

CORPORATE SOCIAL RESPONSIBILITY REPORT 2017



GRI CONTENT INDEX

The following is a summary of the main contents of the Corporate Social Responsibility Report 2017, according to the scheme of “GRI Sustainability Reporting Standards” (2016) integrated with “Food Processing Sector Disclosures” (2014) and with reference to “OECD Guidelines for Multinationals Enterprises Principles” and ISO 26000. For each disclosure there are: the name of the disclosure, the page reference of the report (or link) and the reason for omission.

Submitting a report for one of the GRI Alignment Services is a signal to stakeholders that the reporting organization has made a good faith attempt to produce their report in a manner that is consistent with the GRI Standards. Reports that are properly aligned with GRI Standards are more transparent as the data included is more accessible and easier to use.

The Ferrero Group, for its 9th CSR Report, applied for the GRI Content Index Service that helps report preparers improve the accuracy and usability of the GRI Content Index and ensures its alignment with GRI Standards. The GRI Content Index is the central navigation tool that acts as the first point of reference for report users. This service confirms that the GRI Content Index is accurate, and that all included disclosures are included correctly in the report itself.

GRI STANDARDS	DISCLOSURES	PAGE/LINK	NOTES/ REASONS FOR OMISSIONS	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES
GRI 101: FOUNDATION (2016)					
GRI 102: FOUNDATION (2016)					
Organizational profile					
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	Our Consumers – Innovation 30		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 – At a glance; 12–13;		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
102-5	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

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102-6	Markets served	Ferrero Group – At a glance; 12-13;		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 – At a glance 12-13; Our People and Our Community – Ferrero People 56-57; Key Data 199		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 and Our Community – Ferrero People 56-57; Key Data 197-199		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company (Production and quality checks) 51-52; Our People and Our Community – Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 126-137; 140-141; 146-151; 154-156; 158-167		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
102-10	Significant changes to the organization and its supply chain	About this Report		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company (Production and quality checks) 51-52; Our People and Our Community – Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 126-137; 140-141; 146-151; 154-156; 158-167		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Responsible Communication 36-37; Our Consumers – Kinder Surprise Company (Production and quality checks) 51-52; Our People and Our Community – Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 126-137; 140-141; 146-151; 154-156; 158-167		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; Ferrero Group – Human Rights 23; Our Consumers – Responsible Communication 36; Our Value Chain – Choose 131; 136 148-149; 159		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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Strategy					
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
102-15	Key impacts, risks, and opportunities	Letter from Our Executive Chairman1; Materiality Analysis 4-6; Ferrero Group Goals 8-9; Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumer – Innovation, Quality, Kinder Surprise Company 30-33; 46-49; 50-51; Our People and Our Community – Michele Ferrero Entrepreneurial Project 81-84; Our Value Chain – Choose, Make 118; 126-127; 168-171		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
Ethics and integrity					
102-16	Values, principles, standards, and norms of behavior	Ferrero Group – Responsible Supply Chain Management 20-22; Our Consumers – Nutrition, Quality, Responsible Communications 26; 30-32; 34; 47-48; Our Value Chain – Choose, Make 126; 131; 148-151; 155; 162; 164-165; 178 https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		n.a.	4.4 Ethical behaviour 6.6.3 Anti-corruption
Governance					
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
Stakeholder engagement					
102-40	List of stakeholder groups	Stakeholder Mapping 7		n.a.	5.3 Stakeholder identification and engagement
102-41	Collective bargaining agreements	Our People and Our Community – People (Industrial Relations) 65; 56		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 22-23; Our People and Our Community – Ferrero People, Michele Ferrero Entrepreneurial Project, Kinder+Sport 59; 86-87; 92; Our Value Chain – Choose, Make You 126-127; 128; 131-139; 149-151; 155-157; 165-167; 181-182		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

