

Grupo Tejedor Lázaro

I Sustainability Report 2021

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LETTER FROM OUR PRESIDENT

[102-14]

I am pleased to present our first Sustainability Report, corresponding to the year 2021, which is an exercise in transparency for our stakeholders. In it, we show our social, environmental and economic performance and the main milestones of our activity in this period.

Our commitment to sustainability is reflected in the way we do things. We are committed to the conservation and richness of the environment, the development of society and the well-being of the people who make up GRUPO TEJEDOR LÁZARO.

Proof of this are the recognitions and certifications we have obtained over the years, such as the Hacia residuo 0 certification, the EFR certificate or the ÓPTIMA label of Castilla y León .

In addition, we are aware of the need for global change, with common goals and alliances between diverse actors. For this reason, we support the United Nations 2030 Agenda and want to contribute to the achievement of the Sustainable Development Goals. To achieve this, we have identified the SDGs with the greatest impact and relevance for the Group and for our stakeholders.

Following this path would not be possible without the collaboration and effort of the human team of GRUPO TEJEDOR LÁZARO, our most important pillar, and without our external collaborators and stakeholders. From here, my most sincere thanks to all of them.

I would also like to take this opportunity to reflect once again on our commitment to continue growing in a responsible and sustainable manner.

Carlos Tejedor Lázaro

Executive President of GRUPO TEJEDOR LÁZARO

WHO ARE WE?

[102-1] [102-2] [102-5] The Tejedor Lázaro Group is a family group that belongs practically 100% to the Tejedor Family. The parent company and head of the Group is Grupo Tejedor Lázaro, S.L. (hereinafter, GRUPO TEJEDOR LÁZARO), which acts as a holding company for the rest of the Group's companies, all of which are limited liability companies, except for Dibaq Diproteg, S.A.

Our activity is focused on the design, manufacture and marketing of food for pets and aquaculture fish and crustaceans; the design of feed mills and marine farms; purchase and sale of top quality raw materials; as well as technical consulting, advisory and ichthyopathology services.

Everything we have achieved so far we have done thanks to the people who are part of GRUPO TEJEDOR LÁZARO and the rest of our stakeholders (from our internal team, to the suppliers and collaborators with whom we work, the customers who trust us, the institutions with which we collaborate or the social groups that surround us). We are all one big family and we work every day for each and every person with effort and responsibility.

[102-7] MAIN FIGURES 2021	
Persons	154
Tons sold	48,031
Tons trading ¹	45,000
EBITDA (Millions of euros)	2.8
BAT (Millions of euros)	1.4
Cash flow (Millions of euros)	4
Net sales (Millions of euros)	81.7
Shareholders' equity (Millions of euros)	9.2
Net debt with financial entities (Millions of euros)	8.5

¹ Sale of raw materials.

VALUES, STYLE AND PURPOSE

[102-16] To achieve our goal of becoming a worldwide reference in the field of nutrition, health and welfare for pets and aquaculture, we are based on **values and beliefs** strongly shared by our entire team, which are:

- **Origin:** we are committed to innovation, technology and development, without forgetting our origins, our founders, José Luis Tejedor and Anastasia Lázaro. Their determination, passion and initiative have been an example throughout our more than 70 years. Our history and our respect for our family legacy are the driving forces that propel us to learn and move forward, looking to the future.
- **Family:** coexisting the second and third generation of the same family, GRUPO TEJEDOR LÁZARO has achieved great recognition in the industrial field, in the scientific sector and in international development. All this would not have been possible without the work and talent of the great team that makes up the Group.

We consider ourselves a big family in which we are all equal, collaborating together to offer the best to our customers with commitment, responsibility and respect.

People are our essence, our main wealth, and we care about taking care of them, working every day to respect diversity and equal opportunities, to facilitate a balance between personal and professional life, to ensure the safety of all employees and to promote and contribute to their personal and professional growth.

- **Effort:** we strive to be the best professionals and use all our energies to meet the new needs of our clients, working for and with them.
- **Good humour:** we do our work with enthusiasm, passion and affection, working in environments that favor humour and a good atmosphere. We want to promote teamwork, cohesion among people and the overcoming of any obstacle to offer the best to our customers, our community and our environment. And without forgetting a fundamental maxim for us: to be happy and enjoy the projects we do.
- **Sustainability:** we believe that it is only possible to grow and maintain our business over time by working in a sustainable and responsible way, respecting our surroundings. It is important to us to take care of the community in which we are located and we work every day with this in mind. We collaborate with local suppliers and collaborators who share our values; we help society and support initiatives that improve our environmental, social, cultural and business environment.

These are the pillars on which the business project was born and which constitute our essence in our daily actions, together with our **purpose**:

*"We feel that authenticity inspires Our Life
and we are excited to share this Legacy with the world"*

Our style

Thanks to our experience, the passion of our team and the quality of our products, we are proud to say that our personal brand speaks of **Trust, Transparency, Consistency, Honesty and Security**.

We are also committed to the well-being of our stakeholders: shareholders, colleagues, customers, suppliers, competitors and the socio-environmental environment, whom we also consider part of our family. Therefore, our relationship with them is based on the **4H's: Humanity, Humility, Honesty and Humour**.

