

# CORPORATE SOCIAL RESPONSIBILITY REPORT 2018 – GRI CONTENT INDEX



## GRI CONTENT INDEX

For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

GRI STANDARDS AND DISCLOSURES	SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>GRI 101: FOUNDATION (2016)</b>					
<b>GRI 102: GENERAL DISCLOSURES (2016)</b>					
<b>Organizational profile</b>					
102-1	Name of the organization	Ferrero Group – Corporate Governance: 14	N/A	6.3.10 Fundamental principles and rights at work 6.4.1–6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility	
102-2	Activities, brands, products, and services	Ferrero Group – At a glance: 12-13; Our Consumers – Quality: 34	VIII. Consumer interests	6.3.10 Fundamental principles and rights at work 6.4.1–6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility	
102-3	Location of headquarters	Ferrero Group – Corporate Governance: 14	N/A	6.3.10 Fundamental principles and rights at work 6.4.1–6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility	
102-4	Location of operations	Ferrero Group – Corporate Governance: 14-15	N/A	6.3.10 Fundamental principles and rights at work 6.4.1–6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility	

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102-5	Ownership and legal form	Ferrero Group – Corporate Governance: 14	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-6	Markets served	Ferrero Group – At a glance: 12-13; Our Consumers – Nutrition: 28	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-7	Scale of the organization	Ferrero Group – Corporate Governance: 14-15; Our People & Our Communities – Ferrero People: 60-61	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-8	Information on employees and other workers	Our People & Our Communities – Ferrero People: 60-61; Key Data – Workforce Data: 210, 212	V. Employment and Industrial Relations	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-9	Supply chain	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers – Kinder Surprise Company – Production and Quality Checks: 55-56; Our People and Our Community – Michele Ferrero Entrepreneurial Project: 84-85; Our Value Chain – 2. Choose: 126-134 (Ferrero Sustainable Agricultural Practices, Cocoa), 139-146 (Cocoa, Palm Oil, Shea and Sal), 150-159 (Palm Oil, Shea and Sal, Hazelnuts), 166-177 (Hazelnuts, Sugar, Eggs, Milk, Our Engagement and Collaboration with Suppliers)	IV. Human Rights	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		

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102-10	Significant changes to the organization and its supply chain	About this Report: inside cover page	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-11	Precautionary Principle or approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers – Kinder Surprise Company: 52-54; Our People and Our Community – Michele Ferrero Entrepreneurial Project: 84-85; Our Value Chain – 2. Choose: 126-135 (Ferrero Sustainable Agricultural Practices, Cocoa), 144-155 (Palm Oil, Shea and Sal), 159-161, 163 (Hazelnuts), 166-177 (Hazelnuts, Sugar, Eggs, Milk, Our Engagement and Collaboration with Suppliers)	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-12	External initiatives	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 38-41 (Responsible Communication), 55-56 (Kinder Surprise Company); Our People and Our Community – Michele Ferrero Entrepreneurial Project: 84-85; Our Value Chain – 2. Choose: 126-145 (Ferrero Sustainable Agricultural Practices, Cocoa, Palm Oil, Shea and Sal), 151-155 (Palm Oil, Shea and Sal), 160-161 (Hazelnuts), 166-177 (Hazelnuts, Sugar, Eggs, Milk, Our Engagement and Collaboration with Suppliers)	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-13	Membership of associations	Ferrero Group – Organizations and Associations: 18-19;; Our Consumers – Responsible Communication: 38-40; Our Value Chain – 2. Choose: 131, 134, 136 (Cocoa), 153-155 (Palm Oil, Shea and Sal), 169 (Sugar), 175 (Our Engagement and Collaboration with Suppliers)	N/A	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
<b>Strategy</b>						
102-14	Statement from senior decision-maker	Letter from Our Executive Chairman: 1	N/A	4.7 Respect for international norms of behaviour 6.2 Organizational governance 7.4.2 Setting the direction of an organization for social responsibility		

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102-15	Key impacts, risks, and opportunities	Letter from Our Executive Chairman: 1; Materiality Analysis: 4-6; Our Group Goals: 8-9; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 32-33 (Innovation), 34-37 (Quality), 50-56 (Kinder Surprise Company); Our People and Our Community – Michele Ferrero Entrepreneurial Project: 84-85; Our Value Chain – 1. Create: 122-124 (Creating Our Packaging, The 5rs Strategy); Our Value Chain – 2. Choose: 126-127 (Ferrero Sustainable Agricultural Practices); Our Value Chain – 3. Make: 182-187 (Operations, Climate Change)	N/A	4.7 Respect for international norms of behaviour 6.2 Organizational governance 7.4.2 Setting the direction of an organization for social responsibility		
<b>Ethics and integrity</b>						
102-16	Values, principles, standards, and norms of behavior	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 26, 28 (Nutrition), 32 (Innovation), 34-37 (Quality), 38-41 (Responsible Communication); Our Value Chain – 1. Create: 123-125 (Creating Our Packaging, The 5rs Strategy); Our Value Chain – 2. Choose: 126-127 (Ferrero Sustainable Agricultural Practices), 132 (Cocoa), 146, 150-151, 154-155 (Palm Oil, Shea and Sal), 158-159, 165-166 (Hazelnuts), 172 (Milk and Eggs); Our Value Chain – 3. Make: 180 (Making our Packaging) Ferrero - Code of Ethics: <a href="https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment">https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment</a>	N/A	4.4 Ethical behaviour 6.6.3 Anti-corruption		
<b>Governance</b>						
102-18	Governance structure	Ferrero Group – Corporate Governance: 14-16	N/A	6.2 Organizational governance 7.4.3 Building social responsibility into an organization's governance, systems and procedures 7.7.5 Improving performance		
<b>Stakeholder engagement</b>						
102-40	List of stakeholder groups	Stakeholder Mapping: 7	N/A	5.3 Stakeholder identification and engagement		

