continuously increasing the percentage of eggs from KAT-certified free-range management (or a higher standard) in our purchasing to ultimately achieve 100%. Pastinella has already been meeting this goal since 2019, and in the year under review, Le Patron also worked intensively on making this change. Overall, the percentage of free-range eggs used at ORIOR's Swiss competence centres is 99.1%, and 18.9% of the eggs also carry an organic label.



Soya is playing an increasingly important role in the Convenience segment, especially in meat substitutes, where Fredag holds a strong position as a pioneer. The entire plant-based sector is growing at a significant rate, and with it the demand for soya. This applies to both domestic and foreign soya. In the reporting year, Fredag worked hard to increase the percentage of organic and Demeter-certified soya it procures. We work closely with farmers in order to secure the required quantities of raw materials, and, wherever possible, we use agreements to safeguard the forecast volume even before cultivation. The share of organically certified soybeans is currently 100% – just as in the previous year.



We source a limited amount of fish, seafood and shellfish for our convenience products and certain retail goods. We use the WWF Fish Guide as an aid to avoid sourcing endangered species and also use sustainability certificates such as MSC, ASC and organic. During the reporting year, our percentage of fish and seafood purchases that met the WWF Score 1–3 was 71.4% (previous year: 60.9%). This improvement is mainly due to the fact that Rapelli is now certified as an ASC and MSC producer.

The requirements for our raw materials are outlined in the raw material guidelines of our competence centres, which are defined and implemented by the Quality Management and Purchasing departments. In addition to the product-specific requirements set forth, we also establish certain exclusion criteria. We do not source any genetically modified raw materials and adhere to the Federal Department of Home Affairs "Ordinance on Genetically Modified Food" (GMFO). Furthermore, in the case of our pâté and terrine specialities we only use livers from non-force-fed ducks and geese.

#### Origin of raw materials

We procure a large proportion of our raw materials from within Switzerland because we know these materials meet the highest standards for quality, sustainability and animal welfare. Furthermore, this allows us

to keep transport distances and the associated environmental impact to a minimum, while also contributing to the preservation of the local primary economy. If Swiss procurement is not possible or viable, we prefer to source European goods. In the year under review, we worked on replacing Asian raw materials with European ones wherever possible to reduce the risk of pesticide residues, among other things, as well as abusive production conditions such as child labour.

Switzerland has some of the strictest animal protection laws in the world and is constantly updating them. For example, stricter animal welfare requirements for slaughtering will apply from 2022. These high standards are the reason why we source as much meat as possible from Switzerland.

Since 2019, all ORIOR Switzerland meat-processing companies have been members of the Proviande trade organisation and purchase from accredited meat suppliers only. All slaughtered cattle originating from farms inspected by Proviande are checked for their Swiss origin by means of a DNA test.

For some types of meat, such as poultry and beef, it is not possible to use only Swiss meat due to limited domestic availability. In the case of foreign companies, we are working towards ensuring that production takes place in accordance with Swiss animal welfare standards and that both human rights and environmental standards are respected. To this end, we maintain close partnerships with the Cooperative for Imported

Livestock and Meat (GVFI) as well as with raw material suppliers abroad, all of which ensures the corresponding audits are carried out.

#### Using labels

To achieve our goals, we use and follow recognised standards, labels and certifications that stipulate strict ecological, social and animal welfare requirements. We assign labels to one of three categories: labels for organic farming, other sustainability labels, and labels of origin that provide information about the material's origin but not about specific ecological and social cultivation conditions. The following overview displays the most important raw material and food labels for ORIOR.

#### Frequently used labels and sustainability standards

Organic labels	Additional sustainability labels	Labels of origin <sup>1</sup>
Bio Suisse (Knospe), Demeter, CH Bio-Verordnung, EU-Bio, Naturaplan (Coop), Migros Bio, Bio Weide-Beef (Migros), KAG Freiland, Bio Natur Plus (Manor), Bio Organic (Lidl), Bio Weiderind (Aldi), Natur Aktiv (Aldi), Natura Beef Bio, Nature Suisse Bio (Aldi), Naturland / Bioland and Spar Natur Pur.	MSC, ASC, Friend of the Sea, IP-SUISSE, TerraSuisse (Migros), Natura-Beef, Naturafarm (Coop), Claro, Fairmilk, Heumilch, Fair-trade/Max Havelaar, Agri Natura, Nature Suisse (Aldi), Rainforest Alliance, RSPO IP/SG, BTS, RAUS, UTZ, V-Label and Non-GMO Project.	Aus der Region (from the region). Für die Region (for the region). (Migros), Heidi (Migros), Miini Region (Coop), Pro Montagna (Coop), Suisse Garantie, Schweizer Bergprodukt, Schweizer Alpprodukt, IGP, AOP and regio.garantie.

We are continually expanding our range of products with added animal-welfare value. When it comes to our own brands, we launch new certified products every year. The situation is more challenging in the contract segment, where the requirements are strongly influenced by our customers, and in the food service channel, where the use of certified organic products tends to be lower than in the retail trade.

#### Partnering with suppliers

We are very aware of the value of having good partnerships and working closely with others to achieve our sustainability goals, and we maintain close, long-term relationships with our suppliers. During the reporting year, which saw the shortage of raw materials pose a major challenge, we consolidated our supplier portfolio

for certain raw material groups in order to be able to collaborate even more closely with strategic local and regional suppliers. We hold regular discussions with them and proactively address sustainability issues and/or suggest concrete possibilities for improvement, which are leading to increasing numbers of impactful projects.

We strive to be fair and equitable in all our business relationships. To ensure sustainability and quality, we take part in partnership programmes such as "Migros Animal Welfare" (MAW), and we also ensure that our suppliers undergo recurring audits – sometimes in close cooperation with our customers. The results of these audits are regularly discussed in the Champion Groups so that the other competence centres can also

<sup>1</sup> Promoting regional products is a natural part of our strategy. However, as these products often do not address wider environmental and social concerns, we do not include them in our targets, but rather track them as internal metrics.

benefit from the experience gained by their colleagues. If our standards are not achieved or are not complied with, the first step we take is to arrange a personal meeting with the suppliers to identify the causes. If the infringements are not remedied within a reasonable time, warnings are issued or suppliers are excluded.

GRI 3-3

## Activities 2021

### Expansion of the IP-Suisse range

The demand from customers and consumers for products from sustainable agriculture is increasing steadily, and for many people IP-Suisse represents a positive compromise between conventional and organic quality. The label stands for ecologically integrated agriculture with higher animal welfare standards than required by law. All IP-Suisse animals must have been born, reared and fattened in Switzerland. In addition, the animals must be raised in groups and given daily exercise. The BTS (Particularly Animal-Friendly Housing) and RAUS (which guarantees animals regular outdoor exercise) government programmes must be complied with.

ORIOR has decided to expand its range of IP-Suisse products in the meat sector, and the Meat Sourcing Champion Group has launched a Group-wide project to this end. Every month, whole IP-Suisse pigs are procured, commissioned by a supply chain partner for contract slaughtering and cutting, and then refined at ORIOR's Albert Spiess, Rapelli and Möfag operating sites. This is a new sourcing model that secures the majority of the quantities of high-quality raw materials that we need in a context of limited availability and brings us closer to our goal of offering more meat with added sustainability value.

### Development of further programmes with added animal welfare value

Due to the limited availability of Swiss poultry meat and continuing high demand, ORIOR is working with various partners to be able to source poultry from South America that meets the high Swiss animal welfare standards. Fredag's goal is to be able to purchase such poultry meat from these programmes before the end of 2022, which will further increase the proportion of imported poultry that complies with Swiss animal welfare standards. We are pleased about this positive development, which involves many complex steps and close collaboration.

### Minimum guidelines for raw materials sourcing

In the year under review, Le Patron revised its development guideline. It is a catalogue of criteria for all new developments by the "Le Patron" brand. The areas it covers include ingredients (no artificial colourings, no flavour enhancers, only natural flavours, as few additives as possible, and the use of plant fibres), gradual reduction of salt content, allergens, origin, and sustainability requirements for certain raw materials such as palm fat, eggs, fish and seafood. The elimination of palm oil and the switch to free-range eggs, as stipulated in the guidelines, sometimes result in costly changes to recipes and labelling declarations, but, in turn, these changes have a positive impact on our goals.

### Strong collaboration in a challenging context

In the year under review, raw material prices rose in many sectors, including almost all of our priority raw materials. Among other factors, this was due to the pandemic acting as a cost driver at the operating sites, as well as global logistics issues and production bottlenecks. The rainy spring and summer and the global weather disasters that affected harvests were further contributing factors in the vegetable and fruit sector. This presented a major challenge for ORIOR and meant we had to invest even more in working closely with suppliers and establish alternative supply channels. Faced with this difficult situation, the fact that the Procurement departments could work together across all units via the Procurement Champion Groups was essential. Thanks to their huge commitment and strategic collaboration both internally and externally, we succeeded in sourcing the necessary raw materials in almost every case, and were able to find substitute raw materials when necessary. We relied on regional and local suppliers whenever possible.

### New products with quality labels

The demand for organically certified food rose even higher during the second year of the pandemic. In co-operation with our partners – both customers as well as suppliers – we continued to work on expanding our range of certified labelled products.

### Certified organic fresh pasta and menu components gaining momentum



Pastinella and Le Patron worked with several customers during the reporting year to upgrade items to an organic or Knospe certification. This required a great deal of purchasing finesse because sourcing the corresponding raw materials in the desired quality is not easy given today's supply situation.

### Demeter beet juice from Biotta

Last year, Biotta was able to launch its Demeter carrot juice, which is now selling well at Coop and in the organic markets and being rolled out to other suppliers. Biotta developed its new Demeter beet juice in 2021, which will be marketed at the beginning of 2022. With a young, sustainability-conscious target consumer group in mind, this expands the product choice in the Demeter sector, which is experiencing excellent growth both in Switzerland and throughout Europe.



### New IP-Suisse products



New opportunities to offer meat specialities with higher animal welfare standards have resulted from the IP-Suisse project described above. An example of this is the new "Gran Riserva" cooked ham made from IP-Suisse pork, which has been on sale at Migros since late autumn 2021. Möfag has also launched various new IP-Suisse products in cooperation with Denner and Migros, including a range of bacon specialities.

### IP-Suisse from Alpine pigs

In cooperation with Migros, Möfag launched its Nusschinkli smoked ham in the autumn of 2021 that uses meat from "Alpine pigs". The aim of the Migros Alpine Pig Programme is to promote Alpine and summer pasture farms and be able to offer products with higher animal welfare standards. Each pig spends a summer on an Alpine cattle farm and has at least 40 m<sup>2</sup> of outdoor pasture where it can exercise and satisfy its rooting instinct. The project also includes a food-saving aspect, as the whey by-product from Alpine cheese production is fed to the pigs.





GRI 3-3  
GRI FP2

## Evaluation 2021

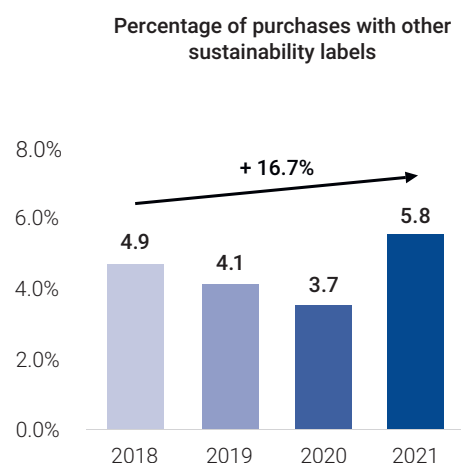
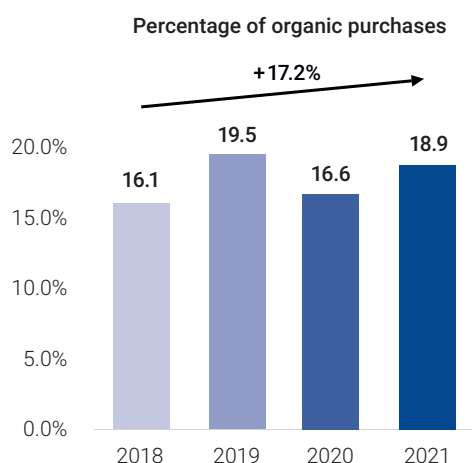
### Sustainable raw materials

The development of sustainable food is of great importance to us. For this reason, we monitor the percentage of organic and otherwise sustainably certified raw materials that we source, with the aim of continuously increasing this share. In the year under review, the initiatives described above enabled us to increase the percentage of our organic purchases within our key raw material groups<sup>1</sup> to 18.9%, a rise of 17.2% compared with 2018. We increased our purchases of raw materials from other sustainability labels such as IP-Suisse

to 5.8%, which is 16.7% higher than 2018, and means we have achieved our goal regarding sustainable raw materials. This success is largely attributable to sustainable poultry sourcing, which more than doubled compared with the previous year.

We have thus achieved our goal of increasing our percentage of sustainable raw materials by 15% by 2025. We want to continue integrating sustainable raw materials in our production lines and are therefore expecting a continued increase in the use of sustainable raw materials in the coming years.

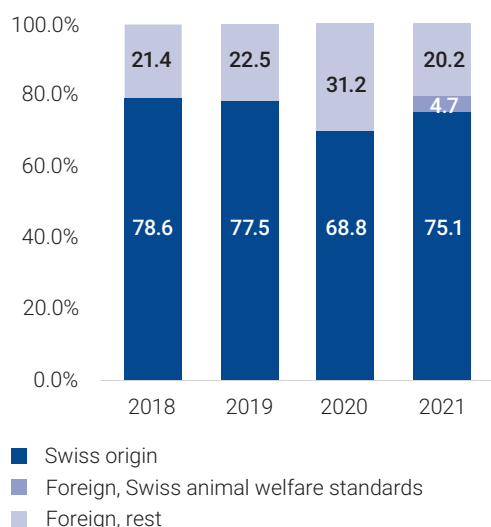
Percentage of total labelled raw materials (%)<sup>1</sup>



### Certified products

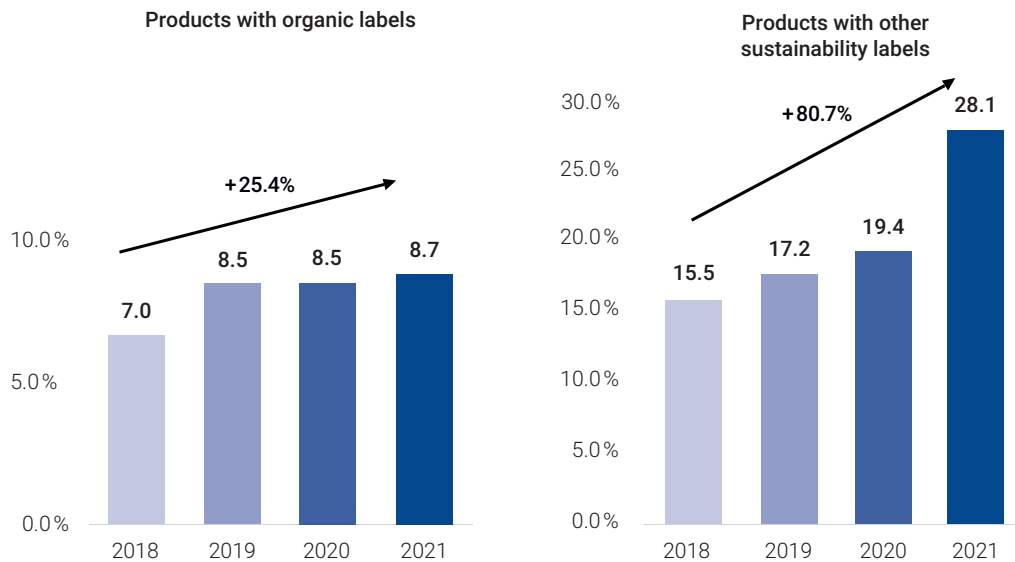
As a logical follow-up to our higher share of sustainable raw material purchases, we also want to expand the proportion of sales with sustainably labelled products by 2025. In the reporting year, we succeeded in continuing the positive trend from previous years and significantly increasing it in the case of products with sustainability labels by 80.7% compared with 2018. Particularly important in this regard were the IP-Suisse label for beef, the "Migros Animal Welfare" label for poultry and the V-Label for vegetarian and vegan specialities.

Meat products for the Swiss market (% kg)



<sup>1</sup> Beef, pork, poultry, durum wheat, eggs, fruit and vegetables.

## Sales percentages with labelled products (% , kg)

**Animal welfare**

With our sustainability strategy, we have set ourselves the goal of sourcing 100% of the meat for the Swiss market from Switzerland or from foreign producers that comply with Swiss animal welfare standards. The percentage of Swiss beef has been steadily increasing since 2019. After a decline in the Swiss share of pork over the last few years, we were able to return to a high level of 95% in 2021. Furthermore, significant improvements were also achieved in poultry. By working closely with a major customer, we were able to source a significant proportion of our processed poultry from abroad that was produced in accordance with Swiss animal welfare regulations.

However, the experience of the last few years has shown us that the absolute goal of 100% is unrealistic in the current market with limited availabilities. Therefore, we have decided to revise the goal, as holding on to an unrealistic ambitions seems counterproductive. An update will follow.

**Outlook**

We will continue to work on expanding our sustainably certified product range in the coming year. The focus is on expanding our sourcing of imported poultry that complies with Swiss animal welfare standards, as well as further expanding the IP-Suisse range in our Refinement units. Our range of labelled items is also being enlarged in the Convenience segment, where the focus is on organic products. To achieve this, we must continue to work on safeguarding our supply of organic raw materials for reliable sourcing, which is particularly essential for plant-based proteins for Fredag products and for the larger portfolio of organic specialities from Pastinella. Securing local supply chains and replacing Asian goods with European raw materials will remain a top priority.

We are also looking forward to a new cultivation trial that Biotta is launching with local partners in the carrot sector. This is a forward-looking project because the carrot varieties grown today are likely to offer lower yields when faced with hotter growing conditions. Biotta is addressing this issue proactively by already testing various new varieties in terms of their yield, taste and colour performance when juiced. In this way, Biotta is not only securing its own future, but also ensuring that its consumers will continue to enjoy premium products in the future as well.

## Safe and healthy food



### Ambition 2025

By 2025, our goal is to significantly increase the number of healthy products that we make and avoid using artificial additives wherever possible.

### Progress

On track

### SDG contribution



GRI 3-3

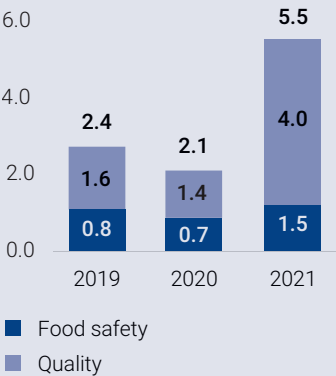
### A brief look at the issue

As a food manufacturer, we have an important responsibility to ensure that our products are safe for consumption. Adherence to the highest quality standards is a given.