[102-16] **Our commitments - standards**

Our activity is centred on commitments and ethical codes that we keep in mind every day:

As part of our **commitment to people**, we strive to ensure their health and well-being, happiness, talent development, equal opportunities, diversity and work-life balance. An example of this is the second edition of the Conciliation Guide, the Individual Development Plan, the Harassment Action Protocol and the Equality Plan.

Our **commitment to the environment** is reflected in a Code of Conduct, by which we are committed to respecting each other and growing in a responsible and sustainable manner, without forgetting our environment and the people who live in it. In addition, we are committed to the Sustainable Development Goals and are involved in implementing a corporate social responsibility policy in line with the objectives set out in the 2030 Agenda.

On the other hand, since our origins in the 50's of the last century we have shown our **commitment to quality and good work**. The traceability of all our products is serious, real and accredited by major certifications. We work under the parameters of legal and business requirements and under our Quality, Environment and Food Safety policy."

We also maintain a **commitment to transparency**, because for GRUPO TEJEDOR LÁZARO each and every one of our stakeholders is important. For this reason, we have developed various channels and tools for communication and participation with all of them. We also adopt responsible communication practices, applying the "4Hs" (Humility, Humanity, Humour and Honesty).

As for our **commitment to growth and R&D&I**, with our effort and work, we try to improve day by day and be at the forefront of innovation, research and technology. This allows us to have a great adaptability to the needs of our customers and our own.

Our Principles of Conduct

We make a real and daily commitment to the law, ethics and our values in all our spheres of action. We aim to ensure that our business is conducted in accordance with our corporate values, thus guaranteeing the responsible

operation of all Group companies. Therefore, all persons who are part of the Group must act in accordance with the provisions of our **Code of Conduct**.

Throughout this Report, we show the decisive elements of our daily activities.

WHAT DO WE DO?

[102-2] Our activities include the manufacture and marketing of pet food and aquaculture products at the national and international level, the design and development of engineering projects for fish farms and animal feed mills, and the supply of top quality raw materials. Our knowledge and our commitment to research have enabled us to position ourselves as a national and international benchmark in the sector, making us one of the most innovative groups in Europe and at international level.

[102-6] We work, almost exclusively, for the **aquaculture sector** of fish and crustacean production, from large companies with intensive production in all phases (hatchery, pre-fattening, fattening and reproduction), to smaller or specialized companies, including research centres to which we offer our consulting and support services. We also work with the **pet sector**, whose clients are distributors, breeders, specialized stores, veterinary clinics and end customers.

On the other hand, we have food manufacturers who purchase our products as raw material to finish their productions with quality and excellence.

[102-2]GRUPO TEJEDOR LÁZARO is made up of business units belonging to two groups: Derwent Group and Dibaq Group. Derwent Group offers its clients a large team of specialized professionals and a wide range of services such as: design and development of engineering projects for marine farms and animal feed mills, trading services for raw materials and manufacturing and internationalization of animal nutrition products. Bringing our technology and *know-how* to any project, we offer a 360º service, as well as personalized attention and products.

Derwent Group's divisions and brands are:

- **Derwent Trading:** national and international marketing of a wide range of high-quality raw materials for the animal industry, especially pets and aquaculture.
- **Derwent Nutrition:** manufacture and export of pet food and snacks and services for the care and feeding of marine and inland aquaculture fish. In addition, Derwent Nutrition leads in the internationalization of these products and services.
- **Derwent Engineering:** specialists in engineering projects for animal nutrition factories, offering the most advanced technology to our customers.
- **Derwent Corporate:** this division provides GRUPO TEJEDOR LÁZARO with functions related to People, Marketing, Corporate Communications and Commitment and Passion® (CSR).

Dibaq Group seeks to produce food that makes animals happy and continuous research to improve their diets according to their needs. 99% of the manufacturing and sales are produced under the **brand Dibaq**, holding complete and special nutritional programs for more than 20 different species, such as sea bream, sea bass, trout, sole, turbot, cobia, shrimp, eel, barramundi, sturgeon, tilapia or catfish, among others.

With factories in Spain and the Czech Republic, we adapt to the needs of each customer, so our products and services are present in four continents.

Its divisions and brands are:

- **Dibaq Petcare Spain:** specialists in nutrition, health and welfare for pets. We manufacture food especially for dogs and cats, with Dibaq brand.
- **Dibaq Petcare Czech Republic:** food based on tradition, produced with respect for nature and animals in the mountains in the heart of Europe, in the Czech Republic, under the Fitmin brand.
- **Dibaq Aquaculture:** products, services and nutritional solutions for aquaculture fish species, both saltwater and freshwater, under the Dibaq brand.

At the same time, there are specific sub-brands according to the species, the country of destination and the form of breeding, with a significant customization to the client. The product ranges for pre-fattening stand out: Microbaq, Nutraplus, Maxpro, Solution, Zenit, Kronos, FishStar or Flat Large, among many others.

All of them, in turn, may have distinctions, such as those related to nutritional and nutraceutical properties (**4Tress®**), as well as those related to sustainability criteria in their composition to protect and care for our planet (**Aquasafe®**).