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102-41	Collective bargaining agreements	Our People & Our Communities - Ferrero People: 69	V. Employment and Industrial Relations	6.3.10 Fundamental principles and rights at work 6.4.1-6.4.2 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue 6.8.5 Employment retention and skills development 7.8 Voluntary initiatives for social responsibility		
102-42	Identifying and selecting stakeholders	Stakeholder Mapping: 7	N/A	5.3 Stakeholder identification and engagement		
102-43	Approach to stakeholder engagement	Stakeholder Mapping: 7; Ferrero Group – Human Rights: 22; Our People & Our Communities: 63-64 (Ferrero People), 84-91 (Michele Ferrero Entrepreneurial Project), 92-93 (Kinder+Sport); Our Value Chain – 2. Choose: 134-135 (Cocoa), 145, 147, 153 (Palm Oil, Shea and Sal), 161-162 (Hazelnuts), 169 (Sugar), 175 (Our Engagement and Collaboration with Suppliers); Our Value Chain – 5. You – End of Use: 196	N/A	5.3 Stakeholder identification and engagement		
102-44	Key topics and concerns raised	Materiality Analysis: 6	VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution		
<b>Reporting Practice</b>						
102-45	Entities included in the consolidated financial statements	About this Report: inside cover page; Ferrero Group – Corporate Governance: 14-15	N/A	5.2 Recognizing social responsibility 7.3.2 Determining relevance and significance of core subjects and issues to an organization 7.3.3 An organization's sphere of influence 7.3.4 Establishing priorities for addressing issues		
102-46	Defining report content and topic Boundaries	Materiality Analysis: 4-6; Stakeholder Mapping: 7	N/A	5.2 Recognizing social responsibility 7.3.2 Determining relevance and significance of core subjects and issues to an organization 7.3.3 An organization's sphere of influence 7.3.4 Establishing priorities for addressing issues		
102-47	List of material topics	Materiality Analysis: 5-6	N/A	5.2 Recognizing social responsibility 7.3.2 Determining relevance and significance of core subjects and issues to an organization 7.3.3 An organization's sphere of influence 7.3.4 Establishing priorities for addressing issues		
102-48	Restatements of information	Key Data – Environmental Data: 202, 205	N/A	5.2 Recognizing social responsibility 7.3.2 Determining relevance and significance of core subjects and issues to an organization 7.3.3 An organization's sphere of influence 7.3.4 Establishing priorities for addressing issues		

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102-49	Changes in reporting	Materiality Analysis: 4-6	N/A	5.2 Recognizing social responsibility 7.3.2 Determining relevance and significance of core subjects and issues to an organization 7.3.3 An organization's sphere of influence 7.3.4 Establishing priorities for addressing issues		
102-50	Reporting period	About this Report: inside cover page	N/A	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility		
102-51	Date of most recent report	About this Report: inside cover page	N/A	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility		
102-52	Reporting cycle	About this Report: inside cover page	N/A	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility		
102-53	Contact point for questions regarding the report	About this Report: inside cover page	N/A	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility		
102-54	Claims of reporting in accordance with the GRI Standards	About this Report: inside cover page	N/A	N/A		
102-55	GRI content index	The GRI content index is available in the section "CSR Reports" of our website <a href="https://www.ferrerocsr.com/our-csr-reports/">https://www.ferrerocsr.com/our-csr-reports/</a>	N/A	N/A		
102-56	External assurance	Assurance Letter: 237-239	N/A	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility		
<b>TOPIC-SPECIFIC STANDARDS</b>						
<b>GRI 200: ECONOMIC SERIES (2016)</b>						
<b>Topic: Economic Performance</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations XI. Taxation	6.5.5 Climate change mitigation and adaptation 6.8.1-6.8.2 Community involvement and development 6.8.3 Community involvement 6.8.7 Wealth and income creation 6.8.9 Social investment		
103-2	The management approach and its components	Ferrero Group: 14-15 (Corporate Governance), 17 (Ferrero's Added Value); Our People & Our Communities: 68 (Ferrero People), 87 (Michele Ferrero Entrepreneurial Project)	V. Employment and Industrial Relations XI. Taxation	6.5.5 Climate change mitigation and adaptation 6.8.1-6.8.2 Community involvement and development 6.8.3 Community involvement 6.8.7 Wealth and income creation 6.8.9 Social investment		

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103-3	Evaluation of the management approach	Ferrero Group: 14-15 (Corporate Governance), 17 (Ferrero's Added Value); Our People & Our Communities: 68 (Ferrero People), 87 (Michele Ferrero Entrepreneurial Project)	V. Employment and Industrial Relations XI. Taxation	6.5.5 Climate change mitigation and adaptation 6.8.1-6.8.2 Community involvement and development 6.8.3 Community involvement 6.8.7 Wealth and income creation 6.8.9 Social investment		
<b>GRI-201: Economic Performance (2016)</b>						
201-1	Direct economic value generated and distributed	Ferrero Group - Ferrero's Added Value: 17	V. Employment and Industrial Relations XI. Taxation	6.8.1-6.8.2 Community involvement and development 6.8.3 Community involvement 6.8.7 Wealth and income creation 6.8.9 Social investment		
201-2	Financial implications and other risks and opportunities due to climate change	Ferrero Group: 14-15 (Corporate Governance), 17 (Ferrero's Added Value); Our People & Our Communities: 68 (Ferrero People), 87 (Michele Ferrero Entrepreneurial Project)	V. Employment and Industrial Relations XI. Taxation	6.5.5 Climate change mitigation and adaptation		
201-4	Financial assistance received from government		V. Employment and Industrial Relations XI. Taxation	N/A	In relation to contributions from public administration, the income statement contributions and capital grants for FY 2017/2018 do not amount to a significant total value at the consolidated financial statement level.	
<b>Topic: Market Presence</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	N/A	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation		
103-2	The management approach and its components	Key Data - Workforce Data - Remuneration: 216, 219-220	VI. Environment	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation		