We rigorously enforce our food safety requirements at our own operating facilities as well as with our suppliers in order to guarantee uniform quality for our customers and consumers. A healthy and balanced diet, along with other factors such as sufficient exercise, fresh air and adequate sleep, plays an important role

in well-being and good health. As a food manufacturer, we consider it our job and responsibility to continue improving our products – both from a qualitative and culinary perspective, as well as from a nutritional-physiological point of view.

Number of complaints per 100 tonnes of product sold



### Status

#### Complaints and food safety

- Unforeseen challenges during the implementation of a new IT system at Rapelli, which severely impacted logistics. The majority of the increase in complaints in the Quality category is due to delayed deliveries.

#### Healthy food

- Comprehensive recipe improvements and innovations are contributing to the steady increase of the proportion of healthy products.
- We pay attention to the reduction of additives, salt, sugar and/or fat. An improvement in the Nutri-Score can also be a goal of such recipe adjustments.

GRI 3-3

## Management approach

To ensure food safety for consumers and offer our customers a selection of products with an unmistakable added health value, various departments throughout ORIOR work closely together while led by the Quality Management Champion Group. Having all of the specialists involved is the only way we are able to meet the highest quality standards. We take the following measures to do so:

- We implement seamless quality management.
- We focus on recipe improvement and healthy innovations.
- We train our employees in quality management and food safety.
- We develop products for special requirements.

GRI FP5

## Quality management

Our efforts in the area of food safety and quality management are based on the requirements of the law, customer and quality agreements, and internationally recognised food safety standards. All of our production facilities are certified according to a standard recognised by GFSI<sup>1</sup> – either FSSC<sup>2</sup> or IFS<sup>3</sup> – and are audited annually by an independent entity. In addition, we use individualised HACCP<sup>4</sup> concepts as a preventive measure and basis for carrying out hazard analyses relating to consumer safety and monitoring corresponding control variables. With regard to health and dietary intolerances, the competence centres have minimum guidelines and negative lists that define requirements

for nutritional values, permitted ingredients, and any ingredients and additives that must be avoided. Our guiding principle in this area is that additives should be avoided whenever possible.

Food safety is closely monitored as a key management variable of ORIOR's business activities. Each competence centre consults with management to define annual quality goals (e.g. related to the number of customer complaints), which are then reviewed and discussed on a monthly basis. The Quality Management Champion Group ensures Group-wide exchanges on the topic. These high standards for quality and food safety also apply to our suppliers. Before placing an initial order, we carefully investigate potential new partners to ensure that they can fully adhere to the legal, ORIOR specific and customer-specific requirements. Regular reviews are also carried out on existing suppliers, and improvement measures are introduced if necessary.

## Training sessions on food safety and QM

We use well-trained and sensitised employees to ensure quality and food safety as well as to prevent product recalls and withdrawals. Regular training courses are held on the relevant topics, and the entire workforce receives annual training in hygiene and HACCP. In addition, individual (e.g. for new employees) and topic-specific quality management and food safety training also takes place, enabling department-specific topics to be discussed in depth at least once a year.



*These carrots from Thurgau are processed into delicious organic juice at Biotta.*

<sup>1</sup> GFSI: Global Food Safety Initiative.

<sup>2</sup> FSSC: Food Safety System Certification.

<sup>3</sup> IFS: International Featured Standards.

<sup>4</sup> HACCP: Hazard Analysis Critical Control Point.

### Examples of quality management and food safety training held on a regular basis

#### FSSC/IFS standards requirements

Participants receive training in certification requirements that comply with food safety standards, how an audit works, and how deviations should be corrected. Topics covered include cleaning technology, incoming and outgoing inspections of materials, and critical control points. In addition, internal auditors are trained to be able to carry out standard compliance checks within the company themselves.

#### Food defence/Food fraud (Product protection)

In these courses, employees learn how to protect food from deliberate contamination with biological, chemical or physical substances, and how to prevent and detect fraud and fakes.

#### Label and certificate training

ORIOR produces many items with special labels, such as organic and IP-Suisse products. Label and certificate training covers these labels' specific requirements for products and processes.

#### HACCP (Hazard Analysis Critical Control Point)

Employees are introduced to the HACCP concept and taught the procedures to identify physical, chemical and biological hazard properties and monitor hazards using critical control points.

#### Hygiene and cleaning

Training courses are conducted at different levels on topics of personnel and operational hygiene, including hand hygiene, surface hygiene, use of cleaning agents and materials, etc.

#### Allergens

This course teaches employees how to correctly handle allergens and avoid cross-contamination.

In the year under review, we also trained our quality management staff on how to conduct a professional supplier audit. In collaboration with an external partner, we reinforced and consolidated the fundamental requirements of the IFS and FSSC 22000 food safety standards so that employees are optimally prepared for auditing existing and potential suppliers.

#### Recipe improvements and healthy innovations

Our aim is to significantly increase the number of ORIOR products with added health value by 2025. All of the ORIOR competence centres are continuously striving to optimise their product ranges from a health perspective. As far as possible, we endeavour to use a minimal number of ingredients, omit flavour enhancers, artificial flavours, colourings and preservatives, and minimise allergens. In this context, our recipes are also continuously monitored to check how the amounts of salt, sugar, fat and additives are being re-

duced and to make improvements wherever possible. Some of these recipe adjustments are also due to new legal requirements or the further development of our content guidelines. In the year under review, for example, Le Patron revised the guidelines for its products and committed to not using any artificial flavours or flavour enhancers in the future.

Flexitarian, vegetarian and vegan diets are a growing consumer trend. ORIOR – mainly with its Fredag competence centre as a pioneer in Switzerland – is responding to this demand already for years by continuously expanding its plant-based assortment and launching new concepts and product ranges on an ongoing basis. The strategic importance of plant-based products was once again emphasised in the year under review with our decision to invest millions in expanding capacity capabilities.

GRI 3-3

## Activities 2021

### Data collection on sugar and salt content

It is essential that we are able to monitor the evolution of sugar and salt content across our product range in order to reduce it gradually and make a contribution to offering healthier food. However, the different subsidiaries have always collected this type of data using different systems, making it difficult to obtain a consolidated view. In the reporting year, the Quality Management Champion Group worked with the ORIOR Group's sustainability managers to design and implement a standardised system to manage this data. This

means that the indicator for salt and sugar content can be consolidated and published for the first time in this report (see Evaluation). The resulting data transparency and data quality will also help us to more quickly identify and take advantage of potential improvements in the future.

### Recipe improvements

We are committed to continuously reviewing our recipes and improving them wherever possible to make them even healthier. This approach enabled the competence centres to realise several improvements in 2021.

## Improved recipes – 2021 examples

### Biotta juices with reduced fructose content

Biotta launched a new line of fresh juices this year. Biotta juices can now be enjoyed not only in the easy-to-store glass-bottle version, but also in three different varieties sold in 1-litre PET bottles in the refrigerated section. The yellow-carrot-and-orange blend boasts an especially low sugar content. In addition to the healthy fruit and vegetable juice, it also contains 20% verben tea and has a fresh, authentic flavour.



### Salt-reduced dry-cured and cooked cured products



Thanks to refined spice blends and occasional tweaks to the processes, we are able to steadily lower the salt content of these products. In 2021, Möfag was able to reduce the salt content of almost all of its spiced and oven-baked ham specialities by a further 10% without having to make any compromises in terms of quality or culinary appeal.

### Expansion of the Pure Nature range

The Pure Nature brand stands for 100% natural enjoyment. To ensure this, Albert Spiess does not use any artificial additives such as nitrite curing salt, preservatives, flavourings or flavour enhancers in these meat snacks. Nevertheless, their long shelf life can still be achieved with the addition of beets and acerola, two super ingredients that naturally contain nitrate and acid.

We are continually expanding the Pure Nature range thanks to smart revisions of existing recipes. In addition, this brand enables successful bridge-building between our subsidiaries, as Möfag and Rapelli now also contribute products to the Pure Nature line in addition to Albert Spiess.





## New developments with better nutritional values

In 2021, the ORIOR competence centres also launched numerous product innovations that are designed to support healthy and balanced nutrition.

### New developments with better nutritional values – 2021 examples

#### Launch of Never-Fried products



We all know just how sinfully delicious crispy, deep-fried nuggets taste. Now there is a healthier, baked alternative to those golden-brown nuggets. After much trial and error, Fredag has succeeded in developing a new Never-Fried product line that involves no frying at all during the entire production process. Boasting an almost identical taste and degree of crispiness yet at the same time fewer calories, this healthier alternative can also be used to prepare schnitzels and schnitzel cordon bleus alongside nuggets. Still delicious, but no longer so sinful.

#### Higher vitamin levels from Fredag

According to nutrition experts, a healthy diet must first and foremost be varied and balanced. Choosing a vegetarian or vegan diet can limit food choices to some extent, making it all the more important to eat a variety of foods within the specific dietary restrictions to ensure an optimal intake of vitamins. Fredag is addressing this issue and was able to come up with more successful solutions in the year under review. For example, two recipes for vegan frozen products (YOLO Cordon Bleu and Schnitzel) were optimised by significantly increasing the percentage of iron and vitamin B12 they contain. Both are essential for our diet and are often ingested in insufficient quantities by the majority of consumers, not just vegetarians and vegans.



#### The new immune-boosting shot by Biotta



Biotta launched a new immune booster just in time for the start of the 2021 winter season. This product might aptly be described as "small but mighty"! Based on a ginger shot, the new version has been intensified even more with acerola puree and echinacea extract and now covers 50% of an adult's daily vitamin C requirement. A typical (and juicy!) Biotta solution for those times when strengthening the immune system is particularly relevant.

## Expansion of plant-based production

Fredag launched what was probably the first-ever meat substitute product in Switzerland over 25 years ago, and still today is one of the most important manufacturers for the Swiss market. With own brands such

as Happy Vegi Butcher, Nature Gourmet and Nop-pa's and with products for customer brands, Fredag covers one of the biggest food trends of the present and exports an ever-increasing share of its products to Europe.

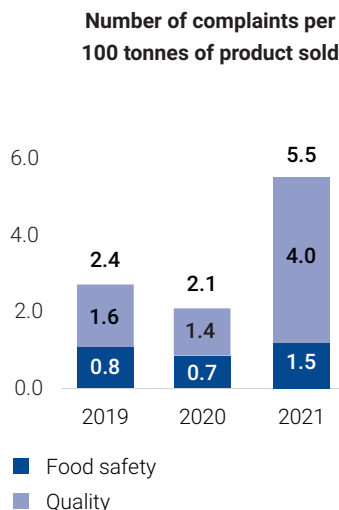
We are steadily expanding and developing our range to meet the constantly growing demand for meat alternatives. At the same time, we have decided to enlarge the production capacities for our plant-based specialities. The incremental commissioning of the new high-moisture extrusion lines – i.e. the technology behind the meat-like texture of alternative products – has now begun.

GRI 3-3

## Evaluation 2021

### Safe and reliable food

We employ different methods as a means of verifying the quality of our food products, e.g. assessing the relative number of complaints in relation to our production volume. We classify the complaints according to their relevance to food safety, quality and logistics. In the year under review, a change to the IT logistics system at Rapelli led to temporary but significant restrictions in commissioning and logistics, which had a knock-on effect on complaints. Now that the challenging factors have been resolved, we are confident that we will be able to reduce the number of complaints again over the coming years.



### Healthy products

The examples in this section clearly indicate that we are on the right path to making our product range increasingly healthier. Since the relevant health parameters are very diverse, quantitative measuring of this progress is not easy. This year, however, we are able to communicate the average sugar and salt content for the first time across the entire Group as a percentage of the total weight:

- Salt content 2021: 1.5%
- Sugar content 2021: 2.1%

As the previous examples and those in previous sustainability reports show, we have already done a lot to reduce the salt and sugar content in our product ranges without compromising taste and culinary experience. From the next sustainability report onwards, we will also be able to show the development over time.

## Outlook

We will continue to work on recipe improvements in 2022. The specific focus will be on healthier innovations, and we will further intensify cross-unit collaboration to achieve this, making the best possible use of synergies and sharing existing knowledge. In the refinement segment, for example the goal of developing dry-cured ham and bacon without any artificial additives was set. Albert Spiess can provide the necessary expertise to achieve this thanks to its Pure Nature specialities, which have already established themselves on the market and are made exclusively with natural ingredients. We will also continue to work on reducing the salt content in various products and are experimenting with "hybrid products", in which part of the meat content is replaced by vegetables to improve the nutritional value.

As a standard measure, numerous training sessions are conducted in the areas of quality management and food safety. We plan to increasingly digitalise these training courses to ensure accessibility – especially due to the ongoing coronavirus situation – and to increase efficiency in general. Further information on digitalisation for education and training can be found in the section on Employee development.

# Environmental responsibility

## Our ambitions



-25%

By 2025, we want to lower our food waste per kg produced by at least 25% compared with 2018.



Climate-neutral operations

NEW

From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition is to reach net zero by 2050.



-15%

By 2025, we aim to reduce our water intensity by 15% compared with 2018.



Water is a valuable resource that we want to protect and use sparingly.



## Food waste and packaging



### Ambitions 2025

By 2025, we want to lower our food waste per kg produced by at least 25% compared with 2018.

### Status

Further efforts required

### SDG contribution



GRI 3-3  
GRI 306-1

### Topic overview

Every day around the world, large quantities of food that is still edible or otherwise usable are disposed of unnecessarily. According to the World Health Organisation, this loss “between field and the fork” amounts to one third of all food produced annually.

The resources wasted in this manner place an unnecessary strain on our ecosystems, climate and rural communities. Moreover, food loss also has a negative impact on a company’s cost efficiency. As a food producer, ORIOR also contributes to the generation of food waste. We are aware of this and are working to steadily reduce our food waste.

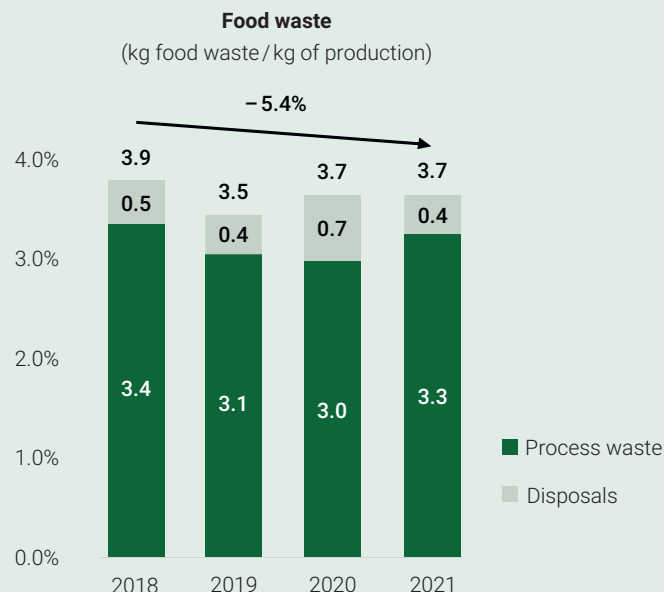
Packaging also has an impact on the amount of this wasted food. Good packaging makes food last longer by protecting it from light, air and contamination. It also helps make it suitable for transportation. At the

same time, packaging is one of the main contributors to rising levels of resource consumption and generates significant amounts of waste itself. This field of tension between food waste and packaging waste requires a lot of know-how to make progress. We want to further optimise our packaging in terms of type and quantity while maintaining maximum protection for food products. We are also well aware that customers and consumers are increasingly demanding a shift towards more sustainable packaging. This is a positive and important aspect, because their awareness of packaging when deciding what to buy is also growing.

29

### Status

- Significant reduction of food waste remains challenging. Limited decrease compared with previous year.
- Percentage of disposed-of raw materials and products are back to pre-pandemic levels, no significant pandemic-related disposal in 2021.
- In the Refinement segment, difficulties in implementing an IT system changeover led to temporary slowdowns in processes and logistical challenges. This resulted in a temporary increase in process waste.
- In the Convenience segment, slightly more waste was generated due to stronger pre-treatment of wastewater, which led to more solid waste disposal, but still makes ecological sense.
- Further efforts must be made to achieve the set target of –25% by 2025.



GRI 3-3  
GRI 306-1  
GRI 306-2

## Management approach

By 2025, we want to lower our food waste per kilogramme produced by 25% compared with 2018. We are currently working on drawing up a specific target for sustainable packaging. We have implemented measures in the following areas to reduce food waste and optimise the ecological aspect of our packaging:

- We are optimising our processes and supply and demand management.
- We are using technological innovations to reduce waste.
- We are investing in opportunities to reuse and recycle our production surpluses.
- We are experimenting with more sustainable packaging options and proactively approach our customers on this topic.

The reduction of food waste is overseen primarily by the Operations Managers and Technical Heads Champion Groups and is based on annually agreed targets. They are assisted and supported by the Chief Supply Chain Officer at the Group level. The Packaging Sourcing Champion Group is responsible for addressing the issue of sustainable packaging. The sales teams and marketing departments also play a significant role because even before the actual production process takes place, crucial groundwork is laid through minimum order volumes, delivery cycles and packaging design.



*The cuttings of the Tortellini are reintegrated – as when making cookies at home.*

When we record our waste volumes, we differentiate between process waste and disposals. The former is generated during production (e.g. leftover dough scraps in ravioli production or vegetable peelings), when starting up and turning off machinery, or during portioning (e.g. trimmings when cutting pâtés). Disposals, on the other hand, includes raw materials that could not be processed as well as semi-finished and finished products that had to be disposed of, e.g. due to a decline in demand, minor defects, or discontinuations.

### Optimising internal processes and supply and demand management

Effective production, inventory and sales management is crucial for fine-tuning delivery capacities and reducing the amount of waste disposal. We are continuously optimising our planning and employ solid communication processes between production and sales/marketing to ensure the best approach is taken to the management of not only delivery capacities but also turnover and waste prevention. One of the key factors is regular dialogue with our customers regarding order quantities and delivery cycles.

By further optimising production processes and logistics, we can begin reducing our waste volumes during the manufacturing process itself. To reduce process waste, we are continuously upgrading our machinery, optimising batch sizes, and adjusting production and delivery cycles.

Since the absolute loss volumes per production run often remain the same regardless of the amount of items being made, proportionately larger losses can occur with smaller production quantities. Consequently, order quantities and production volumes are decisive factors for steadily reducing food waste. Our strong innovation culture is crucial for ORIOR's success because of the market's very high innovation dynamics, especially in the fresh convenience categories. New recipes result in small production volumes during the test phases, which in turn cause higher process waste. To minimise this, we try to strike a good balance between innovation and optimised volume production and only initiate actual test production runs with those products that have significant potential and/or for which we have already received firm commitments from customers.

**Technical adjustments**

In some areas, waste can be reduced through technical optimisations. When sourcing new production machinery, overall resource efficiency and the amount of process waste generated are important criteria to keep in

mind. Our Technical Heads carry out regular analyses to determine if the existing mechanical infrastructure can be optimised so that fewer rejections occur, e.g. by improving conveyor belts or adjusting cutting sizes to reduce trimming losses.

**Collaboration with “Too Good To Go”**

We are expanding our collaboration with “Too Good To Go”. Four ORIOR competence centres – Albert Spiess, Pastinella, Le Patron and Biotta – collaborated with “Too Good To Go” in 2021.