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Reporting Practice					
102-45	Entities included in the consolidated financial statements	About this Report; 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, Stakeholder Engagement 4-7		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	About This Report, Key Data 188		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
102-49	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		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		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		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		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		n.a.	n.a.
102-55	GRI content index	The GRI content index is available in the section "Our CSR Reports" of our website www.ferrerocsr.com		n.a.	n.a.
102-56	External assurance	About This Report; 221-222		n.a.	7.5.3 Type of communication on social responsibility 7.6.2 Enhancing the credibility of reports and claims about social responsibility
GRI 200: ECONOMIC SERIES (2016)					
Topic: Economic Performance					
GRI-103: Management Approach (2016)					
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

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103-2	The management approach and its components	Ferrero Group – Corporate Governance, Added Value 15; 17; Our People and Our Community – Ferrero People, Michele Ferrero Entrepreneurial Project 65; 82-83		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
103-3	Evaluation of the management approach	Ferrero Group – Corporate Governance, Added Value 15; 17; Our People and Our Community – Ferrero People, Michele Ferrero Entrepreneurial Project 65; 82-83		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
GRI-201: Economic Performance (2016)					
201-1	Direct economic value generated and distributed	Ferrero Group –, 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	Our Value Chain – Choose 120; 126; 148-149; Our Value Chain – Make 165; 168-169; 175; 177; Our Value Chain – You 181-182		V. Employment and Industrial Relations XI. Taxation	6.5.5 Climate change mitigation and adaptation
201-3	Defined benefit plan obligations and other retirement plans	Our People and Our Community – Ferrero People (Industrial Relations) 65		V. Employment and Industrial Relations XI. Taxation	6.8.7 Wealth and income creation
201-4	Financial assistance received from government	In relation to contributions from public administration, the income statement contributions and capital grants for FY 2016/2017 do not amount to a significant total value at the consolidated financial statement level.		V. Employment and Industrial Relations XI. Taxation	n.a.
Topic: Market Presence					
GRI-103: Management Approach (2016)					
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 199; 202		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
103-3	Evaluation of the management approach	Key Data 199; 202		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
GRI-202: Market Presence (2016)					
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Key Data 199		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

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202-2	Proportion of senior management hired from the local community	Key Data 202		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
Additional Disclosure: Indirect Economic Impacts					
GRI-103: Management Approach (2016)					
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 38; Our People and Our Community – Ferrero Foundation 73-77; Our People and Our Community – Michele Ferrero Entrepreneurial Project 81-85; Our People and Our Community – Kinder+Sport 92-95;		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
103-3	Evaluation of the management approach	Ferrero Group – Ferrero's Added Value 17; Our Consumers – Responsible Communication 38; Our People and Our Community – Ferrero Foundation 73-77; Our People and Our Community – Michele Ferrero Entrepreneurial Project 81-85; Our People and Our Community – Kinder+Sport 92-95;		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
GRI-103: Management Approach (2016)					
203-1	Infrastructure investments and services supported	Ferrero Group – Ferrero's Added Value 17; Our Consumers – Responsible Communication 38; Our People and Our Community – Ferrero Foundation 73-77; Our People and Our Community – Michele Ferrero Entrepreneurial Project 81-85; Our People and Our Community – Kinder+Sport 92-95;		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 38; Our People and Our Community – Ferrero Foundation 73-77; Our People and Our Community – Michele Ferrero Entrepreneurial Project 81-85; Our People and Our Community – Kinder+Sport 92-95;		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
Topic: Procurement Practices					
GRI-103: Management Approach (2016)					
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

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103-2	The management approach and its components	Ferrero Group Goals 8-9; Our People and Our Community Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 118-123; 127; 140; 152; 158; 162-164 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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 Goals 8-9; Our People and Our Community Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 118-123; 127; 140; 152; 158; 162-164		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
GRI-204: Procurement Practices (2016)					
204-1	Proportion of spending on local suppliers	Our People and Our Community Michele Ferrero Entrepreneurial Project 86		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
FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Ferrero Group Goals 8-9; Our People and Our Community Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 118-123; 127; 140; 152; 158; 162-164		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	Ferrero Group Goals 8-9; Our People and Our Community Michele Ferrero Entrepreneurial Project 86; Our Value Chain – Choose 118-123; 127; 140; 152; 158; 162-164		n.a.	4.4 Ethical behaviour 6.5.6 Protection of the environment, biodiversity and restoration of natural habitats 6.7.5 Sustainable consumption
Topic: Anti-Corruption					
GRI-103: Management Approach (2016)					
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 – Corporate Governance 14-15; Responsible Supply Chain Management 20 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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 – Corporate Governance 14-15; Responsible Supply Chain Management 20		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
GRI-205: Anti-Corruption (2016)					
205-2	Communication and training about anti-corruption policies and procedures	Specific training course on anti-bribery and corruption is under development		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
205-3	Confirmed incidents of corruption and actions taken	No significant cases of failure to comply with regulations and voluntary codes reported.		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.3 Anti corruption