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103-3	Evaluation of the management approach	Key Data - Workforce Data - Remuneration: 216, 219-220	N/A	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation		
<b>GRI-202: Market Presence (2016)</b>						
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Key Data - Workforce Data - Remuneration: 216	N/A	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development		
202-2	Proportion of senior management hired from the local community	Key Data - Workforce Data - Remuneration: 219-220	N/A	6.4.3 Employment and employment relationships 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation		
<b>Additional Disclosure: Indirect Economic Impacts</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	N/A	6.3.9 Economic, social and cultural rights 6.6.7 Respect for property rights 6.7.8 Access to essential services 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation 6.8.9 Social investment 8.6.6 Promoting social responsibility in the value chain		
103-2	The management approach and its components	Ferrero Group - Ferrero's Added Value: 17; Our Consumers - Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76-83 (The Ferrero Foundation), 84-91 (Michele Ferrero Entrepreneurial Project), 92-97 (Kinder+Sport)	VI. Environment	6.3.9 Economic, social and cultural rights 6.6.7 Respect for property rights 6.7.8 Access to essential services 6.8.1-6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation 6.8.9 Social investment 8.6.6 Promoting social responsibility in the value chain		



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103-3	Evaluation of the management approach	Ferrero Group – Ferrero’s Added Value: 17; Our Consumers – Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76–83 (The Ferrero Foundation), 84–91 (Michele Ferrero Entrepreneurial Project), 92–97 (Kinder+Sport)	N/A	6.3.9 Economic, social and cultural rights 6.6.7 Respect for property rights 6.7.8 Access to essential services 6.8.1–6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation 6.8.9 Social investment 8.6.6 Promoting social responsibility in the value chain		
<b>GRI-203: Indirect Economic Impacts (2016)</b>						
203-1	Infrastructure investments and services supported	Ferrero Group – Ferrero’s Added Value: 17; Our Consumers – Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76–83 (The Ferrero Foundation), 84–91 (Michele Ferrero Entrepreneurial Project), 92–97 (Kinder+Sport)	N/A	6.3.9 Economic, social and cultural rights 6.8.1–6.8.2 Community involvement and development 6.8.7 Wealth and income creation 6.8.9 Social investment		
203-2	Significant indirect economic impacts	Ferrero Group – Ferrero’s Added Value: 17; Our Consumers – Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76–83 (The Ferrero Foundation), 84–91 (Michele Ferrero Entrepreneurial Project), 92–97 (Kinder+Sport)	N/A	6.3.9 Economic, social and cultural rights 6.6.7 Respect for property rights 6.7.8 Access to essential services 6.8.1–6.8.2 Community involvement and development 6.8.5 Employment retention and skills development 6.8.7 Wealth and income creation 6.8.9 Social investment 8.6.6 Promoting social responsibility in the value chain		
<b>Topic: Procurement Practices</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4–6	N/A	6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 6.8.1–6.8.2 Community involvement and development 6.8.7 Wealth and income creation		
103-2	The management approach and its components	Ferrero Group – Ferrero’s Added Value: 17; Our Consumers – Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76–83 (The Ferrero Foundation), 84–91 (Michele Ferrero Entrepreneurial Project), 92–97 (Kinder+Sport)	VI. Environment	6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 6.8.1–6.8.2 Community involvement and development 6.8.7 Wealth and income creation		
103-3	Evaluation of the management approach	Ferrero Group – Ferrero’s Added Value: 17; Our Consumers – Responsible Communication: 42 (EPODE Program); Our People & Our Communities: 76–83 (The Ferrero Foundation), 84–91 (Michele Ferrero Entrepreneurial Project), 92–97 (Kinder+Sport)	N/A	6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 6.8.1–6.8.2 Community involvement and development 6.8.7 Wealth and income creation		

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<b>GRI-204: Procurement Practices (2016)</b>						
204-1	Proportion of spending on local suppliers	N/A	N/A	6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 6.8.1-6.8.2 Community involvement and development 6.8.7 Wealth and income creation		The disclosure is not applicable due to the Purchasing structure of the Group.
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Our Group Goals: 8-9; Our value Chain - 1. Create: 122-125 (Creating our Packaging); Our value Chain - 2. Choose: 127 (Ferrero Sustainable Agricultural Practices), 144-145 (Palm Oil, Shea and Sal), 156-159; 167 (Hazelnuts), 172-174 (Eggs, Milk)	N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		
FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Our Group Goals: 8-9; Our value Chain - 1. Create: 122-125 (Creating our Packaging); Our value Chain - 2. Choose: 127 (Ferrero Sustainable Agricultural Practices), 144-145 (Palm Oil, Shea and Sal), 156-159, 167 (Hazelnuts), 172-174 (Eggs, Milk)	N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		
<b>Topic: Anti-Corruption</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption 6.6.6 Promoting social responsibility in the value chain		
103-2	The management approach and its components	Ferrero Group: 14-16 (Corporate Governance), 20 (Responsible Supply Chain Management); Ferrero - Code of Ethics: <a href="https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment">https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment</a> ; Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption 6.6.6 Promoting social responsibility in the value chain		
103-3	Evaluation of the management approach	Ferrero Group: 14-16 (Corporate Governance), 20 (Responsible Supply Chain Management)	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption 6.6.6 Promoting social responsibility in the value chain		
<b>GRI-205: Anti-Corruption (2016)</b>						
205-2	Communication and training about anti-corruption policies and procedures		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption 6.6.6 Promoting social responsibility in the value chain	Specific training course on anti-bribery and corruption is under development	
205-3	Confirmed incidents of corruption and actions taken		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti-corruption	No significant cases of failure to comply with regulations and voluntary codes reported.	