It is satisfying for us to know that products that we can no longer bring to market through the classic sales channels still end up directly with consumers and not as waste.

We package the products together in “surprise bundles” that can be reserved and picked up by users of the “Too Good To Go” app. In the year under review, our four participating subsidiaries provided more than 3,500 Too Good To Go bundles.

**Reusing side streams and production surpluses**

Whenever possible, we reuse any surpluses or side streams (dough scraps, sausage trimmings, etc.) internally. For example, Rapelli processes its own trimmings back into sausage meat, and Pastinella uses trimmings from ham and sausage specialities or raw material surpluses from other subsidiaries for fillings.

When we have surpluses of semi-finished and finished products, we either donate them to charitable organisations such as “Tischlein deck dich”, “Schweizer Tafel”, “Tavolino Magico” and “Caritas”, or we sell them at reduced prices through “Too Good To Go” or in our factory shops. The same applies to products with minor defects that are still perfectly safe to consume.

**Expanding our sustainable packaging**

Reducing the amount of packaging or making it more sustainable is a complex task in the food sector. On the one hand, we want to keep the amount of packaging to a minimum in order to conserve natural resources and generate less waste. On the other hand, packaging is needed to keep our products fresh for as long as possible and to prevent them from being discarded prematurely.

ORIOR and its customers are committed to offering consumers sustainably packaged products. We are focusing on different areas to achieve this, including material savings through lighter or less packaging (“reduce”), using recycled and/or recyclable materials

(“recycle”), and incorporating renewable alternatives to plastic (“replace”). All of our competence centres are continuously testing or implementing new, more sustainable options. This requires a great deal of discussion, cooperation across the different stages of the value chain, and ultimately a long-term cultural change so that the often still higher prices of more sustainable solutions can be reflected and spread out among the different players involved. We want to proactively work on reaching this goal.

**Activities 2021****Closer monitoring of food waste**

Many initiatives were undertaken within our production operations in 2021 to further strengthen the focus on reducing food waste. New reduction targets for food waste were agreed for plant managers, department heads and line managers, and a tighter structure was given to internal waste controlling. This also involves more accurate inventory management and a better planning process, facilitating regular discussions to decide which warehouse items should be delivered to customers in the near future or can be marketed as part of special offers so that they do not end up as food waste. Various training sessions on planning were also held for this purpose. Also, in the units where this was not the case yet, food waste will now be regularly discussed with the production employees at the daily meetings of the production departments.

GRI 3-3  
GRI 306-2



## Food saving in the ORIOR units

### Food-saving juice in cooperation with Reformhaus



Due to changes in its product range, Biotta found itself with surplus inventory of a valuable exotic food: dragon fruit juice. In order to avoid having to dispose of the delicious and high-quality raw material, a special “food-saving” juice was created together with the Swiss “Reformhaus” health-food store.

### Delicious pomace tortillas

In juice production, the most significant by-product is pomace – the plant fibres that are left over after juicing. Since pomace is a source of valuable dietary fibre, Biotta and its German affiliate Gesa are always on the lookout for high-quality uses for this by-product. Since 2021, they have been partnering with the German start-up Beetgold, which processes part of the Gesa pomace into high-fibre soft tortilla shells – with beautiful vegetable colours.



### Reutilisation of trimmings



A percentage of food waste occurs due to “preference losses”, because not all parts of a product or raw material appeal to consumers. However, greater awareness of food waste issues can increase sales of food-saving items. For example, Rapelli was able to launch three new, lower-priced products made from trimmings on the retail market in 2021 and thus further reduce the proportion of food waste from salami, cooked ham and mortadella production.

### New factory shops opened

Our factory shops enable us to efficiently market surplus stock or items that are close to their best-before date directly to our consumers. Two other competence centres opened this type of sales location in 2021: Pastinella in Oberentfelden and Möfag in Zuzwil. Our employees and people living in the neighbourhood are the most pleased by this development, since they are the main customers of the new factory shops and can take advantage of the reduced prices.



### Joining forces with "United Against Waste"

ORIOR Switzerland joined the "United Against Waste" (UAW) initiative during the year under review. It is actively involved in reducing food waste across the entire food industry. In line with the SDG sub-goal 12.3, which requires food waste per capita to be halved by 2030, the initiative brings together businesses in the catering, hospitality, retail and processed food industries, enabling them to collaborate on developing practical solutions and coordinate dialogue with government agencies regarding targets and reporting.



### "Often good for longer"

Approximately one third of food loss and waste in Switzerland occurs after the food has reached the end consumer. Although we cannot influence this directly, we have started to make an indirect contribution. This is accomplished mainly through our above-mentioned participation in UAW, which also aims to raise consumer awareness, and by means of an additional explanation on our packaging. Since 2021, Biotta's fresh products have the words "Oft länger gut" (Often good for longer) printed next to the best-before date. The label, initiated by Too Good To Go, reminds consumers that a best-before date is not an expiry date and that by looking, smelling and tasting, you can find out whether the product can still be enjoyed safely. We are currently evaluating whether product lines from other competence centres would also be suitable for this label.

### Strategy for more sustainable packaging

Although we have been working for a long time to bring more sustainable packaging to market (see examples on the following page and in previous sustainability reports), we have not yet set a specific target to measure our progress in this area. Our aim was to change this in the course of the reporting year, and we engaged intensively in discussions to determine which direction we want to take and how we can make our progress

measurable. The latter is more complex than it appears because it requires precise data on the composition of our current packaging materials and their usage. The analysis has confirmed our priorities in the area of more sustainable packaging:

- Reduce the materials consumed – especially plastic with thinner films, more efficient sizing and/or optimised machines, for example.
- Increase recyclability, e.g. through greater use of separable packaging or mono-materials.
- Make greater use of more sustainable materials such as recycled PET or renewable raw materials.

Laying the groundwork to formulate a quantitative target for more sustainable packaging will continue in 2022. We are in the process of preparing the data to evaluate the actual situation. This will be followed by a potential analysis based on the three points outlined above. We will use this to define our goals and measures for the following years.



*Biodegradable waste like this ends up in the compost or in the biogas plant.*

## Examples of more sustainable packaging from the ORIOR units

### Banding instead of double packaging



Albert Spiess has invested in a banding machine so that promotional duo packs no longer have to be wrapped in an extra layer of film. This means that two packages can be bundled with a thin band to make one item, which corresponds to a savings potential of around 100,000 metres of plastic film per year.

### Material savings for plastic packaging

Many ORIOR specialties are sold in packages consisting of two films – a top layer and a bottom layer. In the year under review, several ORIOR competence centres succeeded in reducing the thickness of these two films without compromising the shelf life of the product. In addition, the FlatSkin packaging system was also introduced, in which part of the plastic is replaced by cardboard. Overall, these adjustments and projects impressively resulted in savings of 90 tonnes of plastic.



### 100% FSC or recycled paper / cardboard



In 2020, we decided that the last remaining paper and cardboard components that were not yet FSC-certified would also be switched over to certified raw materials in 2021. We achieved this goal, and all fibre-based packaging elements used by ORIOR Switzerland now come from sustainable forestry or are made from recycled material.

### PET mono-material

Single-use bottles used to sell water and other beverages have clearly demonstrated that PET plastic is very recyclable. For this reason, PET is also becoming an increasingly attractive choice for food packaging. In 2021, Rapelli began switching certain packaging trays over to this mono-material, e.g. the tartare tray shown on the right.



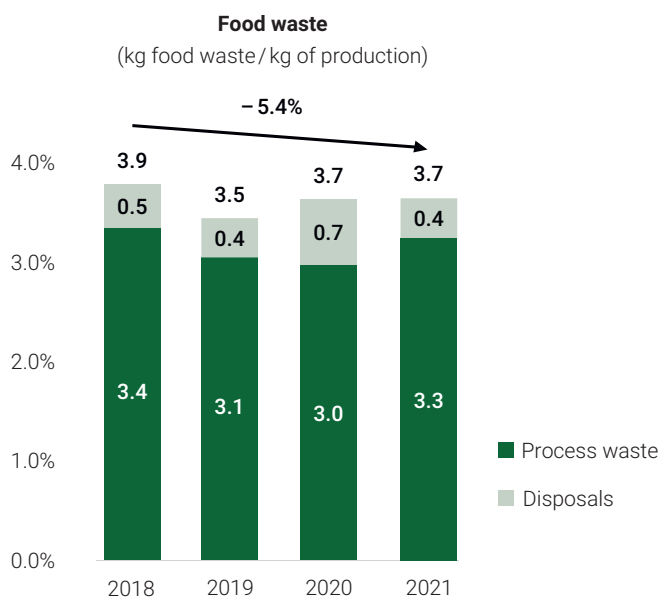
GRI 3-3

## Evaluation 2021

ORIOR Switzerland measures its food waste using two different categories: process waste (e.g. leftover dough scraps in ravioli production, trimmings when cutting pâtés, or vegetable peelings), and disposals (raw materials that could not be processed or semi-finished and finished products that had to be disposed of due to a decline in demand, minor defects, and discontinuations).

Overall, our percentage of food waste is at a relatively low level of 3.7% right now. However, we want to reduce it to 2.9% by 2025, although we are currently not on track to do so. Achieving a continuous reduction is challenging because internal and external market and production

fluctuations have an immediate impact on waste levels. This was also evident in the year under review, but fortunately, no pandemic-related disposal (due to restaurant closures) had to be carried out as in the previous year, which is why the percentage of waste has dropped back to pre-pandemic levels. Nevertheless, the situation was more complicated for process waste in 2021. In the Refinement segment, difficulties in implementing an IT system changeover led to temporary slowdowns in processes and logistics challenges. In the Convenience segment, smaller batch sizes and switching a waste statistics category from wastewater to solid waste led to higher volumes of process waste. Additional efforts must be made to achieve our target of –25% by 2025 since we are currently at –5.4%.



## Outlook

In the area of food waste, one focus will continue to be on improving sales and other planning so that disposals can be prevented as much as possible. At ORIOR Group level, our collaboration with the "United Against Waste" initiative is being stepped up, which will allow us to develop joint solutions and establish industry-wide monitoring. At Le Patron, the Uetendorf plant is being integrated into the Böckten and Stabio plant. This should result in sustainable increased efficiency in all resource-related aspects – be it energy and water

consumption or waste generation. Our work with organisations such as "Too Good To Go", "Tischlein Deck Dich" and "Caritas" will be continued.

In the area of sustainable packaging, we are pursuing many projects. In addition to new designs using fewer and/or more sustainable materials, we are also striving to expand our use of more sustainable designs to other product lines. We have also planned tests with new materials for our packaging machines, e.g. using films made of mono-material for easier recyclability.



GRI 306-1  
GRI 306-2

## ORIOR Switzerland waste streams

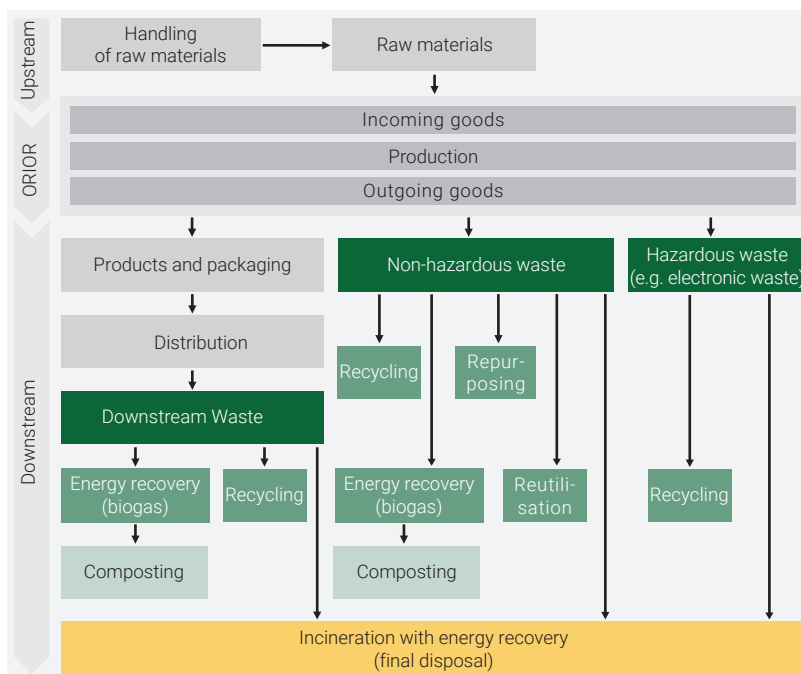
### Waste generation and waste-related impacts

We have been documenting the precise waste streams from all the Swiss competence centres since 2020 in accordance with the requirements of GRI 306, with the aim of promoting transparency and resource efficiency in line with a circular economy.

The following chart provides an overview of the value and waste streams at our operating sites.

Our disposal process for recyclables and waste ensures eco-friendly, economical sorting, segregated collection, cost-effective transport, and the proper disposal and recycling of materials. The materials listed here result from ORIOR's own activities at its competence centres. In addition, downstream recyclables and waste are generated in the form of food waste and packaging. Our management approach to packaging is outlined on pages 30 – 34.

Process flow of materials, recyclables and waste at ORIOR Switzerland

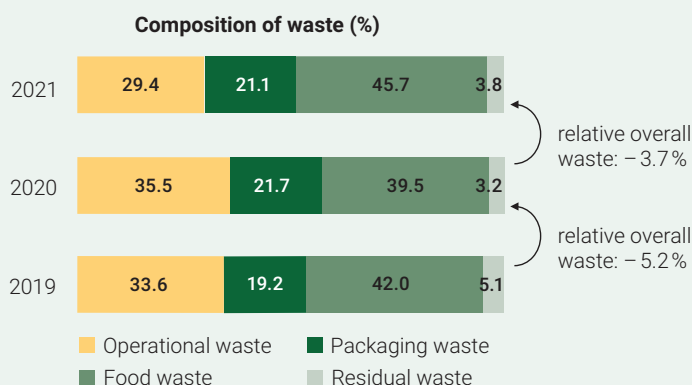


36

GRI 306-3

### Generated waste and its composition

Our production process generates both operational waste (which is disposed of) and recyclable materials (for repurposing). We were able to reduce the total relative waste volume – in relation to the production volume – by 3.7% compared with the previous year. The individual categories increased or decreased to varying degrees:



GRI 306-1

### Operational waste

Operational waste is mixed waste – mainly mixed and contaminated packaging and bulky refuse – that is designated for incineration and cannot be recycled. A small portion of operational waste is generated in the office areas (<2%), with the majority stemming from production.

The proportion of operational waste shrank significantly from 35.5% to 29.4% compared with the previous year. This was due to improvements made in recyclables management and more effective waste separation. For example, defective wooden pallets that used to be discarded as bulky refuse are now collected, repaired and used again.

### Packaging waste/Recyclables

Packaging waste includes all packaging made of paper, cardboard, glass, wood and plastics that can be separated. Only very small quantities (<1%) are produced in the office areas, while the rest originates from production – mainly in the form of secondary packaging used for incoming goods.

The percentage of packaging waste/recyclables only changed minimally and now accounts for 21.1% of total waste (previous year 21.7%). Of this, over 75% is recycled (e.g. cardboard and paper, glass, plastics, tins and metal drums).

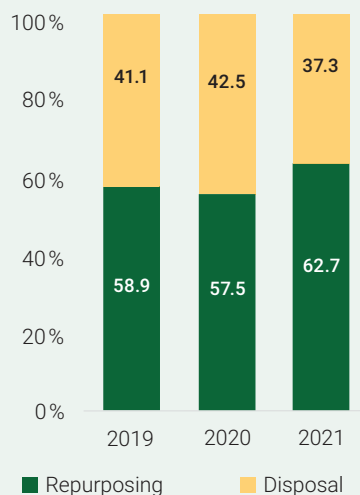
### Waste according to destination

In the year under review, 62.7% of our total waste volume was recycled, which corresponds to an increase of 9% compared with the previous year and is consistent with our sustainability vision (previous year: 57.5%). This waste is either reused, recycled, turned into biogas or composted. Only 0.1% of the repurposed waste is categorised as "hazardous" and is separated and disposed of accordingly (electronic waste, fluorescent tubes and motor oil).

A total of 37.3% of our overall waste is sent for disposal (previous year: 42.5%). As in previous years, almost 100% of this waste is non-hazardous. (Due to a warehouse clearance in 2021, stocks of old paint and varnish had to be disposed of, which are classified as hazardous waste. However, the quantities were so small that they do not appear in the graph). In 2021, we were able to reduce this total amount of final waste, which does not remain in the loop after disposal, by around 13%.

Our main priority for the future is still to recycle an ever-increasing share of our waste volume and thereby make even more efficient use of our resources.

Waste broken down  
by destination



GRI 306-4

GRI 306-5

### Waste diverted from disposal and recovery methods

The recovery methods for recyclables can be subdivided as follows:

**Repurposing (energy recovery):** e.g. operational waste that is delivered to a biogas plant.

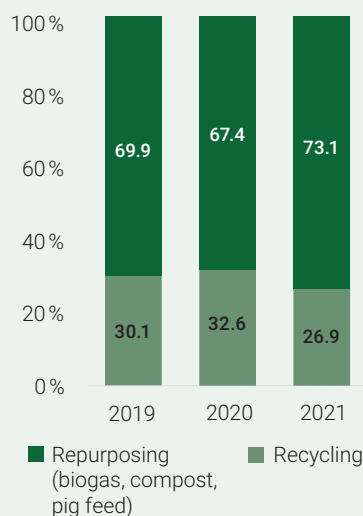
**Composting:** about 1/3 of the substrate from the biogas plant is re-used and applied as compost.

**Repurposing (pig feed):** e.g. food waste collected by farmers and used as pig feed. The amounts involved are very small quantities.

**Recycling:** paper, cardboard, glass, PET plastics, etc., which are recycled and reprocessed into new (packaging) materials.

**Reutilisation:** e.g. polystyrene, which is shredded and reused as filling material. The amounts involved are very small quantities, which are not displayed in the graph on the right.

Recovery of non-hazardous  
waste, by method (%)



GRI 306-4

### Food waste

Food waste includes all biodegradable (animal and plant-based) waste. With the exception of raw animal waste, which by law must be incinerated, food waste is fully repurposed (e.g. for use as pig feed or as an energy source in the biogas plant).

Our percentage of food waste has increased compared with the previous year and now amounts to 45.7% (previous year 39.5%). This is largely due to the fact that Biotta processed more vegetables this year than in 2020, which resulted in more pomace (fibres left over after juice extraction). The repurposed proportion in 2021 was 97.7%.

### Residual waste

Residual waste includes metal and electronic waste, engine oils, and sludge (residues) from the grease separators. Over 50% of this residual waste is repurposed in one form or another (recycling, biogas plant, etc.). The remainder is incinerated.

The residual waste rose slightly percentage-wise from 3.2% to 3.8% between 2021 and 2022. The main reason for this change is an increase in waste from one unit's grease separators, which meant that a larger proportion of the grease and residues could be disposed of with the normal waste instead of in the wastewater. The repurposed proportion in this category was 57.3% in 2021.