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Topic: Anti-Competitive Practices					
GRI-103: Management Approach (2016)					
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
GRI-206: Anti-Competitive Practices (2016)					
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No significant cases of failure to comply with regulations and voluntary codes reported.		X. Competition	6.6.1-6.6.2 Fair operating practices 6.6.5 Fair competition 6.6.7 Respect for property rights
GRI 300 – ENVIRONMENTAL SERIES (2016)					
Topic: Materials					
GRI-103: Management Approach (2016)					
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	Ferrero Group Goals 8-9; Our Value Chain – Create 121-123; Our Value Chain – Choose 128; 140		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	Ferrero Group Goals 8-9; Our Value Chain – Create 121-123; Our Value Chain – Choose 128; 140		VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption
GRI-301: Materials (2016)					
301-1	Materials used by weight or volume	At a Glance 13; Our Value Chain – Create, Choose 123; 128; 140; 192		VI. Environment	6.5.4 Sustainable resource use
301-2	Recycled input materials used	Our Value Chain – Create 123; Key Data 192		VI. Environment	6.5.4 Sustainable resource use
301-3	Reclaimed products and their packaging materials	Our Value Chain – Create 122-123		VI. Environment	6.5.3 Prevention of pollution 6.5.4 Sustainable resource use 6.7.5 Sustainable consumption
Additional Disclosure: Energy					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Our Value Chain – Make 171-173; 176-177; 179-180		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 – Make 171-173; 176-177; 179-180		VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation
GRI-302: Energy (2016)					
302-1	Energy consumption within the organization	Our Value Chain – Make 169; Key Data 187		VI. Environment	6.5.4 Sustainable resource use
302-3	Energy intensity	Key Data 187		VI. Environment	6.5.4 Sustainable resource use

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302-4	Reduction of energy consumption	Our Value Chain – Make 168; 170-172; 179-180		VI. Environment	6.5.4 Sustainable resource use 6.5.5 Climate change mitigation and adaptation
Topic: Water					
GRI-103: Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis 4-6		VI. Environment	6.5.4 Sustainable resource use
103-2	The management approach and its components	Our Value Chain – Make 173; Key Data 188		VI. Environment	6.5.4 Sustainable resource use
103-3	Evaluation of the management approach	Our Value Chain – Make 173; Key Data 188		VI. Environment	6.5.4 Sustainable resource use
GRI-303: Water (2016)					
303-1	Water withdrawal by source	Our Value Chain – Make 173; Key Data 188		VI. Environment	6.5.4 Sustainable resource use
303-2	Water sources significantly affected by withdrawal of water	Our Value Chain – Make 173; Key Data 188		VI. Environment	6.5.4 Sustainable resource use
303-3	Water recycled and reused	Our Value Chain – Make 173; Key Data 188		VI. Environment	6.5.4 Sustainable resource use
Topic: Biodiversity					
GRI-103: Management Approach (2016)					
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 – Choose 148; Our Value Chain – Make 178		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 – Choose 148; Our Value Chain – Make 178		VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats
GRI-304: Biodiversity (2016)					
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 – Make 178		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 – Choose 148; Our Value Chain – Make 178		VI. Environment	6.5.6 Protection of the environment, biodiversity and restoration of natural habitats
Topic: Emissions					
GRI-103: Management Approach (2016)					
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 – Make 177; Key Data 186-187		VI. Environment	6.3.6 Resolving grievances 6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation