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<b>Topic: Anti-Competitive Behavior</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	X. Competition	6.6.1-6.6.2 Fair operating practices 6.6.5 Fair competition 6.6.7 Respect for property rights		
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management: 20	X. Competition	6.6.1-6.6.2 Fair operating practices 6.6.5 Fair competition 6.6.7 Respect for property rights		
103-3	Evaluation of the management approach	Ferrero Group – Responsible Supply Chain Management: 20	X. Competition	6.6.1-6.6.2 Fair operating practices 6.6.5 Fair competition 6.6.7 Respect for property rights		
<b>GRI-206: Anti-Competitive Practices (2016)</b>						
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		X. Competition	6.6.1-6.6.2 Fair operating practices 6.6.5 Fair competition 6.6.7 Respect for property rights	No significant cases of failure to comply with regulations and voluntary codes reported.	
<b>GRI 300 – ENVIRONMENTAL SERIES (2016)</b>						
<b>Topic: Materials</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption		
103-2	The management approach and its components	Our Group Goals: 8-9; Our Value Chain - 1. Create: 124-125; Our Value Chain - 2. Choose: 128 (Cocoa), 144 (Palm Oil, Shea and Sal), 156 (Hazelnuts), 168 (Sugar), 172 (Milk and Eggs)	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption		
103-3	Evaluation of the management approach	Our Group Goals: 8-9; Our Value Chain - 1. Create: 124-125; Our Value Chain - 2. Choose: 128 (Cocoa), 144 (Palm Oil, Shea and Sal), 156 (Hazelnuts), 168 (Sugar), 172 (Milk and Eggs)	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption		
<b>GRI-301: Materials (2016)</b>						
301-1	Materials used by weight or volume	Ferrero Group – At a Glance: 12-13; Key Data – Environmental Data: 202, 205	VI. Environment	6.5.4 Sustainable resource use		
301-2	Recycled input materials used	Ferrero Group – At a Glance: 12-13; Key Data – Environmental Data: 202, 205	VI. Environment	6.5.4 Sustainable resource use		
<b>Additional Disclosure: Energy</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
103-2	The management approach and its components	Our Value Chain - 3. Make: 180 (Macking Our Packaging), 182-184 (Operations), 188 (Energy Efficiency); Our value Chain - 4. Store and Deliver: 194	VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation		
103-3	Evaluation of the management approach	Our Value Chain - 3. Make: 180 (Macking Our Packaging), 182-184 (Operations), 188 (Energy Efficiency); Our value Chain - 4. Store and Deliver: 194	VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation		
<b>GRI-302: Energy (2016)</b>						
302-1	Energy consumption within the organization	Our Value Chain - 3. Make: 187 (Climate Change); Key Data - Environmental Data: 203	VI. Environment	6.5.4 Sustainable resource use		
302-3	Energy intensity	Our Value Chain - 3. Make: 188 (Energy Efficiency); Key Data - Environmental Data: 203	VI. Environment	6.5.4 Sustainable resource use		
302-4	Reduction of energy consumption	Our Value Chain - 3. Make: 184 (Operations), 188 (Energy Efficiency); Our Value Chain - 4. Store and Deliver: 194	VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation		
<b>Topic: Water</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	26.5.4 Sustainable resource use		
103-2	The management approach and its components	Our Value Chain - 3. Make: 182 (Operations), 190 (Water Stewardship); Key Data - Environmental Data: 205	VI. Environment	6.5.4 Sustainable resource use		
103-3	Evaluation of the management approach	Our Value Chain - 3. Make: 182 (Operations), 190 (Water Stewardship); Key Data - Environmental Data: 205	VI. Environment	6.5.4 Sustainable resource use		
<b>GRI-303: Water (2016)</b>						
303-1	Water withdrawal by source	Our Value Chain - 3. Make: 182 (Operations), 190 (Water Stewardship); Key Data - Environmental Data: 205	VI. Environment	6.5.4 Sustainable resource use		
303-3	Water recycled and reused	Our Value Chain - 3. Make: 191 (Water Stewardship)	VI. Environment	6.5.4 Sustainable resource use		
<b>Topic: Biodiversity</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
103-2	The management approach and its components	Our Value Chain - 2. Choose: 148-149, 151 (Palm Oil, Shea and Sal); Our Value Chain - 4. Store and Deliver: 195 (Plant Locations and Biodiversity)	VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
103-3	Evaluation of the management approach	Our Value Chain - 2. Choose: 148-149, 151 (Palm Oil, Shea and Sal); Our Value Chain - 4. Store and Deliver: 195 (Plant Locations and Biodiversity)	VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		