# Climate and energy



NEW

## Ambition 2025

From 2022 onwards, we will implement climate-neutral operations in Switzerland; this will be extended across the entire Group from 2025. Our ambition is to reach net zero by 2050.

## Status

On track

## SDG contribution



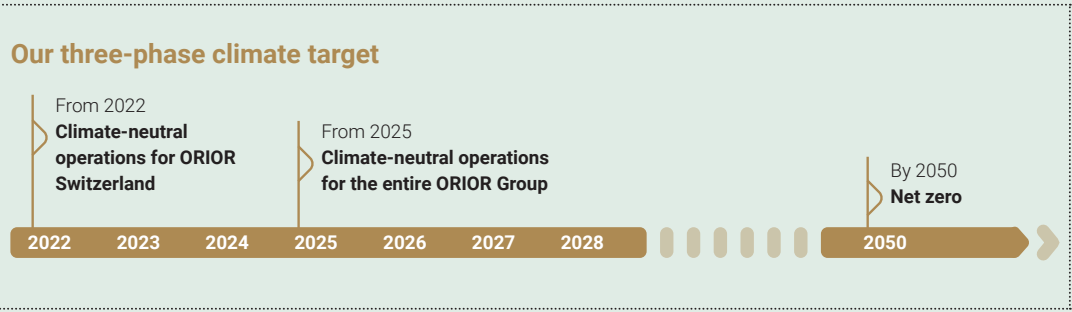
GRI 3-3

## Topic overview

Climate change is one of the greatest challenges of our time. We are addressing this issue with our new climate target, which sets three major milestones.

According to the Intergovernmental Panel on Climate Change (IPCC), global food production is responsible for around 30% of greenhouse gas emissions. The biggest contributor to this by far is agriculture, e.g. through livestock production or crop farming. However, greenhouse gases are also emitted during the processing of food, e.g. in manufacturing and while maintaining the cold chain during storage and transport.

Up until last year, we pursued our goal of reducing the intensity of greenhouse gas emissions from our production in Switzerland by 10%. Thanks to our decision to switch all of our Swiss production plants to climate-friendly hydroelectricity, we achieved this goal in 2020 – and even surpassed it significantly (–68.2 %). During the reporting year, we worked intensively on formulating a new climate target for ORIOR. Our new climate target lays down the following three major milestones we are striving for:



With this climate target, we are also committing ourselves to the Paris Climate Agreement and to Switzerland's climate strategy, and are taking on our responsibility to make a proactive contribution to achieving them. The corresponding reporting of the key figures will be carried out starting with the next sustainability report.

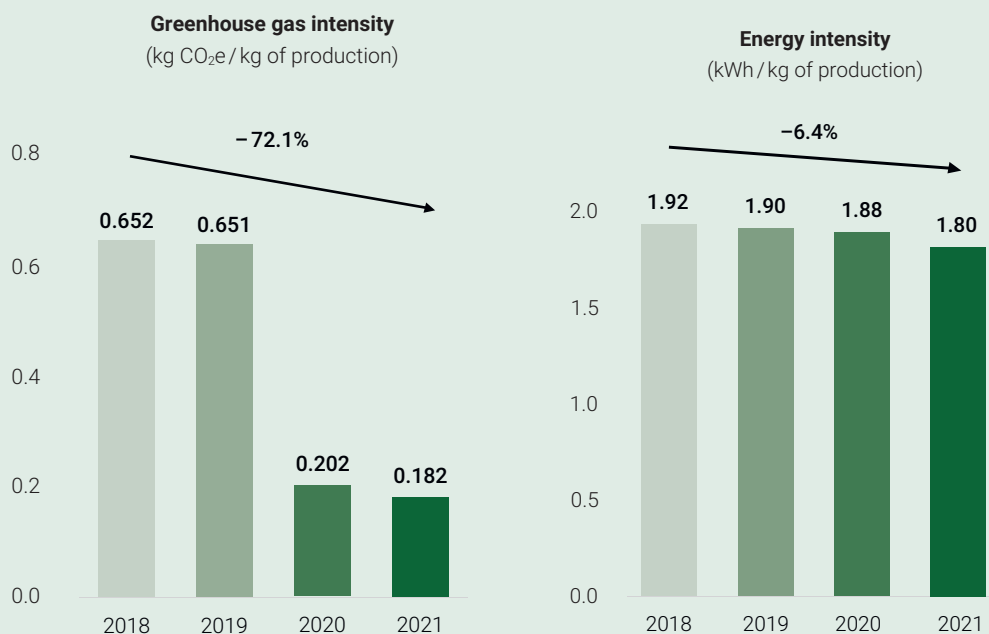
The three-phase climate target was developed incrementally by the sustainability team and the Sustainability Committee together with specialised third-party

experts, and was drawn up and approved with the input and collaboration of the Executive Committee and the Board of Directors of ORIOR AG. In addition to our firm conviction that it is our job and our duty to design an ambitious goal for ORIOR that is aligned on a global and national level, we also placing a high priority on feasibility and financial viability during our deliberations. Last but not least, the unanimous opinion that our progress in this area is one of the success factors for our sustainable survival also contributed to the formulation of this goal.



#### CDP – good sustainability rating achieved

In 2021, ORIOR participated for the first time in the CDP (formerly Carbon Disclosure Project) climate rating system and was awarded a good "B" rating. The CDP rating, which is based on a comprehensive survey of emissions data and climate commitments, is scored on a scale from A to D– and is now the most important of its kind in the world. ORIOR is pleased that its commitment to climate protection has been recognised and aims, as a minimum, to maintain its B rating in the coming years.



GRI 302-3  
GRI 305-4

#### Status

- Scope 1 and Scope 2 emissions significantly lowered since 2018 by –72.1%, especially thanks to switching to climate-friendly hydroelectricity.
- Greenhouse gas emissions reduced by 10.1% in 2021 compared with the previous year due to further savings / replacement of heating oil in various production plants.
- Operational energy efficiency at our sites increased further in the reporting year thanks to more closely meshed energy controlling and the implementation of measures supported by EnaW (Energy Agency of the Swiss Private Sector) in the areas of refrigeration systems, heat recovery, and on-demand heating controls and lighting, among other things.
- Associated energy savings expected in 2022 thanks to plant developments and consolidations.

GRI 3-3

## Management approach

As a company that processes food, ORIOR also has an impact on climate change. We are very conscious of our responsibility to ensure climate protection and aim to fulfil it through the following measures:

- We prioritise climate-neutral operations.
- We proactively pursue sustainability-oriented plant development projects and investments in climate-friendly equipment and buildings.
- We implement target agreements with the federal government.
- We increase the efficiency of our processes.
- We increase the percentage of renewable energy sources.
- We continually expand our range of climate-friendly products.

The overall responsibility for achieving our climate goals lies with the Executive Committee and top management. On an operational level, the issue is guided and driven forward by the ORIOR Group's sustainability team and, in particular, by the Operation Manager and Technical Heads Champion Groups. The development and marketing teams also have an important role to play, as the profile of our product range and the raw materials used for it are relevant for our wider climate impact. The key figures on energy consumption are an integral part of the monthly reporting and, through their integration into the performance assessment, they also form a component of the remuneration system for the management boards at the competence centres and the Group's top management. Plant development, which is very relevant for achieving our climate targets, is planned by the CEO and CFO at the highest operational level due to the large investment sums involved and the associated far-reaching effects and is then approved together with the Board of Directors. Two key projects were communicated in 2021 and are outlined below.

### Climate-neutral operations

While we have thus far focused on our Scope 1 (direct emissions) and Scope 2 (emissions from purchased electricity) emissions, from 2022 onwards we will be expanding our approach to include the areas that we have control over with regard to our operating sites. Certain elements from our Scope 3 emissions, such as our business-related travel, have now been added. We adhere to the strategy "Reduce the maximum, offset

the rest" for our entire scope of consideration. To this end, we are also putting in place an updated climate accounting system in 2022, which will allow us to track the emission sources for each individual competence centre even more precisely and identify appropriate reduction measures. By setting up a cost model for the offset aspect that is based on the "polluter pays" principle, we are also creating new incentives for our production plants to pursue their own emission reductions even more effectively. Updated key figure reporting on the total, reduced and offset emissions will be conducted for ORIOR Switzerland starting with the next sustainability report.

### Plant development, equipment and buildings

Plant development is an ongoing process for ORIOR that is actively addressed and implemented. Projects and measures launched within the scope of plant development have a larger impact area, but also correspondingly large opportunities to exert influence. As part of this approach, the decision was taken during the financial year 2021 to close the Prodor dry-cured ham production and integrate it into the main Rapelli plant as well as to close the smaller production plant in Uetendorf and transfer production volumes to Rapelli and Le Patron. The closures of these two outdated buildings will both significantly improve emissions from production operations and achieve much greater logistical and transport efficiency, enabling us to tap into a significant potential for emissions savings.



One of our measures includes heating with regional woodchips.

At the same time, we are increasing energy efficiency at our production sites thanks to ongoing investments in the maintenance and improvement of our production equipment. Machinery efficiency is also being optimised wherever possible through Group-wide co-ordinated maintenance work. In addition, the efficiency parameters of new machinery are always assessed as a central criterion before procurement.

Our buildings are also a key focal point. We can reduce energy consumption by upgrading a building's insulation and lighting, along with heating, ventilation and cooling systems. Many measures have already been implemented in this area since 2013 as part of our projects in conjunction with the Energy Agency of the Swiss Private Sector (EnAW).

In addition to energy efficiency, the refrigerants used to operate our cooling systems is also important, as some of the agents still employed today have considerable global warming potential. We regularly assess our infrastructure to see where we can switch to systems that use more climate-friendly refrigerants. We rely on external experts for the prevention, rapid detection and repair of leaks. There exists potential for further improvements in this area as well.

#### **Implementation of the target agreements together with the federal government**

The Swiss CO<sub>2</sub> Act that came into force in 2013 requires companies in certain industries to pay a levy for the consumption of fossil fuels. Companies that enter into a target agreement with the federal government to reduce emissions and implement corresponding efficiency measures are exempt from this levy. All of our Swiss competence centres participate in the corresponding EnAW programme. EnAW consultants are also important sparring partners, as regular energy check-ups are carried out with their help and company-specific measures are developed and implemented.

These measures were continued in 2021 as well. Most of the activities outlined in the following section were implemented within this framework. All of the competence centres submitted their monitoring reports in the spring of 2021. These reports demonstrate that the majority of the target agreements with the federal government were met by the end of 2021. The current target agreement period will continue until the end of 2024, when the new CO<sub>2</sub> Act will come into force as of 2025, and a new target agreement period will begin.

#### **Increased process efficiency**

We are constantly improving the energy efficiency of our production lines by fine-tuning the operating times of the equipment and adjusting temperature settings during the cooking processes. We also focus on heat and cold generation, which are critical consumers of energy for food companies. Making optimal use of residual heat from cooling processes can save a great deal of energy during heat production as we reuse it in the most efficient way possible.

Our diversified and constantly developing product range combined with often tight delivery cycles place certain limits on our efficiency efforts because the production of different varieties in smaller batches means lower energy efficiency. Furthermore, energy requirements differ greatly depending on the product. All in all, it is clear that optimising energy consumption and increasing energy efficiency has to begin with product development and is a significant factor for more accurate planning. The latter is directly dependent on volume agreements and delivery cycles and must therefore be discussed with customers at an early stage. Here, we can still improve further.

#### **Renewable energies**

Energy savings alone are not enough to achieve our goals, however. We also need to implement the continuous replacement of fossil energy sources with renewable ones. Whether it is switching from heating oil to woodchips, from grey to green energy, or from gas to hydroelectricity, ORIOR is committed to continuously increasing its share of energy from renewable resources in order to further reduce greenhouse gas emissions.

#### **Climate-friendly products**

Along with the Scope 1 and Scope 2 emissions currently being recorded, we will also concentrate more on indirect emissions (Scope 3) in our future measures. These include greenhouse gas emissions that are generated during the various value-added steps of our products, from the cultivation of raw materials all the way to delivery to the end consumer. Together with external experts, we are already calculating what is known as the "product carbon footprint" for a certain number of our product lines in order to be able to then market them as climate-neutral. Moreover, we will be supporting certified carbon offset projects in the future.

GRI 3-3

## Activities 2021

### Energy training for Technical Heads

Although our seven Swiss competence centres produce different product ranges, they face similar challenges in terms of energy technology. In 2021, ORIOR Switzerland conducted a four-part training course for the technical heads of the sites to enable them to learn from each other and to deepen their knowledge in the field of energy management, with a close link between theory and practice. Each of the four parts took place at a different ORIOR site, enabling practical insights to be gained and specific operational issues to be explored in greater depth. All of the participants defined two optimisation projects for their operating sites based on what they learned, and these will be realised in the current year.

### Technical optimisations

During the reporting year, our competence centres were able to realise a large number of major and minor improvements to increase energy efficiency and protect the climate.

- Maintenance was carried out on various cooling systems and leaks repaired where necessary, enabling a reduction in power consumption and refrigerant losses. In certain cases, a direct switch to more environmentally friendly refrigerants was also made.
- Accurate on-demand control of the heating and cooling systems is crucial for optimising consumption. To achieve this, the central heating systems of certain units have been modernised, which makes precise regulation possible, e.g. lowering the temperature at night.
- Compressed air is used for certain processes in our plants, but producing it is energy-intensive. To remedy this, we focused on compressed air demand in 2021, installed meters and were able to achieve reductions by optimising consumption and repairing leaks.

GRI 3-3

## Evaluation 2021

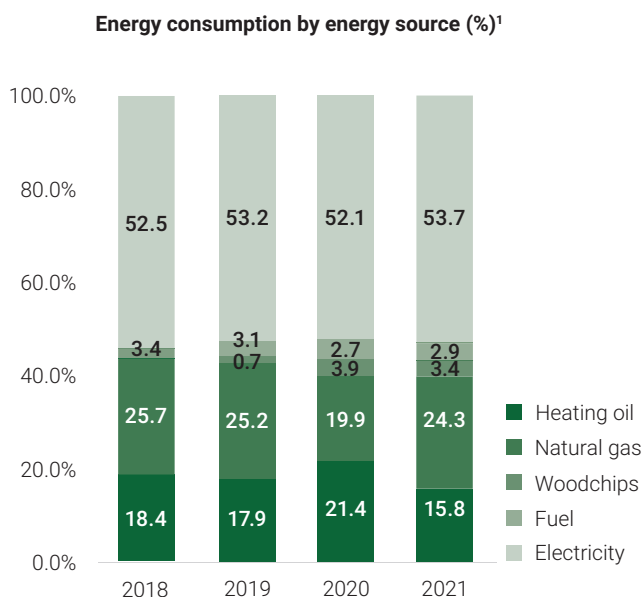
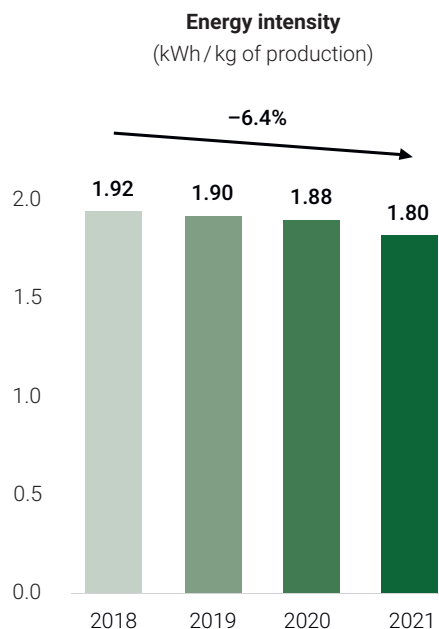
As a means of measuring our contribution to fighting climate change, we are reporting the current energy efficiency data of our production (kWh/kg of production) as well as the intensity of our greenhouse gas emissions in Scopes 1 and 2 (kg CO<sub>2</sub>e/kg of production).

## Energy

Thanks to the measures highlighted in this section, we were able to once again reduce our energy intensity in the reporting year by 6.4% compared with 2018, achieving 1.80 kWh per kilogramme produced in 2021. This year's progress was the best since our first sustainability report was published and demonstrates that our efforts in the area of energy efficiency are bearing fruit.

We display the consumption rates broken down by energy source. We have been able to reduce our use of

GRI 302-3



<sup>1</sup> Slight rounding differences may arise as the calculations are performed with greater numerical accuracy.

fossil fuels (natural gas and heating oil) from a total of 43.1% to 40.1% since 2018. This second graph also shows that the percentage of electricity in our energy consumption is continuing to rise slightly, which makes it all the more essential that we source climate-friendly hydroelectricity.

### Greenhouse gas emissions

The improvement on our greenhouse gas footprint is tied to both energy efficiency (see pp. 42) and the CO<sub>2</sub> intensity of our energy sources. Since 2018, we have been able to reduce emissions (per kg of product) by over 72.1%, with a crucial step being taken in 2020 with the switch to climate-friendly hydroelectricity for all Swiss competence centres. What is more, we were also able to implement further emission reductions in the year under review thanks to energy-saving projects (see Activities in 2021), amounting to an impressive 10.1% reduction compared with the previous year.

### Emissions from refrigerants

Since we only started to record our emissions from refrigerant leakages on a consolidated basis starting in 2020, we are reporting these separately. In 2020, they amounted to 0.085 kg CO<sub>2</sub>e per kg of production. We were able to reduce this amount to 0.074 kg CO<sub>2</sub>e per kg of production in 2021, which translates to -12.8%.

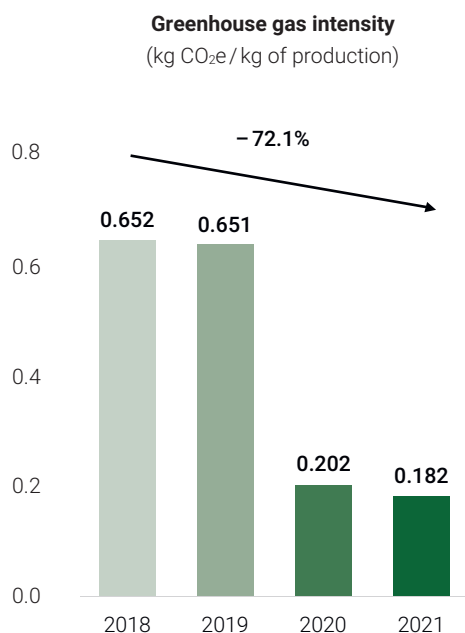
## Outlook

Plant development is one of the most important factors in achieving more climate-friendly production. In terms of resource efficiency, the closure of Prodor's dry-cured ham production line and its integration into the main Rapelli plant, as well as the closure of the Le Patron site in Uetendorf and its integration into the Le Patron Böckten and Rapelli sites will have positive effects in 2022. By reducing the number of our production sites, we can optimise internal logistics, increase the capacity of our facilities, significantly reduce electricity, water and heating oil consumption, and consolidate the main sites. We expect these changes to be reflected in the KPIs in the coming years.

The closure of the Uetendorf site is to be completed by May 2022, the one at Prodor already at the beginning of April. All affected employees have been offered positions at other ORIOR sites, which at Prodor all of them have accepted. However, the distance to the two new locations is very long for the employees who were based in Uetendorf, so ORIOR has worked out a solution with all the employees who do not want to begin working at another site after the closure.