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103-3	Evaluation of the management approach	Our Value Chain – Make 177; Key Data 186-187		VI. Environment	6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation
GRI-305: Emissions (2016)					
305-1	Direct (Scope 1) GHG emissions	Our Value Chain – Make 177; Key Data 186-187		VI. Environment	6.5.5 Climate change mitigation and adaptation
305-2	Energy indirect (Scope 2) GHG emissions	Our Value Chain – Make 177; Key Data 186-187		VI. Environment	6.5.5 Climate change mitigation and adaptation
305-3	Other indirect (Scope 3) GHG emissions	Our Value Chain – Make 177; Key Data 186-187		VI. Environment	6.5.5 Climate change mitigation and adaptation
305-4	GHG emissions intensity	Key Data 187		VI. Environment	6.5.5 Climate change mitigation and adaptation
305-5	Reduction of GHG emissions	Our Value Chain – Make 177; Key Data 186-187		VI. Environment	6.5.5 Climate change mitigation and adaptation
305-6	Emissions of ozone-depleting substances (ODS)	Key Data 187		VI. Environment	6.5.3 Prevention of pollution 6.5.5 Climate change mitigation and adaptation
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Ferrero doesn't produce other significant air emissions		VI. Environment	6.5.3 Prevention of pollution
Topic: Effluents and Waste					
GRI-103: Management Approach (2016)					
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 – Make 174-176; Key Data 188		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 – Make 174-176; Key Data 188		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
GRI-306: Effluents and Waste (2016)					
306-1	Water discharge by quality and destination	Key Data 188		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 – Make 176; Key Data 188		VI. Environment	6.5.3 Prevention of pollution
306-3	Significant spills	Key Data 188		VI. Environment	6.5.3 Prevention of pollution
Topic: Environmental Compliance					
GRI-103: Management Approach (2016)					
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 – Make 168-178		VI. Environment	4.6 Respect for the rule of law 6.3.6 Resolving grievances
103-3	Evaluation of the management approach	Our Value Chain – Make 168-178		VI. Environment	4.6 Respect for the rule of law

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GRI-307: Environmental Compliance (2016)					
307-1	Non-compliance with environmental laws and regulations	No significant cases of failure to comply with regulations and voluntary codes reported.		VI. Environment	4.6 Respect for the rule of law
Topic: Supplier Environmental Assessment					
GRI-103: Management Approach (2016)					
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	Ferrero Group Goals 8-9; Ferrero Group – Responsible Supply Chain Management, Human Rights, 20-23; 51-52; 118; Our Value Chain – Choose 128-139; 140-141; 146-147; 154-157; 160-161; 165-167 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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	Ferrero Group Goals 8-9; Ferrero Group – Responsible Supply Chain Management, Human Rights, 20-23; 51-52; 118; Our Value Chain – Choose 128-139; 140-141; 146-147; 154-157; 160-161; 165-167		VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence
GRI-308: Supplier Environmental Assessment (2016)					
308-1	New suppliers that were screened using environmental criteria	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumer – Kinder Surprise Company 51-52; Our Value Chain – Choose 165-167		VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence
308-2	Negative environmental impacts in the supply chain and actions taken	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumer – Kinder Surprise Company 51-52; Our Value Chain – Choose 131; 134-135; 146-147; 155; 157; 160; 166-167		VI. Environment	6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain 7.3.1 Due diligence
GRI 400: SOCIAL SERIES (2016)					
Topic: Employment					
GRI-103: Management Approach (2016)					
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 and Our Community – Ferrero People 58-63; 65		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 and Our Community – Ferrero People 58-63; 65		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
GRI-401: Employment (2016)					
401-1	New employee hires and employee turnover	Key Data 196-197		V. Employment and Industrial Relations	6.4.3 Employment and employment relationships