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<b>GRI-304: Biodiversity (2016)</b>						
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our Value Chain - 4. Store and Deliver: 195 (Plant Locations and Biodiversity)	VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
304-2	Significant impacts of activities, products, and services on biodiversity	Our Value Chain - 2. Choose: 148-149, 152 (Palm Oil, Shea and Sal); Our Value Chain - 4. Store and Deliver: 195 (Plant Locations and Biodiversity)	VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
<b>Topic: Emissions</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation		
103-2	The management approach and its components	Our Value Chain - 3. Make: 182, 184 (Operations), 186 (Climate Change); Our Value Chain - 4. Store and Deliver: 194; Key Data - Environmental Data: 204	VI. Environment	6.3.6 Resolving grievances 6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation		
103-3	Evaluation of the management approach	Our Value Chain - 3. Make: 182, 184 (Operations), 186 (Climate Change); Our Value Chain - 4. Store and Deliver: 194; Key Data - Environmental Data: 204	VI. Environment	6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation		
<b>GRI-305: Emissions (2016)</b>						
305-1	Direct (Scope 1) GHG emissions	Our Value Chain - 3. Make: 182, 184 (Operations), 186 (Climate Change); Our Value Chain - 4. Store and Deliver: 194; Key Data - Environmental Data: 202, 204	VI. Environment	6.5.5 Climate change mitigation and adaptation		
305-2	Energy indirect (Scope 2) GHG emissions	Our Value Chain - 3. Make: 182, 184 (Operations), 186 (Climate Change); Our Value Chain - 4. Store and Deliver: 194; Key Data - Environmental Data: 202, 204	VI. Environment	6.5.5 Climate change mitigation and adaptation		
305-3	Other indirect (Scope 3) GHG emissions	Our Value Chain - 3. Make: 185 (Climate Change); Key Data - Environmental Data: 202, 204	VI. Environment	6.5.5 Climate change mitigation and adaptation		
305-4	GHG emissions intensity	Our Value Chain - 3. Make: 185-186 (Climate Change); Key Data - Environmental Data: 204	VI. Environment	6.5.5 Climate change mitigation and adaptation		
305-5	Reduction of GHG emissions	Our Value Chain - 3. Make: 185-186 (Climate Change)	VI. Environment	6.5.5 Climate change mitigation and adaptation		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
305-6	Emissions of ozone-depleting substances (ODS)	Key Data - Environmental Data: 204	VI. Environment	6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation		
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions		VI. Environment	6.5.3 Prevention of pollution	Ferrero doesn't produce other significant air emissions	
<b>Topic: Effluents and Waste</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
103-2	The management approach and its components	Our Value Chain - 3. Make: 182 (Operations), 190-191 (Water Stewardship), 192 (Circular Economy); Key Data - Environmental Data: 205	VI. Environment	6.3.6 Resolving grievances 6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
103-3	Evaluation of the management approach	Our Value Chain - 3. Make: 182 (Operations), 190-191 (Water Stewardship), 192 (Circular Economy); Key Data - Environmental Data: 205	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats		
<b>GRI-306: Effluents and Waste (2016)</b>						
306-1	Water discharge by quality and destination	Our Value Chain - 3. Make: 182 (Operations), 190-191 (Water Stewardship); Key Data - Environmental Data: 205	VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use		
306-2	Waste by type and disposal method	Our Value Chain - 3. Make: 190-191 (Water Stewardship), 192 (Circular Economy); Key Data - Environmental Data: 205	VI. Environment	6.5.3 Prevention of pollution		
306-3	Significant spills	Key Data - Environmental Data: 205	VI. Environment	6.5.3 Prevention of pollution		
<b>Topic: Environmental Compliance</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	4.6 Respect for the rule of law		
103-2	The management approach and its components	Our Value Chain - 3. Make: 184 (Operations)	VI. Environment	4.6 Respect for the rule of law 6.3.6 Resolving grievances		

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103-3	Evaluation of the management approach	Our Value Chain - 3. Make: 184 (Operations)	VI. Environment	4.6 Respect for the rule of law		
<b>GRI-307: Environmental Compliance (2016)</b>						
307-1	Non-compliance with environmental laws and regulations		VI. Environment	4.6 Respect for the rule of law	No significant cases of failure to comply with regulations and voluntary codes reported.	
<b>Topic: Supplier Environmental Assessment</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence		
103-2	The management approach and its components	Our Group Goals: 8-9; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 39 (Quality), 56 (Kinder Surprise Company); Our Value Chain - 2. Choose: 128 (Cocoa), 144-147 (Palm Oil, Shea and Sal); Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence		
103-3	Evaluation of the management approach	Our Group Goals: 8-9; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 39 (Quality), 56 (Kinder Surprise Company); Our Value Chain - 2. Choose: 128 (Cocoa), 144-147 (Palm Oil, Shea and Sal); Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence		
<b>GRI-308: Supplier Environmental Assessment (2016)</b>						
308-1	New suppliers that were screened using environmental criteria	Our Group Goals: 8-9; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers: 39 (Quality), 56 (Kinder Surprise Company); Our Value Chain - 2. Choose: 128 (Cocoa), 144-147 (Palm Oil, Shea and Sal); Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
308-2	Negative environmental impacts in the supply chain and actions taken	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 175-177 (Our Engagement and Collaboration with Suppliers)	VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence		
<b>GRI 400: SOCIAL SERIES (2016)</b>						
<b>Topic: Employment</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.7 Wealth and income creation		
103-2	The management approach and its components	Our People & Our Communities - Ferrero People: 60-66, 68-69 (Ferrero People), 76-83 (The Ferrero Foundation)	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.7 Wealth and income creation		
103-3	Evaluation of the management approach	Our People & Our Communities - Ferrero People: 60-66, 68-69 (Ferrero People), 76-83 (The Ferrero Foundation)	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.7 Wealth and income creation		
<b>GRI-401: Employment (2016)</b>						
401-1	New employee hires and employee turnover	Key Data - Workforce Data - Personnel turnover: 213-214	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships		
401-3	Parental leave	Key Data - Workforce Data - Parental leave: 221-222	V. Employment and Industrial Relations	6.4.4 Conditions of work and social protection		
<b>Topic: Labor Management Relations</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue		
103-2	The management approach and its components	Our People & Our Communities - Ferrero People: 68-69	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue		
103-3	Evaluation of the management approach	Our People & Our Communities - Ferrero People: 68-69	V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue		