Numerous larger and smaller projects were developed as a result of the energy training sessions attended by the technical heads, and these will be implemented throughout the next year. At Fredag, a new energy monitoring system is being piloted, which will allow a more precise allocation of energy consumption for the different equipment lines and processes and implement improvement measures. We are also planning technical upgrading at some plants, such as more sustainable building heating systems. Pastinella is examining the installation of a charging station for electric vehicles.

GRI 305-4





# Water



## Ambitions 2025

By 2025, we aim to reduce our water intensity by 15% compared with 2018.

## Status

Further efforts required

## SDG contribution



GRI 3-3

## Topic overview

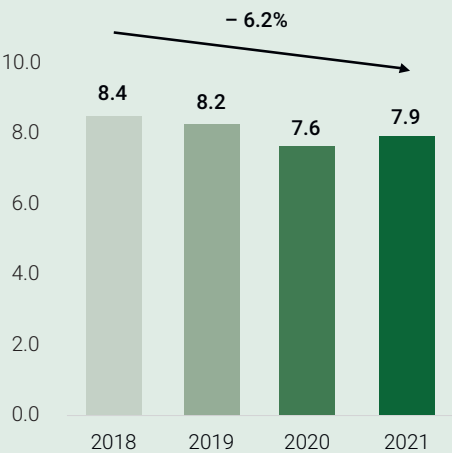
Clean water is a vital resource for every person and ecosystem on this Earth. Global water demand has been increasing for many years, with the result that over two billion people today do not have access to safe drinking water.

Agriculture is responsible for almost 70% of the world's freshwater consumption, which is why ORIOR focuses on sustainable cultivation when procuring raw materials (see section on "Sustainable raw materials and animal welfare"), pp. 13-21). Food processing can also use significant amounts of water, e.g. for cooking processes and cleaning. Even though our sites are not

located in areas with water stress, we consider it our duty, based on water's global significance, to make a contribution in this area.

In addition to water consumption, we also monitor the disposal of our wastewater and ensure that wastewater management is as ecological as possible.

**Water consumption**  
(m³ fresh water / t produced)



## Status

- Decrease in water intensity by 6.2% since 2018.
- Slight increase in relative water consumption compared with previous year, mainly due to:
  - Product mix development, including strong growth in sales of fresh pasta and tofu, which require more water during production.
  - Challenges due to small batch sizes, which require more frequent cleaning.
  - Maintenance of steam generation equipment.
  - Change in the measurement concept in one of the competence centres.
- Further improvements are to be expected in the coming year.

GRI 3-3  
GRI 303-1  
GRI 303-2

## Management approach

All of the ORIOR Group companies require water for a wide variety of production and cleaning processes. We have therefore set ourselves the goal of reducing our water intensity (water consumption in relation to volume produced) by 15% by 2025 compared with the base year 2018. We are confident that we can achieve our goal with the following measures:

- We develop more water-efficient manufacturing and of particular importance – cleaning processes.
- We raise the awareness of and train our employees in the correct use of water.
- We operate an active wastewater management system with the aim of reducing volumes and pollution levels.

All ORIOR companies in Switzerland obtain their fresh water from the respective municipal services company. Responsibility for optimising water use lies first and foremost with the Operations Managers and Technical Heads, who are supported by the Chief Supply Chain Officer. They are responsible for successfully cascading the ambition for the efficient usage of water to the individual departments. Annual efficiency targets are also defined in the Operations Managers Champion Group. A corresponding guideline stipulates that water efficiency must also be taken into account as a criterion for the procurement of new machinery. All competence centres collect their water consumption data on a monthly basis. This close-meshed monitoring of consumption enables us to take prompt action when necessary.

### Water-efficient manufacturing processes

Cooking, cooling and cleaning processes consume the most water at our sites. More precise planning and the optimisation of these processes are the most important influencing factors to help us realise the existing potential for reducing water consumption.

Our production areas and equipment must be cleaned regularly – in some cases several times a day – in order to comply with strict food safety and hygiene regulations. This results in significant water consumption but also offers further potential for improvement, particu-

larly in the area of manual cleaning. The actual amount of water needed for this process depends heavily on the efficient and conscientious use of water by our employees. To this end, we place a high priority on this area, regularly fine-tune our cleaning guidelines, and provide ongoing training to our employees.

In the Convenience segment, water consumption also depends on the product assortment and the diversified product portfolio. The latter requires frequent production changes, leading to more frequent cleaning cycles and related water consumption. We want to reduce this consumption as well with process optimisations and more precise and improved planning.

### Awareness raising and training sessions

The careful use of our resources is an important part of our ongoing training and education. Training sessions are held several times a year, usually by specialists from cleaning companies, to promote resource-efficient cleaning methods. Daily awareness raising among employees, e.g. during direct discussions between supervisors and production employees or in the daily production meetings before shifts begin, is another key factor to achieve lasting behavioural changes.

### Wastewater management

The wastewater of ORIOR is disposed of into the cantonal sewage system and wastewater treatment after being lightly pre-cleaned. At two of our sites, it runs through a pre-treatment plant internally; at the other sites, only a so-called grease separator and/or retention basin are required, where grease and residual materials collect. These can then be disposed of with the solid waste.

Wastewater management ensures both the lowest possible pollution load and the lowest possible wastewater volumes. All legal limits are complied with for our wastewater discharge, and agreements on the permitted pollution load (measured in chemical oxygen demand, or COD) have been established with the operators of the wastewater treatment plants. Furthermore, regular sampling is conducted to closely monitor the levels of organic carbon and phosphorus in the water, as well as pH values and fat content, to make sure that we can comply with the requirements.

The measures described above to reduce water consumption also help us to keep wastewater volumes as low as possible, and we are careful not to use more chemicals than absolutely necessary during cleaning.

Activities 2021

In the year under review, ORIOR companies were able to implement various measures to reduce water consumption during production.

GRI 3-3

Increased water efficiency – 2021 examples

Fredag: Reduction of cooling water amounts

Certain packaging equipment uses water for cooling processes. Fine-tuning the settings for the cooling water resulted in water savings at Fredag and contributed to a reduction of 3.5% compared with 2018.



Le Patron: Comprehensive optimisation of cleaning processes

During the year under review, the cleaning team at Le Patron implemented a comprehensive project to reduce the amount of water used for cleaning. This involved redefining processes, improving synergies between the equipment lines, and conducting the corresponding employee training. Overall, these measures enabled Le Patron to sink its water consumption by 9.3% in the reporting year.

Rapelli: Air cooling instead of water cooling

New technologies now enable cooling water to be reduced or completely eliminated at more and more stages throughout the production process. For example, Rapelli was able to switch to indirect air cooling instead of direct water cooling by installing a new air compressor. By taking advantage of this innovation and other measures, particularly in the area of more efficient cleaning, Rapelli has succeeded in reducing its water consumption by 14.2% since 2018.

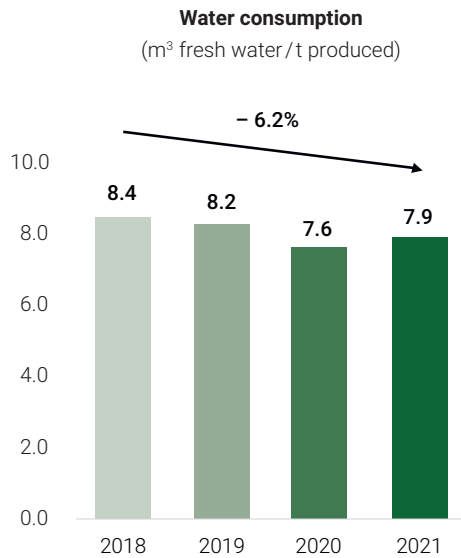


GRI 3-3

Evaluation 2021

We currently measure our progress in the area of water by gauging our water intensity, i.e. water consumption per kg of production. At the end of 2020, we were firmly on course to achieve our target of a 15% reduction by 2025 (compared with the base year 2018). However, the measured values deteriorated slightly in the reporting year 2021 due to various developments. Two competence centres required unforeseen equipment maintenance, which led to an increase in freshwater consumption. In addition, the product mix at certain sites also shifted to include products that require

slightly more water to produce but otherwise have a good ecological profile, such as fresh pasta from Pastinella and tofu from Fredag. Small batch sizes were another factor that contributed to this development, as cleaning has to be performed more often between different products. Last but not least, measuring methods were also adjusted at one competence centre, which led to a change in water intensity. This year's results demonstrate that we cannot rest on our laurels and must also pay close attention to the impact on water consumption in the event of unforeseen tasks such as maintenance.



## Outlook

As with energy consumption, we also want to obtain more precise analyses of water consumption for each process step and individual plant in order to be able to define more targeted improvement measures. To that end, a new measuring system for water is being tested in several ORIOR competence centres so that the biggest consumers can be identified.

The closure of the Uetendorf site (see section on “Climate and energy”, p. 43) and the integration of its production into other ORIOR sites will also bring benefits in terms of water consumption and wastewater management.



*Even in Switzerland, where there is enough water available, economical use is important, also because the treatment of drinking water consumes energy.*



# Social responsibility

## Our ambitions



We want to provide targeted training for our employees and significantly expand individual development opportunities.



# 100%

Achieved

By 2025, we aim to implement a comprehensive management system for occupational safety and health throughout the entire ORIOR Group.

NEW

Through active occupational health management and an effective accident prevention approach, we aim to reduce our illness rate by 10% and our accident rate by 20% by 2025.



We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them in order to safeguard existing jobs and create new ones.



Well-trained and motivated employees are the key to ORIOR's success.



## Employee development



### Ambition 2025

We want to provide targeted training for our employees and significantly expand individual development opportunities.

### Status

On track

### SDG contribution



GRI 3-3  
GRI 404-1

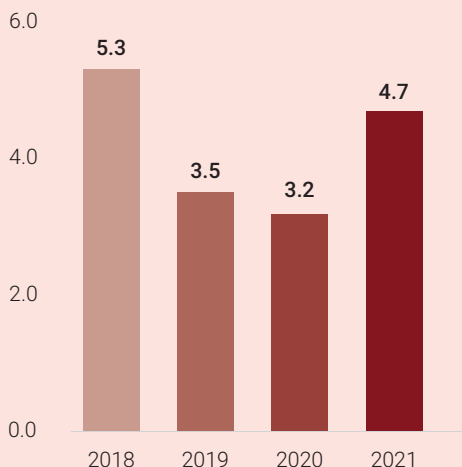
### A brief look at the issue

The key to ORIOR's success is having employees who demonstrate initiative in pushing forward entrepreneurial ideas, ensure that their actions are respectful, and take on responsibility.

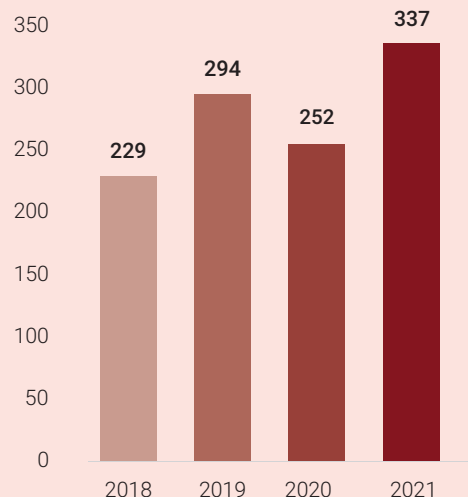
We are committed to our employees' satisfaction and development and to providing them with access to vocational training and further education as well as fostering personal development. Our efforts also help us to strengthen our position as an attractive employer,

reinforce our employees' identification with ORIOR, and retain motivated and qualified employees for our company. This is all the more important given the current climate of fierce competition for well-trained employees.

Ø hours of employee training and development  
(h / employees / year)



Expenditures for training and development  
(CHF thousand)<sup>1</sup>



### Status

- Continued restrictions on conducting in-person training in 2021.
- Average hours of education and training increased significantly compared to the previous year, but not yet back to pre-pandemic levels.
- Renewed efforts in digitalisation of further education and training.
- Relaunch of ORIOR Campus and additional training in leadership and project management given to the top management.
- Sustainability-related training conducted, e.g. energy training for all technical heads, online campaign introducing new ORIOR Code of Conduct.

<sup>1</sup> The expenditures of ORIOR Management AG (headquarters and IT) are also included from 2020 onwards.

## Management approach

### "We are ORIOR" strategic pillar

"We are ORIOR" is based on shared entrepreneurial values, open and direct communication, and ethical and respectful behaviour. We support and foster cultural diversity within the individual competence centres and enable our employees to continue their personal development on a daily basis. Focus areas include:

- Celebration, promotion and encouragement of entrepreneurship at all levels.
- Establishment of our ORIOR Campus as a central training and development platform.
- Promotion of our employees' health and safety.



Our efforts in the area of HR development are based on the "We are ORIOR" strategic pillar of the [ORIOR Strategy 2025](#). The continuous and targeted development of our employees is included as an explicit goal. Our management approach in this area is designed in such a way that in addition to acquiring new knowledge for an entire department or team, employees will also receive support for personal and individualised development. We take the following measures to fulfil these high standards:

- Further development of our employees and the ORIOR Campus.
- Implementation of a comprehensive training programme.
- Group-wide programme for high potentials and succession planning.
- Promotion of training and trainee programmes.
- Digitalisation of personnel management.

The strategic impulses and the development of Group-wide programmes and framework conditions at ORIOR Switzerland come from the Group management. There is also an HR Champion Group that brings together all the HR managers from the Swiss competence centres to initiate Group-wide projects, exchange knowledge, and share their insights with the competence centres. The individual ORIOR companies are responsible for

the detailed planning and implementation of training and development that is not conducted on a Group-wide basis. This also ensures that training can be aligned to meet the respective unit-specific conditions and needs.

### Training and development; ORIOR Campus

We invest in the development of our employees with targeted training and continuing education. They are supported and encouraged by ORIOR to attend internal training programmes in addition to specialised training such as vocational examinations and certification. There is a Group-wide policy for external courses that defines the decision-making process for granting further training, thus ensuring equality in the individual support provided by ORIOR for further training.

The ORIOR Campus is the platform we use for planning, systematising and implementing internal further development. The campus offers a platform for conducting further training on topics that are relevant to the entire Group and which are determined by management. The courses are taught by qualified, mostly external experts. The importance of the ORIOR Campus was once again emphasised through the ORIOR Strategy 2025, and it was relaunched in 2021 with a new series of training courses. Good leadership is very important for a future-oriented and healthy company. For this rea-

son, the further development of leadership culture and skills has been our main focus over the past few years. Strong leadership has once again grown in importance in light of the coronavirus pandemic. The need for managers to make decisions and act quickly, agilely, transparently and decisively to provide order, structure and clear rules for employees is very acute – especially in times of great uncertainty. This requires strong leaders. The strengthening of our leadership, which has been ongoing for years, coupled with the increased frequency of communication within the management teams have contributed significantly to our success in coping so well with the very challenging past two years.

#### **In-house training programme**

The skills needed for daily operations are strengthened during ORIOR training. New employees undergo a series of mandatory training courses, e.g. on hygiene and workplace safety. In addition, various refresher training sessions are held at all ORIOR competence centres throughout the year for the entire workforce or for specific departments/fields of activity. The majority of these sessions relate to food safety issues such as hygiene, food defence (product protection) and FSSC/IFS certifications. In addition, every few months a training session is devoted to covering a safety topic in depth (see "Occupational safety and health" section). Other regular training courses are held on topics such as exemplary leadership, SAP utilisation, and sales performance. Many of these specialised training courses are conducted across units within the Champion Groups. German courses are also offered at most of our competence centres so that our non-German-speaking employees in the production area can be integrated even more efficiently.

#### **High potentials and succession planning**

Recognising talent and promoting it in a targeted manner is a decisive success factor for ORIOR, also enabling it to carry out its succession planning for key positions. A Group-wide programme for high potentials and succession planning has been in place since 2021 for this reason. It covers both management and specialist positions and is intended to support the retention of

talent and high potentials by clearly and transparently defining career paths within the ORIOR Group companies and empowering employees to follow them.

#### **Vocational training and trainee programme**

ORIOR offers apprenticeships for various professions. In 2021, our Swiss competence centres employed 16 trainees in a wide range of professions, such as meat specialists, polymechanics, laboratory technicians, logistics technicians, and plant operators as well as commercial apprenticeships. By training our own junior staff, we are investing in the future and meeting our social responsibilities at the same time. Trainees and apprentices benefit from training programmes that are tailored to their needs. The training supervisors are guided by the applicable vocational training regulations. Whenever possible, we offer our trainees and apprentices employment after they complete their training.

We see potential for welcoming even more apprentices and trainees in the future, and we want to make the ORIOR Group even more attractive as a training company. This will also include crafting a new vocational training concept over the next few years, which will channel the existing efforts into a Group-wide format.

#### **Digitalisation and process efficiency**

We have been forging ahead with Switzerland-wide digitalisation in our HR divisions for a number of years now. In 2020, we launched SAP SuccessFactors as our new HR management system and have been rolling it out to our subsidiaries ever since. In addition to the process efficiency gains already achieved, we plan to expand this system over the next few years with further modules such as "E-Dossier", "Succession and Development", and "Learning".

Our HR business partners in the competence centres have been supported by an HR service centre since 2021 to enable them to devote themselves to long-term, strategic issues and the further development of employees and the organisation. This service centre handles administrative HR work for several ORIOR competence centres.

GRI 3-3

## Activities 2021

### Relaunch of the ORIOR Campus

In the year under review, we were able to relaunch the Group-wide ORIOR Campus. Since founding the campus in 2015, the Group's development needs have changed, and this has been further compounded by the pandemic and the increase in digital working. The concept has now been restructured with the help of an experienced external partner and the implementation of blended learning, which combines digital and on-site learning. "Leadership and project management" was chosen as the year's focus topic. The ORIOR Group's top 50 key employees took part in a one-day on-site course, which they had prepared for using e-learning materials. The course not only fostered concrete skills in leadership and project management, but also strengthened dialogue between the management staff of the different competence centres.

The plan is for the ORIOR Campus to be continued in this form with focus topics that change every two years. Last year's theme will first be cascaded to other leadership roles, and another round with a new focus will start the following year at the top-50 level.

### ORIOR programme for high potentials and succession planning

The new ORIOR programme for high potentials and succession planning was set up in 2021. Thanks to a

harmonised framework and uniform processes, the competence centres can implement talent management in a more targeted, future-oriented and efficient manner. After the employee interviews are conducted between January and March, an annual conference for high potentials and succession planning will now be convened in the second quarter, during which the identified talents and their potential are discussed and further development measures are defined. Employees with potential are to take on more responsible positions and to develop further and thus remain loyal to the ORIOR Group. For the corresponding development we strive for a combination of on-the-job development, coaching/mentoring and further training. Particular attention is paid to filling key positions that are facing imminent resignations or retirements.

### Absence management

ORIOR further enhanced its absence management in the year under review. Within the HR Champion Group, a harmonised process has been agreed upon to record absences in more detail and categorise them according to the length of the absence. In addition, when the recovered employee returns to work, HR or the corresponding supervisor will meet with them to briefly discuss the absence and guide them through the re-entry process.