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401-3	Parental leave	Key Data 204-205	Currently not available for all the countries in which the Group operates; in the coming years we will further develop our data collection process	V. Employment and Industrial Relations	6.4.4 Conditions of work and social protection
Topic: Labor Management Relations					
GRI-103: Management Approach (2016)					
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 and Our Community – Ferrero People (Industrial Relations) 65		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 and Our Community – Ferrero People (Industrial Relations) 65		V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue
GRI-402: Labor-Management Relations (2016)					
402-1	Minimum notice periods regarding operational changes	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.		V. Employment and Industrial Relations	6.4.3 Employment and employment relationships 6.4.5 Social dialogue
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	Our People and Our Community – Ferrero People (Industrial Relations) 65		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
Topic: Occupational Health and Safety					
GRI-103: Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis 4-6		V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work 6.8.8 Health
103-2	The management approach and its components	Our People and Our Community – Ferrero People 66-71		V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work 6.8.8 Health
103-3	Evaluation of the management approach	Our People and Our Community – Ferrero People 66-71		V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work 6.8.8 Health
GRI-403: Occupational Health and Safety (2016)					
403-1	Workers representation in formal joint management-worker health and safety committees	Our People and Our Community – Ferrero People (Industrial Relations) 65		V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work

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403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Key Data 189-191; 198	Currently the injury rates of employees by gender, the injury rates of contractors and the data concerning the absenteeism are currently not available for all the countries in which the Group operates; in the coming years we will further develop our data collection process	V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work 6.8.8 Health
403-4	Health and safety topics covered in formal agreements with trade unions	Our People and Our Community – Ferrero People (Industrial Relations) 65		V. Employment and Industrial Relations VI. Environment	6.4.6 Health and safety at work
Topic: Training and Education					
GRI-103: Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis 4-6		V. Employment and Industrial Relations VI. Environment	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 and Our Community – Ferrero People 61-64; Key Data 192-194		V. Employment and Industrial Relations VI. Environment	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 and Our Community – Ferrero People 61-64; Key Data 192-194		V. Employment and Industrial Relations VI. Environment	6.4.7 Human development and training in the workplace 6.8.5 Employment retention and skills development
GRI-404: Training and Education (2016)					
404-1	Average hours of training per year per employee	Our People and Our Community – Ferrero People 62; Key Data 193		V. Employment and Industrial Relations VI. Environment	6.4.7 Human development and training in the workplace
404-2	Programs for upgrading employee skills and transition assistance programs	Our People and Our Community – Ferrero People 61-64		V. Employment and Industrial Relations VI. Environment	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 and Our Community – Ferrero People 64		V. Employment and Industrial Relations VI. Environment	6.4.7 Human development and training in the workplace
Topic: Diversity and Equal Opportunity					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Our People and Our Community – Ferrero People 56-58; 72; Key Data 193-195; 199-204		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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103-3	Evaluation of the management approach	Our People and Our Community – Ferrero People 56-58; 72; Key Data 193-195; 199-204		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
GRI-405: Diversity and Equal Opportunity (2016)					
405-1	Diversity of governance bodies and employees	Key Data 195 The governance bodies are composed of 18 members who belongs to the following age brackets: 45% in to the "over 60" group, 55% in the "51 to 60" group. The female presence corresponds to the President of the Board of Directors and to a member of the Audit Committee.		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 199		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
Topic: Non-Discrimination					
GRI-103: Management Approach (2016)					
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; Responsible Supply Chain Management 20 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment		VI. Environment	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
103-3	Evaluation of the management approach	Ferrero Group – Corporate Governance 14-15; Responsible Supply Chain Management 20 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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-406: Non Discrimination (2016)					
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination occurred in the reporting year		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
Topic: Freedom of Association and Collective Bargaining					
GRI-103: Management Approach (2016)					
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

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103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management 20; Our People and Our Community – Ferrero People 65 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment		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 and Our Community – Ferrero People 65 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment		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
GRI-407: Freedom of Association and Collective Bargaining (2016)					
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 and Our Community – Ferrero People 65		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
Topic: Child Labor					
GRI-103: Management Approach (2016)					
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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167		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