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GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>GRI-402: Labor-Management Relations (2016)</b>						
402-1	Minimum notice periods regarding operational changes		V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue	The minimum notice period applied by the Group in the event of significant operational changes is in accordance with national or regional collective bargaining agreements; said notice period ranges from a minimum of 15 days to a maximum of 6 months.	
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	Our People & Our Communities - Ferrero People: 68	V. Employment and Industrial Relations	6.4 Labour practices 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.4.5 Social dialogue		
<b>Topic: Occupational Health and Safety</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations	6.4.6 Health and safety at work 6.8.8 Health		
103-2	The management approach and its components	Our People & Our Communities - Ferrero People: 70-75 (Occupational Health and Safety)	V. Employment and Industrial Relations	6.4.6 Health and safety at work 6.8.8 Health		
103-3	Evaluation of the management approach	Our People & Our Communities - Ferrero People: 70-75 (Occupational Health and Safety)	V. Employment and Industrial Relations	6.4.6 Health and safety at work 6.8.8 Health		
<b>GRI-403: Occupational Health and Safety (2016)</b>						
403-1	Workers representation in formal joint management-worker health and safety committees	Our People & Our Communities - Ferrero People: 68-69 (Industrial Relations), 70 (Occupational Health and Safety)	V. Employment and Industrial Relations	6.4.6 Health and safety at work		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Key Data - Health and Safety Data: 206-207	V. Employment and Industrial Relations	6.4.6 Health and safety at work 6.8.8 Health		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
403-4	Health and safety topics covered in formal agreements with trade unions	Our People & Our Communities - Ferrero People: 68-69 (Industrial Relations), 70 (Occupational Health and Safety)	V. Employment and Industrial Relations	6.4.6 Health and safety at work		
<b>Topic: Training and Education</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace 6.8.5 Employment retention and skills development		
103-2	The management approach and its components	Our People & Our Communities - Ferrero People: 68-69 (Industrial Relations), 70 (Occupational Health and Safety)	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace 6.8.5 Employment retention and skills development		
103-3	Evaluation of the management approach	Our People & Our Communities - Ferrero People: 64-67	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace 6.8.5 Employment retention and skills development		
<b>GRI-404: Training and Education (2016)</b>						
404-1	Average hours of training per year per employee	Our People & Our Communities - Ferrero People: 64-67; Key Data - Training Data: 208-209	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace		
404-2	Programs for upgrading employee skills and transition assistance programs	Our People & Our Communities: 64-67 (Ferrero People), 76-77 (The Ferrero Foundation)	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace 6.8.5 Employment retention and skills development		
404-3	Percentage of employees receiving regular performance and career development reviews	Our People & Our Communities - Ferrero People: 68	V. Employment and Industrial Relations	6.4.7 Human development and training in the workplace		
<b>Topic: Diversity and Equal Opportunity</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	V. Employment and Industrial Relations	6.2.3 Decision-making processes and structures 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development		

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103-2	The management approach and its components	Our Group Goals: 8; Our People & Our Communities: 60-61, 63 (Ferrero People); 77 (The Ferrero Foundation) Key Data - Workforce Data: 211; Key Data - Workforce Data: 217-219 (Remuneration)	V. Employment and Industrial Relations	6.2.3 Decision-making processes and structures 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development		
103-3	Evaluation of the management approach	Our Group Goals: 8; Our People & Our Communities: 60-61, 63 (Ferrero People); 77 (The Ferrero Foundation) Key Data - Workforce Data: 211; Key Data - Workforce Data: 217-219 (Remuneration)	V. Employment and Industrial Relations	6.2.3 Decision-making processes and structures 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development		
<b>GRI-405: Diversity and Equal Opportunity (2016)</b>						
405-1	Diversity of governance bodies and employees	Key Data - Workforce Data: 211-212	V. Employment and Industrial Relations	6.2.3 Decision-making processes and structures 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships		
405-2	Ratio of basic salary and remuneration of women to men	Key Data - Workforce Data: 217-219 (Remuneration)	V. Employment and Industrial Relations	6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships 6.4.4 Conditions of work and social protection 6.8.1-6.8.2 Community involvement and development		
<b>Topic: Non-Discrimination</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	N/A	6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships		
103-2	The management approach and its components	Ferrero Group - Corporate Governance: 14-15; Ferrero Group - Responsible Supply Chain Management: 20; Ferrero - Code of Ethics: <a href="https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment">https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment</a>	N/A	6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
103-3	Evaluation of the management approach	Ferrero Group – Corporate Governance: 14-15; Ferrero Group – Responsible Supply Chain Management: 20; Ferrero – Code of Ethics: <a href="https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment">https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment</a>	N/A	6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships		
<b>GRI-406: Non Discrimination (2016)</b>						
406-1	Incidents of discrimination and corrective actions taken		IV. Human Rights V. Employment and Industrial Relations	6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.4.3 Employment and employment relationships	No incidents of discrimination occurred in the reporting year	
<b>Topic: Freedom of Association and Collective Bargaining</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.8 Civil and political rights 6.3.10 Fundamental principles and rights at work 6.4.5 Social dialogue 6.6.6 Promoting social responsibility in the value chain		
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management: 20; Our People & Our Communities – Ferrero People: 68-69; Ferrero – Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.8 Civil and political rights 6.3.10 Fundamental principles and rights at work 6.4.5 Social dialogue 6.6.6 Promoting social responsibility in the value chain		
103-3	Evaluation of the management approach	Ferrero Group – Responsible Supply Chain Management: 20; Our People & Our Communities – Ferrero People: 68-69; Ferrero – Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.8 Civil and political rights 6.3.10 Fundamental principles and rights at work 6.4.5 Social dialogue 6.6.6 Promoting social responsibility in the value chain		
<b>GRI-407: Freedom of Association and Collective Bargaining (2016)</b>						
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ferrero Group – Responsible Supply Chain Management: 20; Our People & Our Communities – Ferrero People: 68-69;	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.8 Civil and political rights 6.3.10 Fundamental principles and rights at work 6.4.5 Social dialogue 6.6.6 Promoting social responsibility in the value chain		