## Examples from our competence centres

### Digital working at Le Patron



Due to the increased numbers of people working from home in the wake of the Covid-19 pandemic, it is even more important that the relevant digital tools can be used efficiently. To ensure this, Le Patron implemented the "Successful digital working" training initiative in the year under review. The first step was to set up new applications for platform-oriented communication, data exchange and task management. Afterwards, all of the administrative staff underwent six hours of training on the best way to use the applications. The principles for successful online working have now also been integrated into the onboarding programme for new employees.

### Fredag Priorities

In 2021, Fredag introduced the four "Fredag Priorities" for its operations, which are now listed as the first agenda item at every morning meeting and training session in the different departments:

1. Occupational safety
2. Food safety
3. Product quality
4. Productivity/efficiency

Employees are taught that these principles should form the basis of every decision taken in production operations. All workers know that production must be stopped if the requirements corresponding to the first three points cannot be met. The Fredag competence centre uses unannounced internal audits to check that the priorities are being followed accordingly.



### Peer learning at Pastinella



Pastinella is now utilising peer learning as a further tool for internal development and has started to implement it in the areas of quality assurance, hygiene and occupational safety. Learning groups are formed, with each one led by a trained facilitator. In contrast to traditional knowledge transfer courses, personal experience takes centre stage in these learning groups. The group discusses what the present topic means for each employee, how they deal with it, what influence it has on their work, and how we can tell that the topic is being implemented effectively. Finally, suggestions for improvement offered by the group members are discussed. This approach has already been implemented in the areas of hygiene and food safety.

### "Why Biotta" and Management Day

In the summer of 2021, when the Covid-19 pandemic lessened in intensity, Biotta was able to devote an afternoon to training all of its employees on fire safety and hygiene, as well as Biotta's "Why Biotta" core values. The day ended with a barbecue for all employees, which provided a welcome change of pace for everyone. Management staff also took part in a full-day training course in September to reinforce their collective understanding of the Biotta culture, quality standards and teamwork. A mixed format of presentations and group work helped to further solidify the company's shared commitment to a successful future.





GRI 3-3  
GRI 404-1

## Evaluation 2021

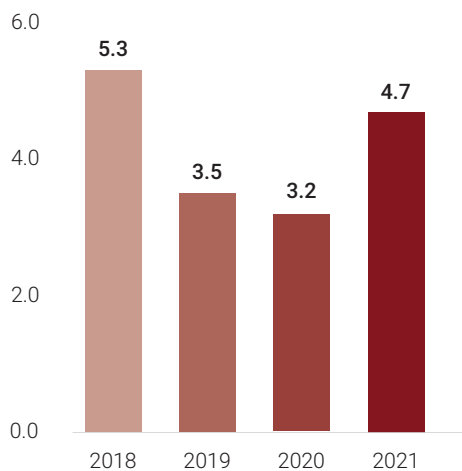
Our progress in the area of employee development is monitored through regular qualitative progress reports sent to the management of the different units, and as of now through the ORIOR Group programme for high potentials as well. In addition, we track and discuss the training and development hours per employee category as well as the expenditures for external training and development.

We took advantage of the opportunities to once again train our staff on site after the pandemic restrictions were partially lifted. This is reflected in the training figures, which have risen again for all categories of employees – some are back to pre-pandemic levels, some

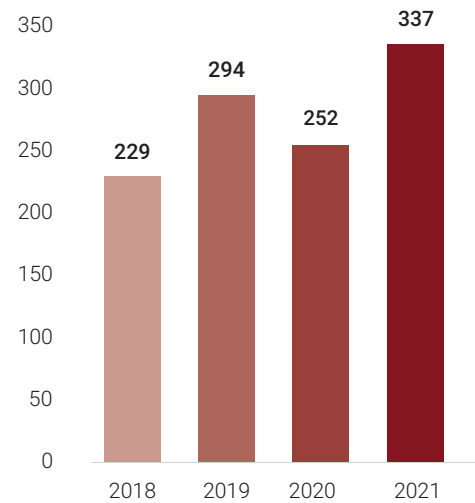
are even higher. What is striking is the large increase in training hours for members of management, which can be attributed to the relaunch of the ORIOR Campus described above.

We also record the amount of financial support we provide to our employees for their participation in external training and further education, e.g. certification exams, CAS and others. The numbers here also indicate not only a recovery, but a strong increase compared with pre-pandemic levels. This demonstrates that motivated, qualified employees can be supported in their further development at ORIOR and underlines the importance we are placing on organisational and staff development.

**Ø hours of employee training and development**  
(h / employees / year)

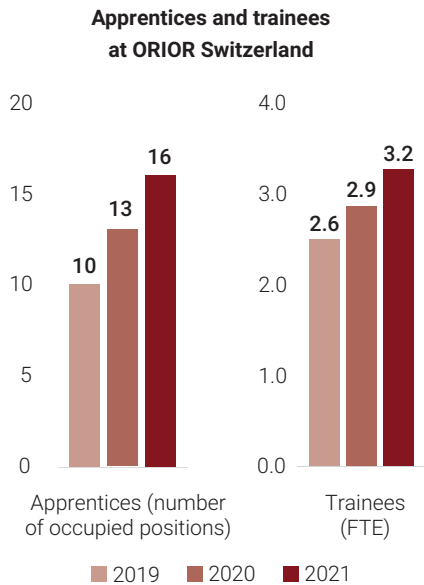


**Expenditures for training and development**  
(CHF thousand)<sup>1</sup>



<sup>1</sup> The expenditures of ORIOR Management AG (headquarters and IT) are also included from 2020 onwards.

Last but not least, we want to develop further as a training company. This is reflected in the increasing number of apprentices and trainees we are proud to count among our employees.



## Outlook

The topic of leadership and project management will remain one of our training focuses. The ORIOR Campus is rolling out the module we developed in 2021 to the next management level. Digitalisation in the area of HR administration will continue to be an important priority over the next year, e.g. through the introduction of the "Learning" module in our SuccessFactors HR system.

Another major training focus will be on the topics of purchasing / strengthening strategic procurement. Furthermore, as every year, we will hold training courses in the area of sales performance.

An additional focus will be placed on the development of a Group-wide concept for vocational training. We would like to develop further with regard to our vocational training offer through harmonising our approach across units.



*Together we are successful.*

## Occupational safety and health



### Ambition 2025

We want to implement a Group-wide management system for occupational safety and health by 2025.

**Achieved**

### Status

Achieved

### SDG contribution



GRI 3-3

### A brief look at the issue

Our employees' health and well-being is a top priority for us. Both this commitment and all the measures undertaken in this area have gained even more significance and importance against the backdrop of the Covid-19 pandemic.

In accordance with SDG 8, we protect labour rights and guarantee a safe working environment for our employees. We are also committed to ensuring the well-being and good health of our workforce in compliance with SDG 3, because occupational safety and health are linked directly to the satisfaction, motivation and performance of our employees. In 2018, we set ourselves

the goal of harmonising our existing concepts dealing with occupational safety and health and converting them into an occupational safety and health management system that would be used by the entire ORIOR Group. We achieved this goal for the Swiss competence centers in 2021.

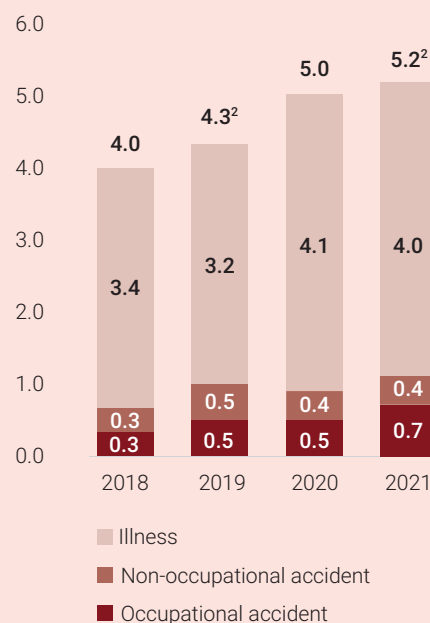
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### Status

- The 2025 target of introducing a Group-wide occupational safety and health management system was achieved for the Swiss competence centres in 2021.
- New 2025 target: Through active occupational health management and effective accident prevention, we aim to reduce our illness rate by 10% and our accident rate by 20% by 2025.
- Introduction of the new absence management system led to fewer absences thanks to improved communication with those affected, faster response times, and better awareness.
- Smaller decrease than expected in absences due to illness. Covid-19 continued to cause higher absence rates, due in part to quarantine regulations.
- The number of occupational accidents has decreased, but this is not yet reflected in the number of absence hours.
- Further analyses along with Group-wide and unit-specific measures are being carried out to further reduce accidents and their effects.

**NEW**

**Absence rate broken down by type of absence<sup>1</sup>**  
(% of target hours)



<sup>1</sup> Swiss competence centres, excluding Biotta until 2019 and including Biotta from 2020.

<sup>2</sup> Slight rounding differences may arise as the calculations are performed with greater numerical accuracy.

GRI 3-3  
GRI 403-1

## Management approach

We focus on the following points as a means of fully ensuring the safety and health of our employees:

- Implementation of a comprehensive occupational safety and health management system.
- Ongoing improvement process.
- Consistent accident and absence management. – Employee training.
- Employee involvement.
- Occupational health protection and independent personal counselling.

GRI 403-1

### Implementation of an occupational safety and health management system

Within the ORIOR competence centres, overall responsibility for occupational safety and health lies with the respective CEOs. A Safety Officer reports to the corresponding CEO and leads the team responsible for occupational safety and health protection, which is made up of representatives from the company and the administration. The team meets at least quarterly – and even monthly in certain units. It is responsible for all of the measures used to implement ORIOR's mission statement regarding occupational safety and health as well as for the safety policy. The Safety Officers from the competence centres exchange information once a month during a Group-wide video conference and discuss current topics and the development of key figures in the area of occupational safety. Safety and health issues are handled by the managers in the HR Champion Group and implemented together with the on-site Occupational Safety and Health teams. At Group level, a Group Safety Officer supports, advises on and coordinates all topics relating to occupational safety and health. Ultimately, occupational safety and health is also the responsibility of each individual employee and depends on their correct working methods and attentiveness. This requires the type of safety culture that we want to promote.

GRI 403-8

All of ORIOR's competence centres have always had an occupational safety concept that meets or exceeds the legal requirements. This means that, as required by law, 100% of our employees are covered by an occupational safety system. Since 2019, we have been uti-

lising the model solution of the "Swiss Safety Center", which we aim to fully implement in the entire Group by 2025. The concept involves compliance with the legal requirements according to FCOS guidelines (Swiss Federal Coordination Commission for Occupational Safety) and comprises 10 different components ranging from safety objectives, organisation, training, hazard identification and action planning to reviews and auditing. These elements are now in force in all of our Swiss competence centres, enabling the framework for a continuous improvement process to be implemented during the reporting year. The competence centres outside Switzerland also already have an approach in place that meets the legal requirements. Harmonisation with the Swiss models will take place over the next few years.

The FCOS-compliant Occupational Safety and Health Manual, which was introduced at ORIOR and includes our safety mission statement and safety targets, provides the basis for the Group's occupational safety and health management system. This is supplemented by a booklet that presents an overview of the most important rules of conduct in plain language and is handed out to all employees.

To facilitate the monitoring and management of the metrics relating to accidents, illnesses and absences, the data is collected on a regular basis, summarised in a monthly report, and discussed by management. All ORIOR companies also enter these figures into a Group-wide tool each month, which is then used to create a "safety thermometer". The current accident and absence statistics are summarised in a diagram so that they can be discussed by the department heads with the teams and are also displayed in a visible spot in the production areas.

### Risk assessment and checks

The on-site Occupational Safety and Health team conducts regular internal inspections, and an external risk assessment is conducted by the Swiss Safety Center once a year. This provides the basis for developing an action plan for the respective location to achieve continuous improvement. The Safety Officers also use Suva checklists to regularly inspect specific areas for safety risks. All of the Swiss ORIOR units introduced safety-enhancing measures in the report-

GRI 403-2



*To prevent accidents and illness, it is essential to have a collaborative work environment – and to know that you can rely on each other.*

ing year, both in response to the new findings from the occupational safety and health management system and due to the Covid-19 pandemic. Annual progress reviews are carried out to assess the implementation of the agreed-upon improvement measures and their effectiveness. Last but not least, the Safety Officers also carry out inspections at other subsidiaries, which, thanks to their Group affiliation, can provide an independent, but not external, viewpoint with even greater added value. These assessments are supplemented with sporadic inspections by the respective cantonal labour inspectorate.

#### **Consistent accident and absence management**

Prevention and the creation of a proactive safety culture are key elements when it comes to occupational safety and health. In addition, we must learn from concrete incidents in order to directly address and eliminate weak points, e.g. through targeted training, increased awareness, or changes to processes and machinery.

The competence centres have had a standardised accident protocol in place since 2019, which enables a systematic analysis of each incident. In addition to the accident report, it contains a root cause analysis, a one point lesson (short visual instruction) and a training certificate. In addition, the cause of every work-related accident and/or illness involving time off work or a visit to the doctor must be clarified and the necessary corrective and preventive measures taken. Implementation is monitored by the respective team responsible for occupational safety and health, which analyses its effectiveness using selected key figures and discusses it with the on-site management team.

In the reporting year, ORIOR further improved its absence management for illnesses. Within the HR Cham-

pion Group, a harmonised process has been agreed upon to record absences in more detail and categorise them according to the length of the absence. In addition, when the recovered employee returns to the workplace, HR or the corresponding supervisor will meet with them to briefly discuss the absence and guide them through the re-entry process.

#### **Training and emergency organisation**

A general training session on occupational safety and health is held annually at each site and is attended by all employees. Another goal of the management system is to provide a refresher course on a specific safety or health-related topic every two months. These refresher courses are each developed by a Safety Officer in cooperation with the Group Safety Officer. They are made available to the other Safety Officers and then cascaded to the employees via the department heads.

New employees undergo an onboarding and training programme that covers what to do in an emergency, the contents of the Occupational Safety and Health Manual, and workplace-specific safety initiatives. Furthermore, groups in need of additional protection (pregnant employees, individuals with disabilities, etc.) are made aware of the specific risks and trained accordingly. Psychosocial topics such as dealing with stress and the early identification of challenges are also an integral part of our leadership training courses.

Emergency and fire protection organisations are important elements in the training plan. Emergency responders are trained and emergency/fire protection teams are put together and instructed in the use of fire extinguishers or oxygen masks. The training also ensures that all evacuation plans are up to date and that all employees know what to do in the event of a fire.



In addition to formal training sessions, it is important to regularly review and practise what has been learned during daily work routines so that it is consolidated, implemented and integrated, evolving into a comprehensive safety culture. This means that the Code of Conduct should be a regular talking point among department heads, their teams and employees. In addition to the notice boards in the departments, we also use our employee app as another communication method to raise awareness of workplace safety and health topics.

GRI 403-4

#### **Employee involvement**

Quite often it is the small things that can become a safety hazard during routine work, e.g. an uneven floor or the placement of a piece of equipment. The caution and personal responsibility for oneself and one's colleagues are therefore crucial. In addition, it is of great importance that employees can share their experiences and concerns – and we invite and encourage them to do so. We create a working climate in which everyone can maintain open conversations about occupational safety and health protection, admit mistakes, report near misses, and express concerns. Our manual compiled for this purpose has a chapter dedicated to this principle of participation. It also includes the employees' right to be informed and consulted as well as their prerogative to make proposals before decisions are taken by the employer. The topics of occupational safety and health protection are also a fixed agenda item of the regular meetings at our production facilities. Furthermore, all employees can and must report their safety and health concerns to their supervisors. Rapelli also has an employee committee that can submit suggestions to management on behalf of the entire staff.

We conduct a survey every three years to gauge employee satisfaction. The last one took place in the summer of 2019 and was carried out by Helsana at five ORIOR sites. Its main questions were related to work resources, workloads, leadership, corporate culture, health and performance. The next survey will be conducted in 2022.

GRI 403-3

#### **Health protection and independent counselling**

We want to create the best possible conditions so that our employees' health is not negatively affected by their work and that they are happy and enthusiastic about carrying out their tasks. Health protection, along with

topics such as ergonomics, occupational hygiene and mental stress, is an integral part of our occupational safety and health management system and falls under our continuous improvement process within this area.

When we face challenges at work or in our private lives, external support can be helpful. We offer all our employees and their immediate family members free access to the Employee Assistance Programme of ICAS (Independent Counselling and Advisory Services). Access is unlimited, confidential and, upon request, anonymous. Not only personal topics relating to work or private life but also practical and legal questions can be discussed around the clock with professional counsellors. In addition, ICAS is available to all of our managers as a sparring partner to discuss such things as complex leadership challenges, conflicts, or crisis situations and how best to handle them.

### **Activities 2021**

GRI 3-3  
GRI 403-6

#### **Kick-off in several competence centres**

In 2021, the final elements of the occupational safety and health management system were implemented in certain units, making them ready for the kick-off of this new model. In company-wide events, employees were reminded of the components of a safe and healthy work routine and given the manual containing the most important rules and priorities.

#### **Living and working with Covid-19**

The number one health issue in 2021 was once again the Covid-19 pandemic and its impact on every individual as well as the entire Group. In this context, the key was to remain flexible in order to be able to adapt to the constantly changing conditions. We also succeeded in keeping the number of cases low in 2021 thanks to comprehensive protective measures, which we had already introduced in 2020 and were very consistently adhered to by our employees at the operating sites.

#### **Regular training**

Training courses were held during 2021 on topics such as ergonomics in the workplace, working at height, safe usage of electricity, and safety as a management task. In addition, our two first-ever videos on safety topics were created to communicate with employees using additional media channels.

### Safety during cleaning

Food safety requires regular and very frequent cleaning at our plants. Since this sometimes involves working at height or switching equipment on and off, an accident risk was identified in this area. Several competence centres implemented physical or control-mechanism safety precautions in 2021 to further protect employees during cleaning tasks.

in the reporting year, absences due to occupational accidents increased from 0.5% to 0.7% – despite a decrease in the overall number of accidents. Too many accidents still occur, resulting in injuries such as abrasions, sprains or contusions. We will be conducting further analyses in order to improve this trend in the coming year. Some areas of research include whether more accidents occur among new employees and whether there is a need for more training. The illness rate was reduced from 4.1% to 4.0% in 2021 – due in part to the introduction of a new absence management system (see pp. 58).