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GRI-408: Child Labor (2016)					
408-1	Operations and suppliers at significant risk for incidents of child labor	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167		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
Topic: Forced or Compulsory Labor					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles https://www.ferrero.com/social-responsibility/code-of-ethics/a-renewed-commitment		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167		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-409: Forced or Compulsory Labor (2016)					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Ferrero Group – Responsible Supply Chain Management 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 126; 131-139; 153-157;167		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
Additional Disclosure: Rights of Indigenous Peoples					
GRI-103: Management Approach (2016)					
103-1	Explanation of the material topic and its Boundary	Materiality Analysis 4-6		IV. Human Rights	6.3.4 Human rights risk situation 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.8 Civil and political rights 6.6.7 Respect for property rights 6.8.3 Community involvement
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management 20-23; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91 81-91		IV. Human Rights	6.3.4 Human rights risk situation 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.8 Civil and political rights 6.6.7 Respect for property rights 6.8.3 Community involvement
103-3	Evaluation of the management approach	Ferrero Group – Responsible Supply Chain Management 20-23; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91 81-91		IV. Human Rights	6.3.4 Human rights risk situation 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.8 Civil and political rights 6.6.7 Respect for property rights 6.8.3 Community involvement

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GRI-411: Rights of Indigenous Peoples (2016)					
411-1	Incidents of violations involving rights of indigenous peoples	No incidents of violations reported		IV. Human Rights	6.3.4 Human rights risk situation 6.3.6 Resolving grievances 6.3.7 Discrimination and vulnerable groups 6.3.8 Civil and political rights 6.6.7 Respect for property rights 6.8.3 Community involvement
Topic: Human Rights Assessment					
GRI-103: Management Approach (2016)					
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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 131-139; 159; 166-167		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 – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 131-139; 159; 166-167		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
GRI-412: Human Rights					
412-1	Operations that have been subject to human rights reviews or impact assessments	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 131-139; 159; 166-167		IV. Human Rights	6.3.3 Due diligence 6.3.4 Human rights risk situations 6.3.5 Avoidance of complicity
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 131-139; 159; 166-167		IV. Human Rights	6.3.3 Due diligence 6.3.5 Avoidance of complicity 6.6.6 Promoting social responsibility in the value chain
Topic: Local Communities					
GRI-103: Management Approach (2016)					
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 – Responsible Supply Chain Management 20-23; Our People and Our Community – The Ferrero Foundation 73; 78-80; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91; Our People and Our Community – Kinder + Sport 92; Our Value Chain – Choose 131-139; 157		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

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103-3	Evaluation of the management approach	Stakeholder Mapping 7; Ferrero Group – Responsible Supply Chain Management 20-23: Our People and Our Community – The Ferrero Foundation 73; 78-80; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91; Our People and Our Community – Kinder + Sport 92; Our Value Chain – Choose 131-139; 157		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
GRI-413: Local Communities (2016)					
413-1	Operations with local community engagement, impact assessments, and development programs	Stakeholder Mapping 7; Ferrero Group – Responsible Supply Chain Management 20-23: Our People and Our Community – The Ferrero Foundation 73; 78-80; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91; Our People and Our Community – Kinder + Sport 92; Our Value Chain – Choose 131-139; 157		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 – Responsible Supply Chain Management 20-23: Our People and Our Community – The Ferrero Foundation 73; 78-80; Our People and Our Community – The Michele Ferrero Entrepreneurial Project 81-91; Our People and Our Community – Kinder + Sport 92; Our Value Chain – Choose 131-139; 157		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
Topic: Supplier Social Assessment					
GRI-103: Management Approach (2016)					
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 – Responsible Supply Chain Management 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 129-139; https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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 – Responsible Supply Chain Management 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 129-139; Our Value Chain – Choose 165-167;		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
GRI-414: Supplier Social Assessment (2016)					
414-1	New suppliers that were screened using social criteria	Ferrero Group – Responsible Supply Chain Management 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 129-139; Our Value Chain – Choose 165-167;		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