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GRI STANDARDS AND DISCLOSURES	SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>Topic: Child Labor</b>					
<b>GRI-103: Management Approach (2016)</b>					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain 6.8.4 Education and culture	
103-2	The management approach and its components	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers – Kinder Surprise Company – Production and Quality Checks: 55-56; Our Value Chain – 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts); Ferrero – Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain 6.8.4 Education and culture	
103-3	Evaluation of the management approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers – Kinder Surprise Company – Production and Quality Checks: 55-56; Our Value Chain – 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain 6.8.4 Education and culture	
<b>GRI-408: Child Labor (2016)</b>					
408-1	Operations and suppliers at significant risk for incidents of child labor	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers – Kinder Surprise Company – Production and Quality Checks: 55-56; Our Value Chain – 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.7 Discrimination and vulnerable groups 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain 6.8.4 Education and culture	
<b>Topic: Forced or Compulsory Labor</b>					
<b>GRI-103: Management Approach (2016)</b>					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain	

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
103-2	The management approach and its components	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain		
103-3	Evaluation of the management approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain		
<b>GRI-409: Forced or Compulsory Labor (2016)</b>						
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 132-140 (Cocoa), 147 (Palm Oil, Shea and Sal), 164-166 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.3.10 Fundamental principles and rights at work 6.6.6 Promoting social responsibility in the value chain		
<b>Topic: Human Rights Assessment</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain		
103-2	The management approach and its components	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 131-137 (Cocoa), 175-177 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain		
103-3	Evaluation of the management approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 131-137 (Cocoa), 175-177 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain		
<b>GRI-412: Human Rights Assessment (2016)</b>						
412-1	Operations that have been subject to human rights reviews or impact assessments	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 131-137 (Cocoa), 175-177 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity		

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412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 131-137 (Cocoa), 175-177 (Our Engagement and Collaboration with Suppliers); Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	IV. Human Rights	6.3.3 Due diligence 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain		
<b>Topic: Local Communities</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights V. Employment and Industrial Relations VI. Environment	6.3.9 Economic, social and cultural rights 6.5.1-6.5.2 The environment 6.5.3 Prevention of pollution 6.8 Community involvement and development		
103-2	The management approach and its components	Stakeholder Mapping: 7; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our People & Our Communities: 76-81 (The Ferrero Foundation), 84-91 (Michele Ferrero Entrepreneurial Project), 92-118 (Kinder+Sport); Our value Chain - 2. Choose: 164 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations VI. Environment	6.3.9 Economic, social and cultural rights 6.5.1-6.5.2 The environment 6.5.3 Prevention of pollution 6.8 Community involvement and development		
103-3	Evaluation of the management approach	Stakeholder Mapping: 7; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our People & Our Communities: 76-81 (The Ferrero Foundation), 84-91 (Michele Ferrero Entrepreneurial Project), 92-118 (Kinder+Sport); Our value Chain - 2. Choose: 164 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations VI. Environment	6.3.9 Economic, social and cultural rights 6.5.1-6.5.2 The environment 6.5.3 Prevention of pollution 6.8 Community involvement and development		
<b>GRI-413: Local Communities (2016)</b>						
413-1	Operations with local community engagement, impact assessments, and development programs	Stakeholder Mapping: 7; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our People & Our Communities: 76-81 (The Ferrero Foundation), 84-91 (Michele Ferrero Entrepreneurial Project), 92-118 (Kinder+Sport); Our value Chain - 2. Choose: 164 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations VI. Environment	6.3.9 Economic, social and cultural rights 6.5.1-6.5.2 The environment 6.5.3 Prevention of pollution 6.8 Community involvement and development		
413-2	Operations with significant actual and potential negative impacts on local communities	Stakeholder Mapping: 7; Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our People & Our Communities: 76-81 (The Ferrero Foundation), 84-91 (Michele Ferrero Entrepreneurial Project), 92-118 (Kinder+Sport); Our value Chain - 2. Choose: 164 (Hazelnuts)	IV. Human Rights V. Employment and Industrial Relations VI. Environment	6.3.9 Economic, social and cultural rights 6.5.3 Prevention of pollution 6.8 Community involvement and development		

GRI STANDARDS AND DISCLOSURES	SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>Topic: Supplier Social Assessment</b>					
<b>GRI-103: Management Approach (2016)</b>					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence	
103-2	The management approach and its components	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 129-130 (Cocoa), 146-147 (Palm Oil, Shea and Sal), 166-167 (Hazelnuts), 175-176 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence	
103-3	Evaluation of the management approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 129-130 (Cocoa), 146-147 (Palm Oil, Shea and Sal), 166-167 (Hazelnuts), 175-176 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence	
<b>GRI-414: Supplier Social Assessment (2016)</b>					
414-1	New suppliers that were screened using social criteria	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 129-130 (Cocoa), 146-147 (Palm Oil, Shea and Sal), 166-167 (Hazelnuts), 175-176 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights V. Employment and Industrial Relations	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence	
414-2	Negative social impacts in the supply chain and actions taken	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights); Our Consumers - Kinder Surprise Company: 55-56; Our Value Chain - 2. Choose: 129-130 (Cocoa), 146-147 (Palm Oil, Shea and Sal), 166-167 (Hazelnuts), 175-176 (Our Engagement and Collaboration with Suppliers)	IV. Human Rights V. Employment and Industrial Relations	6.3.5 Avoidance of complicity 6.4.3 Employment and employment relationships 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence	