GRI 3-3

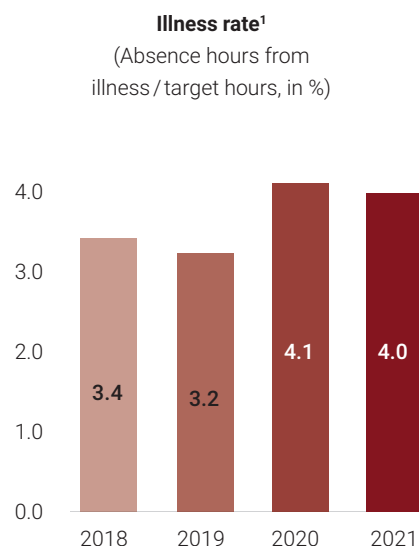
### Evaluation 2021

Our main goal in the Occupational Safety and Health field of activity is to roll out a Group-wide occupational safety and health management system by 2025. We have achieved this for Switzerland – all 10 elements of the model solution have been implemented and are now subject to a continuous improvement process. Of course, these measures should also have a positive influence on our absence rate, which is why we review the rate on an ongoing basis, discuss it regularly as a management variable, and define new measures. Whereas non-occupational accidents remained stable

### Outlook

Our efforts to strengthen occupational safety and health protection will be continued in 2022. In addition, we are in the process of embedding the work of the Occupational Safety and Health teams into the competence centres even more firmly in daily work routines, e.g. through regular update calls.

60



<sup>1</sup> Swiss competence centres, excluding Biotta until 2019 and including Biotta from 2020.

## Economic performance



### Ambition 2025

We want to continuously create added value for all stakeholders. We are committed to our production sites and invest in them in order to safeguard existing jobs and create new ones.

### Status

On track

### SDG contribution



GRI 3-3  
GRI 404-1

### A brief look at the issue

Economic performance is essential for a company's long-term existence and sustainable development.

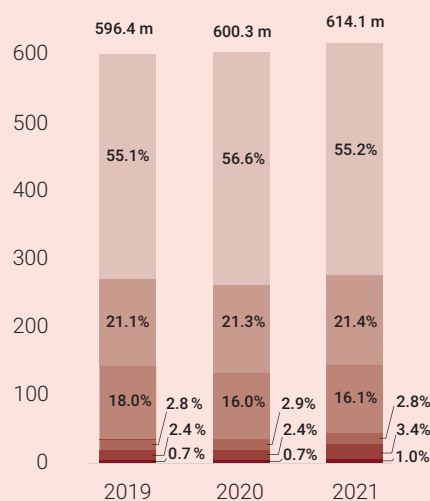
The primary goal of the ORIOR Group is to continuously create added value for all stakeholders. In this section, we explain the importance of our business model and

activities in the broader economic context and how we achieve our goal of continuous value creation for our key stakeholder groups.

### Status

- ORIOR increased its sales by 2.3% to 614.1 million in 2021, which is our best operating result to date.
- The strong growth of 10.4% in the Convenience segment was a key driver of this positive result, thanks in particular to the exceptionally good performance of our plant-based ranges.
- The value distribution is similar to that of the previous year, which highlights once again the resilience resulting from the diversity and depth of our Group.
- The greatest difference can be seen in reinvestments, which increased from 2.4% to 3.4%. This can be explained by our plant development projects, namely the investment in two fully equipped wet extrusion lines for the production of plant-based specialities.
- We invested in additional upgrading of our sites, which will increase productivity and reduce environmental impacts.
- Following the closure of two of our secondary sites, Le Patron's Uetendorf site and Rapelli's Prodor site, and their integration into other companies, all of their employees were offered alternative employment at ORIOR. Employees who could not or did not want to accept such an offer were provided with support in planning the next chapter of their career.

### Value creation (m CHF) and distribution (%)



- Suppliers (procurement of raw materials and services)
- Employees (salaries, pension fund contributions, etc.)
- Operating costs (rent, operational costs, depreciation etc.)
- Capital providers (dividends and interest)
- Investments into the company for future value creation
- Community (taxes, fees etc.)

GRI 3-3

## Management approach

The ORIOR Group's business model is based on competence centres with strong regional roots. This allows the individual ORIOR companies to live their own culture and identity tailored to their employees and customers, as well as implement unique product and brand worlds. We invest in our decentralised production facilities and are committed to our sites in order to safeguard existing jobs and create new ones. The strategic pillars and strategic initiatives of the ORIOR Strategy 2025, such as the forward-looking "ORIOR New Normal", the intra-disciplinary "ORIOR Champion Model" and the inter-divisional "ORIOR Bridge-building", are central success factors as we continuously create added value for all of our stakeholders.

Our sustainability approach follows the "triple bottom line" philosophy, which maximises economic, environmental and social benefits all along the line. Sound economic and financial foundations are the only way to ensure that we can create added value for all of our stakeholders and optimise our impact on society and the environment in the long term as well. This position is also reflected in the SDG framework. For example, SDG 8 aims for long-term, broad-based and sustainable economic growth while ensuring productive employment and decent work, and SDG 16 requires that economic activity be based on good (corporate) governance and free from corruption and bribery.

At the highest operational level, the Group CEO and the Executive Committee are responsible for achieving a continuous increase in value for all stakeholders, with the Board of Directors having placed the operational management of the company and strategy implementation in their hands. To ensure broader support and seamless cascading, an Extended Executive Committee consisting of representatives and specialists from different areas has been established, as well as geographically or thematically organised management committees for cross-functional management tasks. The CEOs of the competence centres, together with their management teams, draft an individual strategy paper based on the Group strategy that is closely linked to the Group initiatives and also contains sustainability measures.

The Executive Committee, the Extended Executive Committee, members of management and all key employees receive a fixed remuneration as well as a variable remuneration, which depends on to what degree the strategic KPIs are achieved.

More detailed information on business, financial and governance topics is available in our [Annual Report 2021](#).

## Value creation 2021

The ORIOR Strategy 2025 creates the foundations that enable us to continue writing ORIOR's success story in a sustainable and profitable way. The first goal of the ORIOR Strategy 2025 is:

***"ORIOR generates sustainable and profitable growth, sustained by its unique business model and broad positioning."***

The following developments were relevant in this respect in 2021:

- In the 2021 financial year, the ORIOR Group generated a net revenue of CHF 614.1 million, an increase of 2.3% compared to previous year (2020: CHF 600.3 m). The net revenue consists of organic growth of 2.0% and a currency effect of 0.3%.
- This constitutes the ORIOR Group's best operating result to date.
- The Convenience segment achieved very good sales growth, driven mainly by exceptionally good performances from plant-based specialties, continued pleasing development of fresh pasta, and healthy sales of Biotta in the core business and with new juice creations.
- The food service sector performed very unevenly in the year under review. While the entire take-away sector as well as system catering were able to make important gains – and in some cases even surpass pre-pandemic levels – traditional gastronomy along with cafeterias and lunch counters were slow to return to any semblance of normality. The event catering sector remained below average.
- The sales and results in the Refinement segment were temporarily but heavily affected by the changeover to a new IT system, which led to significant delivery difficulties and a corresponding decline in sales.

## Promoting integrated thinking

The ORIOR Group implemented various measures in 2021 in order to address financial and non-financial topics in an even more integrated way. Sustainability measures and goals must now be outlined explicitly

GRI 3-3

and in greater detail in the subsidiaries' budgets as well. Additional ESG metrics have been integrated into the KPIs monitored on a monthly basis, which are first discussed in the Swiss Management Committee and then also by the management of the competence centres in order to define appropriate measures. ORIOR companies must now also explicitly state the impact on

sustainability when making investment applications. With these steps, we are anchoring sustainability even more strongly in existing management instruments to minimise the risk of potential conflicts of objectives between financial and non-financial issues while further strengthening the already existing integrative approach to sustainability in a relevant manner.



*Inspired by trends, proximity and a sense for the market, as well as our enjoyment of craftsmanship and culinary arts, we develop new products, concepts and services.*

GRI 3-3

## Value distribution 2021

The following summary reveals our 2021 activities that contributed to the goal of creating added value for all of our stakeholders and our commitment to our production sites.

### Customers and consumers

ORIOR's ability to innovate is fundamental to the long-term success of the entire Group, which is why steady investment in the development of new products is deeply rooted in our DNA. Firstly, this enables us to be at the forefront of shaping the market and to continue offering our customers and consumers new products, concepts and services. Secondly, we can respond quickly and optimally to dynamic developments and changing requirements. Goal 3 of the ORIOR Strategy 2025 is based on these aspects:

***"ORIOR embraces its innovative skills in its brand, concept and product worlds, fascinating its consumers time and again."***

The following developments were relevant in this regard in 2021:

- Our plant-based ranges were greatly expanded. ORIOR invested in the expansion of its production

capacities to secure its supply readiness in this fast growing trend market and strengthened its Happy Vegi Butcher, Noppa's and Nature Gourmet brands, among others.

- Organic and regional concepts continue to gain in popularity and sales, as the examples in the section "Sustainable raw materials and animal welfare" demonstrate.
- Snacking remains in vogue, and the innovative products from the MyEnergy and Pure Nature brands continue to experience growth.
- Pâtés and terrines such as those marketed by the Le Patron brand are experiencing a welcome revival and are also offered in fresh, new and innovative flavours.
- Biotta also launched excellent innovations, such as fasting days, the expansion of its Demeter juice line, and fresh juices in 1-litre PET bottles.
- Various competence centres such as Pastinella, Le Patron and Culinor are working with top chefs on recipe development to drive forward their innovations.
- Culinor was able to successfully position a new generation of fresh menus on the market with its Steam Meals.

### Employees

We view our employees as the key to our success, and sustainable business practices are indispensable to continue promoting their development. We also invest



in our sites in order to be successful market players that are able to secure existing jobs and create additional ones. Accordingly, Goal 6 of our ORIOR Strategy 2025 affirms:

***“ORIOR invests in sustainable organisational development and is establishing the ORIOR Campus as its central platform for employee training and development.”***

In addition to the projects described in the section “Employee development”, the following employee-related initiatives from 2021 should be mentioned:

- In order to strengthen employees’ identification with and loyalty to the ORIOR Group and as an

expression of appreciation for exceptional performance, all key employees are given the opportunity at regular one to two-year intervals to acquire a stake in ORIOR at special conditions in an employee shareholding programme. The launch of a new employee shareholding plan was agreed upon and carried out in 2021 as part of the ORIOR Strategy 2025. A total of 104 key employees participated in the programme and acquired shares in ORIOR through the employee shareholding programme.

- In 2021, the ORIOR Group approved the completely revised Code of Conduct and anchored it even more firmly throughout the entire Group. A new complaints management system was implemented at the same time. Employees, as well as suppliers, etc., can use this independent and completely anonymous tool to report complaints about violations of the Code of Conduct or the law (see pp. 6-7).



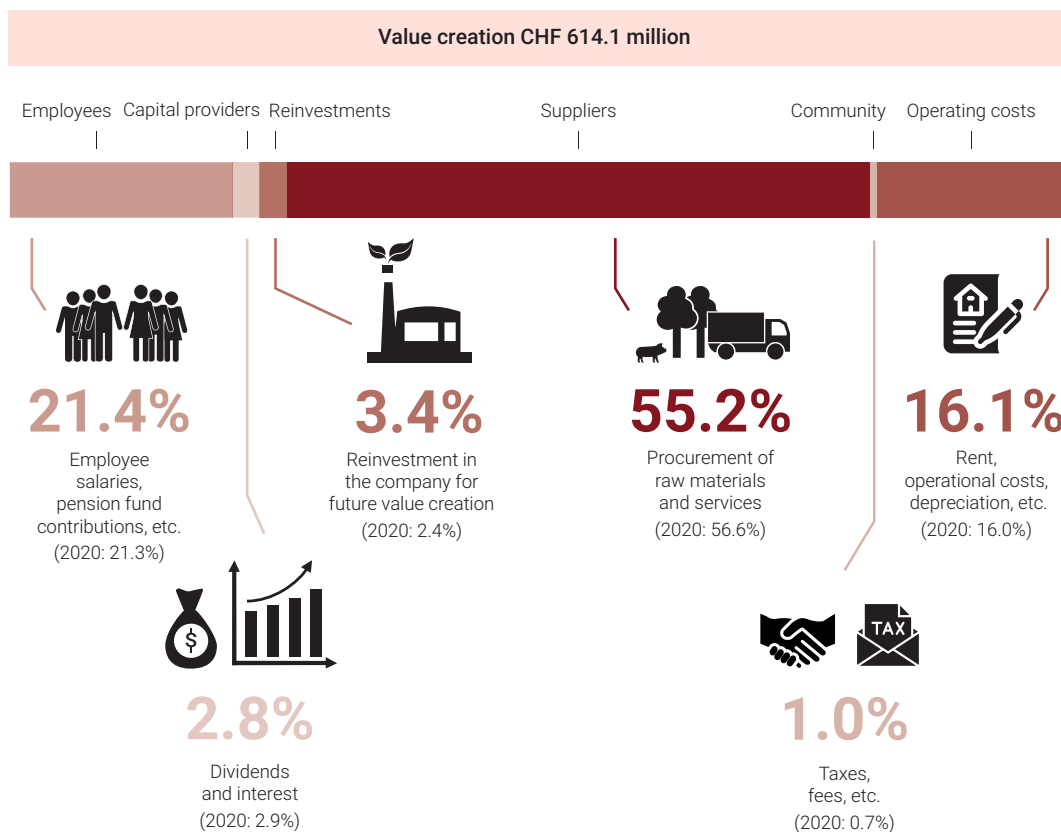
*The Top50 of the ORIOR Group, composed of representatives of the different competence centres, met in summer 2021 to exchange ideas.*

## Sites

We invest in our sites in order to be successful market players able to secure existing jobs and create additional ones thanks to new growth opportunities. We invest continuously in the maintenance and modernisation of our plants. Development and progress are only possible with well-functioning processes, sophisticated systems and fully capable production facilities.

Plant development was a central focus in 2021 and will remain so over the next few years. In addition to ensuring that regular and ongoing maintenance and renovation work is carried out, ORIOR also decided

to close two smaller sites with outdated buildings and transfer their production volumes to Le Patron in Böckten and Rapelli in Stabio. This will allow a more efficient bundling of the processes and capacities at the Böckten and Rapelli production sites, which in turn will also strengthen profitability. These steps will also significantly improve sustainability aspects such as logistics between secondary and main plants as well as reducing heating and cooling emissions. Another major investment was the expansion of our plant-based production capacities, which now ensures supply readiness in this important and steadily growing product category.



GRI 201-1

GRI 3-3

## Governance 2021

Effective and up-to-date corporate governance protects the interests of our employees, shareholders and other key partners and creates a solid framework for our leadership, actions and organisation. Accordingly, Goal 2 of our ORIOR Strategy 2025 affirms:

***“ORIOR embraces management clarity and responsibility, entrepreneurship and strong common values.”***

Our management principles, structure and organisation are defined in the ORIOR Articles of Association, Organisational Regulations, Code of Conduct and other rules. As part of the ongoing process to reinforce our corporate governance, we regularly address not only organisational performance but also our shareholding and remuneration policies as well as shareholder rights.

In the revised ORIOR Group's Code of Conduct, we commit ourselves to conduct our business with integrity and condemn practices such as bribery and corruption. In 2022, we recorded zero cases of corruption, no violations of regulations relating to product information, and no sanctions for any non-compliance with environmental or social laws.

GRI 2-27  
GRI 205-3  
GRI 417-2

– A long-term incentive plan (LTIP) for top management was launched for the first time in 2021. This long-term variable compensation (LTIP) takes into account the sustainable development of the Company over several years based on the pre-defined target values. The targets are defined in advance, communicated transparently, and consist of clearly measurable key figures that are essential for the long-term development of the ORIOR Group. An LTIP is based on four equally weighted objectives that cannot be offset against each other; according to the provisions in the Organisational Regulations, it is compulsory that one objective is connected to ESG-related progress. A total of 25% of the LTIP

GRI 2-19

issued for 2021 to 2023 is linked to progress on sustainability. The objective explicitly stipulates an 80% improvement index of the set targets regarding water consumption, greenhouse gas emissions, food waste, and the illness and accident rates. Progress is calculated linearly. The KPIs for greenhouse gases and the illness rate were achieved in the year under review, whereas the KPIs for water consumption, food waste and the accident rate were not met. Progress must be significantly accelerated in the following years in order to reach the objective of an 80% improvement index (i.e. at least 4 out of 5 targets achieved) by the end of the plan period.

- As part of the revision of the Group's shareholding and compensation policies, it was decided to introduce minimum shareholdings from 1 January 2021 onwards. The minimum shareholding amount is 1.5x the fixed compensation for the Chair and the CEO of the ORIOR Group, and 1.0x the fixed compensation for the members of the Board of Directors and the Group Executive Committee. The benchmarks are set forth in the Organisational Regulations of ORIOR AG.
- The concept of embedding sustainability (ESG), which has already been put into practice internally, was strengthened again on all levels during the reporting year. For example, sustainability has been included in the Organisational Regulations as an integral task and area of responsibility for the Board of Directors and the entire management, and progress in achieving goals has been linked to the short-term and long-term compensation of the entire top management.

## Outlook

- Switzerland's new federal "Company Law" is scheduled to come into force on 1 January 2023. Apart from the amendments required by the "Revision of Company Law", the Board of Directors proposed amendments to further statutory governance regulations at the Annual General Meeting of 5

April 2022. As a result, the Annual General Meeting approved the anchoring of the commitment to sustainability and diversity in the Articles of Association, delisting power was assigned to the shareholders' area of responsibility, and the number of permitted additional mandates outside of ORIOR was reduced.

- A plan is now in place to review the overall concept of the annual self-assessment of the Board of Directors during the 2022 financial year and to adapt it where appropriate, while incorporating increasingly important and constantly evolving topics such as sustainability and IT security. This should ensure that the best possible inputs and improvement measures are gleaned from the self-evaluation in the future as well. As part of this process, consideration should also be given as to whether more information should be disclosed – and if so, to what degree.
- The supplementary brochure, containing further information on the voting agenda and sent to shareholders last year along with the invitation to the Annual General Meeting, was very well received. Therefore, the Board of Directors has decided to continue to enclose a supplementary brochure with the invitation in the future containing additional information (in particular for agenda items relating to compensation). There was no vote on long-term variable compensation at the Annual General Meeting on 5 April 2022, which meant that the obligation to hold an advisory vote on the Compensation Report no longer applied. As part of its ongoing discussions and in order to provide shareholders with an opportunity to express their views, the Board of Directors nevertheless decided to submit the Compensation Report to an advisory vote.
- As part of our plant development, the first of two fully equipped wet extrusion lines was commissioned, while the second is expected to be up and running by autumn. Furthermore, the two approved site closures were carried out in 2021. And finally, work is underway on other projects that are, however, still in the early stages.