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414-2	Negative social impacts in the supply chain and actions taken	Ferrero Group – Responsible Supply Chain Management 20-23; Our Consumers – Kinder Surprise Company 51-52; Our Value Chain – Choose 129-139; Our Value Chain – Choose 165-167;		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
Additional Disclosure: Public Policy					
GRI-103: Management Approach (2016)					
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	https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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	https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement
GRI-415: Public Policy (2016)					
415-1	Political contributions	Ferrero does not allow behaviours 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		VII. Combating bribery, bribe solicitation and extortion	6.6.1-6.6.2 Fair operating practices 6.6.4 Responsible political involvement
Topic: Customer Health and Safety					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Responsible Supply Chain Management, Human Rights 20-23; Our Consumers – Kinder Surprise Company 44-53;		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 20-23; Our Consumers – Nutrition 26-29; Our Consumers – Quality 31-33; Our Consumers – Kinder Surprise Company 44-53		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-416: Customer Health and Safety (2016)					
416-1	Assessment of the health and safety impacts of product and service categories	Ferrero Group – Responsible Supply Chain Management 20-23; Our Consumers – Nutrition 26-29; Our Consumers – Quality 31-33; Our Consumers – Kinder Surprise Company 44-53		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

GRI STANDARDS	DISCLOSURES	PAGE/LINK	NOTES/ REASONS FOR OMISSIONS	OECD GUIDELINES FOR MULTINATIONAL ENTERPRISES	ISO 26000 CORE SOCIAL RESPONSIBILITY SUBJECTS AND THEMES
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	One case reported in South Korea, closed in January 2017. One case reported in the Russian, Ukrainian and Kazakh market, closed in July 2017. No other significant cases of failure to comply with regulations and voluntary codes reported.		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
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 32		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 27-28		VI. Environment VIII. Consumer interests	6.7.5 Sustainable consumption
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	Ferrero products contain fiber and micronutrients like vitamins and minerals, naturally present in the raw materials used, without artificial supplements		VI. Environment VIII. Consumer interests	6.7.5 Sustainable consumption
Topic: Marketing and Labeling					
GRI-103: Management Approach (2016)					
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 – Responsible Communication 34-37; Our Consumers – Kinder Surprise Company 53		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 – Responsible Communication 34-37; Our Consumers – Kinder Surprise Company 53		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

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GRI-417: Marketing and Labeling (2016)					
417-1	Requirements for product and service information and labeling	Our Consumers – Responsible Communication 34-37; Our Consumers – Kinder Surprise Company 53		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 34 No significant cases of failure to comply with regulations and voluntary codes reported.		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
417-3	Incidents of non-compliance concerning marketing communications	Our Consumers – Responsible Communication 36		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
Additional Disclosure: Customer Privacy					
GRI-103: Management Approach (2016)					
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 34-37; Our Consumers – Kinder Surprise Company 53		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 34-37; Our Consumers – Kinder Surprise Company 53		VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy
GRI-418: Customer Privacy (2016)					
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No significant cases of failure to comply with regulations and voluntary codes reported.		VIII. Consumer interests	6.7.1-6.7.2 Consumer issues 6.7.7 Consumer data protection and privacy
Topic: Socioeconomic Performance					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Ferrero Group – Responsible Supply Chain Management, Human Rights 20-23		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 – Responsible Supply Chain Management, Human Rights 20-23		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
GRI-419: Socioeconomic Compliance (2016)					
419-1	Non-compliance with laws and regulations in the social and economic area	No significant cases of failure to comply with regulations and voluntary codes reported.		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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FOOD PROCESSING SECTOR DISCLOSURES					
Topic: Healthy and affordable food					
GRI-103: Management Approach (2016)					
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
103-2	The management approach and its components	Our Consumers – Nutrition 26-29; Our Consumers – Quality 30-33		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	Our Consumers – Nutrition 26-29; Our Consumers – Quality 30-33		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
Topic: Animal welfare					
GRI-103: Management Approach (2016)					
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 – Choose 162 https://www.ferrero.com/social-responsibility/code-of-business-conduct/standards-and-principles		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 – Choose 162		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
Animal welfare					
FP9	Percentage and total of animals raised and/or processed, by species and breed type		Not applicable, Ferrero doesn't raise, transport or process 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
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic		Not applicable, Ferrero doesn't raise, transport or process 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
FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type		Not applicable, Ferrero doesn't raise, transport or process 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
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type		Not applicable, Ferrero doesn't raise, transport or process 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

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FP13	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		Not applicable, Ferrero doesn't raise, transport or process 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