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<b>Additional Disclosure: Public Policy</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement		
103-2	The management approach and its components	Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement		
103-3	Evaluation of the management approach	Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement		
<b>GRI-415: Public Policy (2016)</b>						
415-1	Political contributions		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement	Ferrero does not allow behaviors that offer, promise, ask or deliver an undue pecuniary benefit or otherwise, to public officials and/or officers and/or members of their families and/or commercial partners, with the intention to bribe, directly or indirectly. Ferrero does not allow contributions to political parties and/or candidates for public office.	
<b>Topic: Customer Health and Safety</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VI. Environment VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management: 20; Our Consumers: 26-31 (Nutrition), 32-33 (Innovation), 34-37 (Quality), 49-56 (Kinder Surprise Company)	VI. Environment VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health		
103-3	Evaluation of the management approach	Ferrero Group – Responsible Supply Chain Management: 20; Our Consumers: 26-31 (Nutrition), 32-33 (Innovation), 34-37 (Quality), 49-56 (Kinder Surprise Company)	VI. Environment VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health		
<b>GRI-416: Customer Health and Safety (2016)</b>						
416-1	Assessment of the health and safety impacts of product and service categories	Ferrero Group – Responsible Supply Chain Management: 20; Our Consumers: 26-31 (Nutrition), 32-33 (Innovation), 34-37 (Quality), 49-56 (Kinder Surprise Company)	VI. Environment VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		VI. Environment VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.8.8 Health	No significant cases of failure to comply with regulations and voluntary codes reported.	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	Our Consumers - Quality: 36-37	VI. Environment VIII. Consumer interests	6.7.4 Protecting consumers' health and safety		
FP6	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Our Consumers - Nutrition: 28-29	VI. Environment VIII. Consumer interests	6.7.5 Sustainable consumption		

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FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives		VI. Environment VIII. Consumer interests	6.7.5 Sustainable consumption	Ferrero products contain fiber and micronutrients like vitamins and minerals, naturally present in the raw materials used, without artificial supplements	
<b>Topic: Marketing and Labeling</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.7.9 Education and awareness		
103-2	The management approach and its components	Our Consumers: 38-42 (Responsible Communication), 48 (Kinder Surprise Company)	VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.7.9 Education and awareness		
103-3	Evaluation of the management approach	Our Consumers: 38-42 (Responsible Communication), 48 (Kinder Surprise Company)	VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.7.9 Education and awareness		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>GRI-417: Marketing and Labeling (2016)</b>						
417-1	Requirements for product and service information and labeling	Our Consumers - Responsible Communication: 38-42	VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.7.9 Education and awareness		
417-2	Incidents of non-compliance concerning product and service information and labeling	Our Consumers - Responsible Communication: 39	VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices 6.7.4 Protecting consumers' health and safety 6.7.5 Sustainable consumption 6.7.9 Education and awareness	Two cases reported in Israel, both solved with the local authorities.	
417-3	Incidents of non-compliance concerning marketing communications	Our Consumers - Responsible Communication: 40	VIII. Consumer interests	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.3 Fair marketing, factual and unbiased information and fair contractual practices		
<b>Additional Disclosure: Customer Privacy</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy		
103-2	The management approach and its components	Our Consumers - Responsible Communication: 38-42, 57	VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy		
103-3	Evaluation of the management approach	Our Consumers - Responsible Communication: 38-42, 57	VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy		
<b>GRI-418: Customer Privacy (2016)</b>						
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy	No significant cases of failure to comply with regulations and voluntary codes reported.	
<b>Topic: Socioeconomic Performance</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	VIII. Consumer interests X. Competition XI. Taxation	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution		

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103-2	The management approach and its components	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights)	VIII. Consumer interests X. Competition XI. Taxation	4.6 Respect for the rule of law 6.3.6 Resolving grievances 6.6.1-6.6.2 Fair operating practices 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution 6.8.1-6.8.2 Community involvement and development		
103-3	Evaluation of the management approach	Ferrero Group: 20 (Responsible Supply Chain Management), 21-22 (Human Rights)	VIII. Consumer interests X. Competition XI. Taxation	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution		
<b>GRI-419: Socioeconomic Compliance (2016)</b>						
419-1	Non-compliance with laws and regulations in the social and economic area		VIII. Consumer interests X. Competition XI. Taxation	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution	No significant cases of failure to comply with regulations and voluntary codes reported.	
<b>FOOD PROCESSING SECTOR DISCLOSURES</b>						
<b>Topic: Animal welfare</b>						
<b>GRI-103: Management Approach (2016)</b>						
103-1	Explanation of the material topic and its Boundary	Materiality Analysis: 4-6	N/A	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution		
103-2	The management approach and its components	Our Value Chain - 2. Choose: 172-173 (Milk and Eggs); Ferrero - Code of Business Conduct: <a href="https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles">https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles</a>	N/A	4.6 Respect for the rule of law 6.3.6 Resolving grievances 6.6.1-6.6.2 Fair operating practices 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution 6.8.1-6.8.2 Community involvement and development		
103-3	Evaluation of the management approach	Our Value Chain - 2. Choose: 172-173 (Milk and Eggs)	N/A	4.6 Respect for the rule of law 6.7.1-6.7.2 Consumer issues 6.7.6 Consumer service, support, and complaint and dispute resolution		

GRI STANDARDS AND DISCLOSURES		SECTION AND PAGE NUMBER	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES	DIRECT ANSWERS	OMISSIONS
<b>Animal welfare</b>						
<b>FP9</b>	Percentage and total of animals raised and/or processed, by species and breed type		N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		Not applicable, Ferrero doesn't raise, transport or process animals
<b>FP10</b>	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic		N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		Not applicable, Ferrero doesn't raise, transport or process animals
<b>FP11</b>	Percentage and total of animals raised and/or processed, by species and breed type, per housing type		N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		Not applicable, Ferrero doesn't raise, transport or process animals
<b>FP12</b>	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type		N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		Not applicable, Ferrero doesn't raise, transport or process animals
<b>FP13</b>	Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals		N/A	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption		Not applicable, Ferrero doesn't raise, transport or process animals