GRI 2-18

# Appendix

## GRI Content Index

Statement of use			ORIOR has reported in accordance with the GRI Standards for the period 1 January 2021 to 31 December 2021.	
GRI 1 used			GRI 1: Foundation 2021	
Applicable GRI Sector Standards			No applicable GRI Sector Standard.	
GRI Standard	Disclosure	Reference	Further information and/or omissions	
General disclosures				
The organization and its reporting practices				
GRI 2: General Disclosures 2021	2-1	Organizational details	Pp. 4 – 5; <a href="#">Articles of Association</a> , P. 3; <a href="#">Annual Report 2021</a> , Pp. 12 – 15	
	2-2	Entities included in the organisation's sustainability reporting	P. 4	b. The present report covers the Swiss ORIOR competence centres (including Spiess Europe Haguenau, Fr). Therefore, unlike the ORIOR Annual Report, the following units are not included in the sustainability report: Culinor Food Group, Casualfood Group, Gesa. c. All of the Swiss ORIOR competence centres , (including Spiess Europe Haguenau, Fr), are wholly owned by the ORIOR Group and have therefore been fully taken into account.
	2-3	Reporting period, frequency and contact point	Pp. 67, 76	a. The Sustainability Report 2021 covers the period from 1 January 2021 to 31 December 2021. ORIOR publishes its sustainability report annually. b. The Annual Report 2021 also covers the period from 1 January 2021 to 31 December 2021. c. The Sustainability Report 2021 was published on 27 April 2022.
	2-4	Restatements of information		The complaints per 100 tonnes of product (Pp. 22 and 25) were newly calculated per sold volumen and not anymore per produced volume. Thereof resultet a restatement of those numbers for 2020 and 2019.
	2-5	External assurance		a. This report has not been externally assured.
Activities and workers				
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	P. 4 – 5; <a href="#">Value Chain on ORIOR website</a>	d. The existing markets were further expanded both in Switzerland and in Europe. This did not result in any significant changes to our supply chains or supplier structure.

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 2: General Disclosures 2021	2-7 Employees	P. 5	<p>a. This report covers all of our competence centres in Switzerland, which we consider to be one region.</p> <p>b. For this report, employees with non-guaranteed working hours are assigned to workers who are not employees (i.e. externals) as described under GRI 2-8.</p> <p>c. We record the total number of our employees in FTE (annual average) as well as in headcount (reporting date 31.12). The detailed breakdown in this report was performed in headcount.</p> <p>e. Seasonal fluctuations, e.g. different workloads during the holiday season, which are covered by employees, are included in the statistics shown. There were no significant changes, with a turnover of +4.15% based on FTE.</p>
	2-8 Workers who are not employees		<p>a. In addition to the company's own employees, external workers are hired on an hourly or temporary basis as required.</p> <p>b. These workers are recruited through agencies with whom they have a contract. We currently only record the hours worked per year, which amounted to 47,315 in 2021.</p> <p>c. Only minimal changes of -0.77% are observable between the reporting cycles. However, larger turnover can be seen within the reporting cycles, as the external workers are mainly brought in during the holiday business periods.</p>
<b>Governance</b>			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Pp. 10 – 11; <a href="#">Articles of Association</a> , Pp. 6, 8 – 12; <a href="#">Annual Report 2021</a> , Pp. 12 – 34	
	2-10 Nomination and selection of the highest governance body	<a href="#">Articles of Association</a> , P. 6; <a href="#">Organisational Regulations</a> , Pp. 4, 9 – 10; <a href="#">Annual Report 2021</a> , Pp. 21 – 22	
	2-11 Chair of the highest governance body		a. The entire Board of Directors, including the Chair, is independent and has no operational role in the company.
	2-12 Role of the highest governance body in overseeing the management of impacts	Pp. 10-11; <a href="#">Organisational Regulations</a> , Pp. 5 – 6; <a href="#">Annual Report 2021</a> , Pp. 22 – 23	
	2-13 Delegation of responsibility for managing impacts	Pp. 10 – 11; <a href="#">Articles of Association</a> , P. 11; <a href="#">Organisational Regulations</a> , Pp. 10 – 11; <a href="#">Annual Report 2021</a> , P. 25	<p>a. The Board of Directors mandates the Executive Committee with monitoring and implementing the sustainability strategy. The Board of Directors is supported by the Sustainability Committee, which also includes the CFO, the Chief Corporate Affairs Officer and the Chief Supply Chain Officer.</p> <p>b. The Board of Directors is briefed regularly on sustainability progress and challenges by the Executive Committee.</p>



GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	<p>a. The Board of Directors is given access to the report prior to publication and may request revisions or amendments.</p> <p>b. The reason for this is the level of detail of the present sustainability report. An official approval by the Board of Directors of the sustainability report or at least of an executive summary including the most important facts and figures will be implemented latest when the new Swiss laws for reporting non-financial information enters into force.</p>
	2-15	Conflicts of interest	<p>b. The other activities and vested interests of the Board of Directors and the Executive Committee are published in the Annual Report 2021, Pp. 18 – 20 and 28 – 29, as well as on the ORIOR website.</p> <p>During the reporting year, no conflicts of interest have been identified and/or disclosed.</p>
	2-16	Communication of critical concerns	b. This information is confidential and is not reported publicly by ORIOR.
	2-17	Collective knowledge of the highest governance body	b. In regular intervals the Board of Directors is provided with information in written or oral form regarding sustainability topics in order to develop their collective knowledge on sustainable development.
	2-18	Evaluation of the performance of the highest governance body	
	2-19	Remuneration policy	
	2-20	Process to determine remuneration	<p>b. In Switzerland, the General Assembly of publicly traded companies has to vote on the process to determine remuneration and compensation by law. At ORIOR, that vote was held 2014. Yearly the General Assembly votes on remuneration and compensation proposals. The voting results for the last few years can be found in the <a href="#">Minutes of the Annual General Meeting</a>.</p>
	2-21	Annual total compensation ratio	This information is confidential and is not reported publicly by ORIOR.
Strategy, policies and practices			
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Pp. 2 – 3

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 2: General Disclosures 2021	2-23 Policy commitments	Pp. 6 – 7, 10; <a href="#">Code of Conduct</a> ; <a href="#">SDGs on ORIOR Website</a>	d. The Code of Conduct was approved by the Board of Directors as the highest governance body. f. Upon joining the company, all new employees are given the ORIOR Code of Conduct and must familiarise themselves with it. Additional information campaigns are also held on a regular basis.
	2-24 Embedding policy commitments		This information is currently not available and is therefore being omitted.
	2-25 Process to remediate negative impacts		b. ORIOR has an anonymous reporting system in place that internal and external stakeholders can use to report complaints or violations of the Code of Conduct. e. As the system was only implemented in 2020, we are still gathering data to assess its effectiveness.
	2-26 Mechanisms for seeking advice and raising concerns	P. 6; <a href="#">Code of Conduct</a> , S. 8	
	2-27 Compliance with laws and regulations	P. 65	
	2-28 Memberships associations		<ul style="list-style-type: none"> <li>– Aargau Chamber of Commerce and Industry (AIHK)</li> <li>– Bionetz.ch</li> <li>– "Brennpunkt Nahrung"</li> <li>– Trade Association of the Canton of Ticino (Cc-Ti)</li> <li>– "Cercle des Chefs de Cuisine Berne" (CCCB)</li> <li>– Energy Agency of the Swiss Private Sector (EnAW)</li> <li>– Foodward</li> <li>– Federation of Swiss Food Industries (Fial)</li> <li>– Thurgau Chamber of Commerce and Industry</li> <li>– Central Switzerland Chamber of Commerce and Industry</li> <li>– BIO Schweiz Interest Group (IG BIO)</li> <li>– IR club Schweiz (Swiss Society of Investor Relations)</li> <li>– Swiss Association of Butcher Employees (MPV)</li> <li>– Öbu – Swiss business council for sustainable development</li> <li>– Promarca - Swiss brand association</li> <li>– Proviande</li> <li>– Swiss Meat Trade Association (SSF)</li> <li>– Swiss Association for Hospital, Homes and Community Gastronomy (SVG)</li> <li>– Swiss Association for Food Hygiene (SGLH)</li> <li>– Swiss Marketing Society (GfM)</li> <li>– Swiss Association for Vocational Training in Logistics (SVBL)</li> <li>– Swiss Association for Quality (SAQ)</li> <li>– Switzerland Global Enterprise (SGE)</li> <li>– United Against Waste (UAW)</li> <li>– Vegan Society of Switzerland</li> <li>– Association of Swiss Producers of Dry-Cured Beef (VBF)</li> <li>– Thun Oberland Business Association</li> <li>– PET-Recycling Switzerland association (PRS)</li> <li>– Baselland Chamber of Commerce</li> </ul>

GRI Standard	Disclosure	Reference	Further information and/or omissions
<b>Stakeholder engagement</b>			
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement <a href="#">ORIOR Website</a>	<p>ii. The purpose of our stakeholder engagement is to ensure that we are aware of the concerns of our key stakeholders and take them into account as much as possible during our business activities.</p> <p>iii. Giving meaning and purpose to the exchanges with our stakeholders is an ongoing priority for all ORIOR representatives involved in such interactions.</p>
	2-30	Collective bargaining agreements	<p>a. As of 31 December 2021, 86.3% of our employees in Switzerland are covered by collective bargaining agreements (CBA).</p> <p>b. The employment contracts of those employees who are not covered by a collective bargaining agreement always fulfil the CBA conditions as a minimum and even exceed them in most cases.</p>
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1	Process to determine material topics <a href="#">ORIOR Website</a>	P. 8;
	3-2	List of material topics <a href="#">ORIOR Website</a>	<p>b. The material topics remain the same. Although there were no changes compared with the 2020 reporting year, for the sake of completeness, we are now also reporting on the company's wastewater management.</p>
<b>Sustainable raw materials</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 13, 15–21
GRI G4 Food Processing 2014	FP2	Percentage of purchases with internationally recognised sustainability standards	Pp. 13, 20
ORIOR specific disclosure		Sales percentages with labelled products (% , kg)	P. 21
<b>Animal welfare</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 14–21
ORIOR specific disclosure		Percentage of meat for the Swiss market either with Swiss origin or produced abroad according to Swiss animal welfare standards	Pp. 14, 20

GRI Standard	Disclosure	Reference	Further information and/or omissions
<b>Safe and healthy food</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 22–27
GRI G4 Food Processing 2014	FP5	Percentage of production volume manufactured at sites certified according to internationally recognised food safety standards	Pp. 23
ORIOR specific disclosure		Number of complaints per 100 tonnes of product	Pp. 22, 27
<b>Food waste and packaging</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	Pp. 29–35
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Pp. 29, 30, 36
	306-2	Management of significant waste-related impacts	Pp. 30–37
	306-3	Waste generated	P. 36

b. All of the service providers contracted by ORIOR are certified disposal companies. When selecting providers, both ecological and economic decision-making factors are considered and evaluated.

c. The collection and monitoring of waste-related data is performed by wsba GMBH. Their support services enable ORIOR to provide an objective assessment of recyclables and waste logistics and ensure legally compliant recycling and disposal management. This includes invoice controlling for disposal companies, compilation of recyclables and waste statistics, the ecologically and economically sustainable optimisation of waste disposal processes, and the assurance of legal compliance and consideration of ORIOR's requirements and specifications. The recyclables and waste statistics include the generated quantities of individual materials, numbers of bundles and transports, as well as detailed cost structures.

a. Due to confidentiality constraints, we publish only relative waste data.

b. This data is based on both the individual competence centres' waste statistics collected and consolidated by wsba GmbH, as well as on invoices, delivery slips and weighing slips from the disposal companies, which are checked and compiled in statistics on a monthly basis.

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 306: Waste 2020	306-4 Waste diverted from disposal	P. 37	<p>a. Due to confidentiality constraints, we publish only relative waste data.</p> <p>d. 100% of the generated waste is recycled and disposed of offsite.</p> <p>e. This data is based on both the individual competence centres' waste statistics collected and consolidated by wsba GmbH, as well as on invoices, delivery slips and weighing slips from the disposal companies, which are checked and compiled in statistics on a monthly basis. To calculate the share of compost, the statistics of different biogas facilities were used which state that around one third of the compost (330 kg) is produced from 1 t substrate of the biogas utilisation. Old motor oil is recycled, except for very small quantities that have to be disposed of as hazardous waste.</p>
	306-5 Waste directed to disposal	P. 37	<p>a. Due to confidentiality constraints, we publish only relative waste data.</p> <p>d. 100% of the generated waste is recycled and disposed of offsite.</p>
ORIOR specific disclosure	Kg food waste per kg of production	Pp. 29, 35	
<b>Climate and energy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pp. 38 – 43	
GRI 302: Energy 2016	302-3 Energy intensity	Pp. 39, 42	<p>c. Energy consumption includes heating oil, natural gas, woodchips, fuel and electricity.</p> <p>d. Within the organisation. The energy consumption of all our Swiss production sites is included. The office premises in Zurich (14 employees) were not taken into account.</p>
ORIOR specific disclosure	Energy consumption by energy source (%)	Pp. 42	
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Pp. 39, 43	<p>c. Scope 1 and Scope 2.</p> <p>d. All greenhouse gases have been included. The emissions of all our Swiss production sites are included. The office premises in Zurich (14 employees) were not taken into account.</p>
<b>Water</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pp. 44 – 46	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Pp. 45 – 46	
	303-2 Management of water discharge-related impacts	Pp. 45 – 46	



GRI Standard	Disclosure	Reference	Further information and/or omissions
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption		<p>a. For confidentiality reasons, ORIOR currently only reports water withdrawal per production site (m3 of fresh water per tonne produced).</p> <p>b. All of the production sites covered in this report are located in areas with low water stress.</p>
<b>ORIOR specific disclosure</b>	Water consumption in m3 fresh water per tonne produced	Pp. 44, 47	

#### Employee development

<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Pp. 49 – 55																															
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	Pp. 49, 54	Average hours of training, per employee category and gender (h/employee/year)																														
				<table><tr><td></td><td><b>2021</b></td><td><b>2020</b></td><td><b>2019</b></td><td><b>2018</b></td></tr><tr><td>Management</td><td>12.5</td><td>1.6</td><td>7.1</td><td>6.6</td></tr><tr><td>Administration</td><td>9.0</td><td>6.4</td><td>7.3</td><td>15.7</td></tr><tr><td>Production</td><td>3.8</td><td>2.6</td><td>2.7</td><td>3.7</td></tr><tr><td>Women</td><td>5.1</td><td>3.2</td><td>3.3</td><td>5.0</td></tr><tr><td>Men</td><td>3.9</td><td>3.3</td><td>3.4</td><td>5.8</td></tr></table>		<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	Management	12.5	1.6	7.1	6.6	Administration	9.0	6.4	7.3	15.7	Production	3.8	2.6	2.7	3.7	Women	5.1	3.2	3.3	5.0	Men	3.9	3.3	3.4	5.8
	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>																														
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Women	5.1	3.2	3.3	5.0																														
Men	3.9	3.3	3.4	5.8																														
<b>ORIOR specific disclosure</b>		Expenditures for training and development	Pp. 49, 54																															
		Number of apprentices and trainees at ORIOR Switzerland	P. 55																															

#### Occupational safety and health

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Pp. 56 – 60	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	P. 57	
	403-2 Hazard identification, risk assessment, and incident investigation	Pp. 57 – 58	<p>c. Policies and procedures for the following points are still in development at ORIOR and will therefore not be reported:</p> <ul style="list-style-type: none"> <li>How can workers remove themselves from work situations that they believe could cause injury or ill health?</li> <li>How are they protected from reprisals if they do?</li> </ul>
	403-3 Occupational health services	P. 59	<p>All ORIOR competence centres have an in-house paramedic. Furthermore, all employees and their relatives have access to the independent counselling services ICAS.</p>

GRI Standard	Disclosure	Reference	Further information and/or omissions
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4	Worker participation, consultation, and communication on occupational safety and health	P. 59
	403-5	Worker training on occupational safety and health	Pp. 58 – 59
	403-6	Promotion of worker health	Pp. 59 – 60
	403-7	Prevention and mitigation of occupational safety and health impacts directly linked to business relationships	This topic is not directly reported on by ORIOR. However, partial aspects of this topic are dealt with in the “Sustainable raw materials” field of activity by applying sustainability standards and labels when sourcing.
	403-8	Workers covered by an occupational health and safety management system	P. 57 a. Coverage: <ul style="list-style-type: none"> <li>i. 100 % of workers are covered by an occupational safety and health management system.</li> <li>ii. 84.7 % of workers are covered by an internally audited system.</li> <li>iii. 0 % are covered by an externally certified system.</li> </ul> b. This information covers only information of ORIOR (without workers who are not under contract of ORIOR).
<b>ORIOR specific disclosure</b>	Absence rate, broken down by type of absence (occupational accident/illness)	Pp. 56, 60	
<b>Economic performance</b>			
<b>GRI 3: Material Topics 2021</b>	3-3	Management of material topics	Pp. 61 – 66
<b>GRI 201: Economic Performance 2016</b>	201-1	Direct economic value generated and distributed	Pp. 61, 65 These figures are only disclosed at Group level according to the accounting principles of Swiss GAAP FER.
<b>GRI 205: Anti-corruption 2016</b>	205-3	Confirmed incidents of corruption and actions taken	P. 65

GRI Standard	Disclosure	Reference	Further information and/or omissions
GRI 417: Marketing and Labelling	417-2 Incidents of non-compliance concerning product and service information and labelling	P. 65	
ORIOR specific disclosure	Number of employees in Switzerland	P. 5	

**Contact**

ORIOR AG  
 Deborah Huber  
 Corporate Sustainability Manager  
 Dufourstrasse 101  
 8008 Zurich  
 Tel. +41 44 308 65 24  
[nachhaltigkeit@orior.ch](mailto:nachhaltigkeit@orior.ch)

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**ORIOR AG** Dufourstrasse 101 CH-8008 Zurich Tel. +41 44 308 65 00 [info@orior.ch](mailto:info@orior.ch) [www.orior.ch](http://www.orior.ch)

## Rapelli SA

### Rapelli SA

Via Laveggio 13  
CH-6855 Stabio  
Tel. +41 91 640 73 00  
[www.rapelli.ch](http://www.rapelli.ch)



### Albert Spiess AG

Dorfstrasse 64  
CH-7220 Schiers  
Tel. +41 81 308 03 08  
[www.albert-spiess.ch](http://www.albert-spiess.ch)



### Möfli Fleischwaren AG

Industriestrasse 9  
CH-9524 Zuzwil  
Tel. +41 71 944 11 11  
[www.moefag.ch](http://www.moefag.ch)



### Fredag AG

Oberfeld 7  
CH-6037 Root  
Tel. +41 41 455 57 00  
[www.fredag.ch](http://www.fredag.ch)



### ORIOR Menu AG Le Patron

Rohrmattstrasse 1  
CH-4461 Böckten  
Tel. +41 61 985 85 00  
[www.lepatron.ch](http://www.lepatron.ch)



### ORIOR Menu AG Pastinella

Industriestrasse 40  
CH-5036 Oberentfelden  
Tel. +41 62 737 28 28  
[www.pastinella.ch](http://www.pastinella.ch)



### Biotta AG

Pflanzbergstrasse 8  
CH-8274 Tägerwil  
Tel. +41 71 466 48 48  
[www.biotta.ch](http://www.biotta.ch)



### culinor food group

### Culinor Food Group NV

Houtstraat 46  
B-9070 Destelbergen  
Tel. +32 9 229 05 11  
[www.culinor.com](http://www.culinor.com)



### Casualfood GmbH

Frankfurt Airport Center 1  
D-60549 Frankfurt am Main  
Tel. +49 69 6500 726-0  
[www.casualfood.de](http://www.casualfood.de)



### ORIOR / Spiess Europe

2, Allée Joseph Bumb  
F-67500 Hagenau  
Tel. +33 3 889 06 990  
[www.albert-spiess.ch](http://www.albert-spiess.ch)