We comply with European legislation and with the regulations in force in the countries of destination regarding the manufacture of feed for fish, aquaculture crustaceans and pets.

In addition, we align ourselves with **seals and certifications** such as IFS, Global GAP and BAP.

Growing in a sustainable way

[203-1] We invest in infrastructure and services to continue to grow day by day. In our new plan, we envisage the following investments:

- **Investments aimed at increasing market share in high value-added or "premium" products, (4,409,431 €).** We are in a process of progressive growth in the supply and marketing of high value-added products, reducing the manufacture of low-cost, low-margin, private label products (very competitive in price), and aiming to gain market share and establish ourselves in new markets, both with our conventional products and with new premium foods, based on quality, nutritional improvement or therapeutic treatments and subject to the most stringent demands.

- **Energy efficiency (1,182,108.10 €).** With this, we intend to undertake lines of action aimed at environmental sustainability, in particular aimed at pollution prevention and the reduction of greenhouse gas emissions.
- **Optimization of production processes (1,028,035.40 €).** DIBAQ-DIPROTEG, S.A. intends with this ambitious investment plan to gain market share and establish itself in new markets, both with its conventional products and with the new premium foods. To this end, it plans to undertake actions to optimize its current production processes, which will be especially intensive in the dry pet line and will also be applied to wet pet foods and aquaculture.
- **Process safety (280,700€).** DIBAQ-DIPROTEG, S.A.'s strategy to promote a customized and sustainable product premiumization is based on an investment plan that requires the inclusion of actions that guarantee safety in the dry pet and wet pet processes.
- **Circular economy (198,610 €).** This investment includes actions aimed at environmental sustainability, in particular the introduction of circular economy in our production processes.
- **Marketing (117,851.25 €).** The investment plan is completed with two actions that cannot be assigned to the five general objectives described above: change of signage and anagrams to a new corporate image and refurbishment of common areas, offices and manufacturing centres.
- **TOTAL AMOUNT OF INVESTMENTS: 7,216,735.75€.**

WHERE ARE WE?

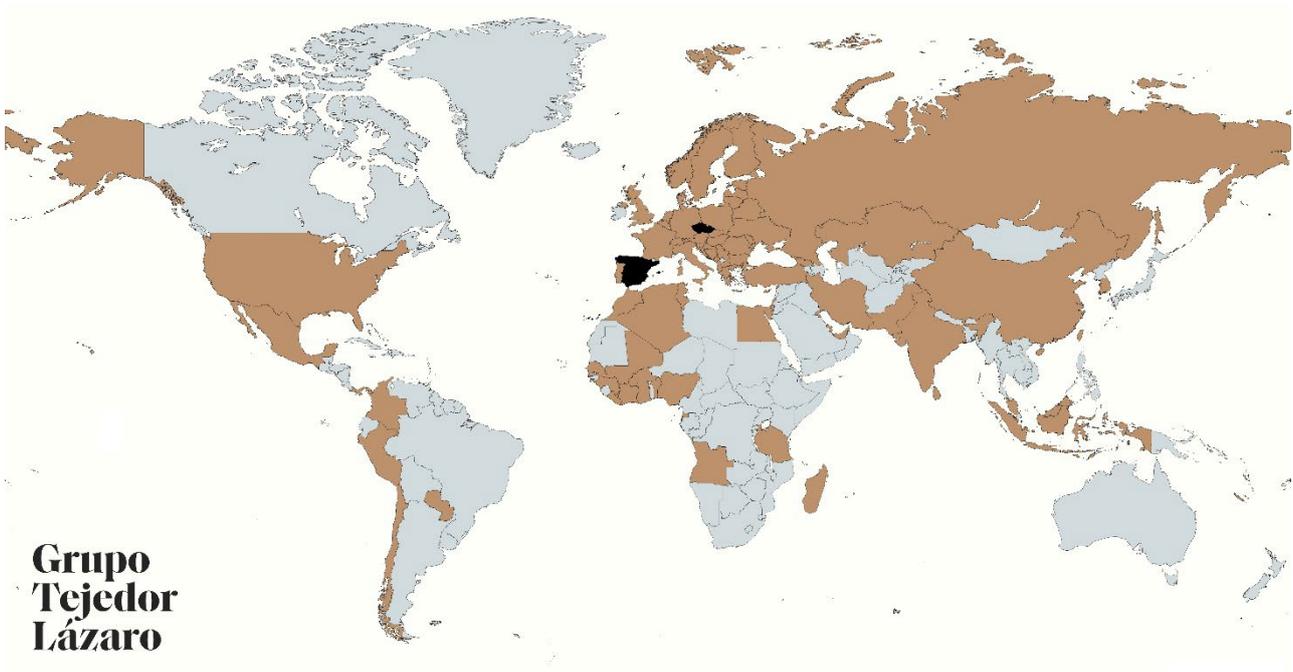
[102-3] In GRUPO TEJEDOR LÁZARO we have different headquarters, located in Fuentepelayo (Segovia, Spain), Santander (Cantabria, Spain), Helvicovice (Zamberk, Czech Republic) and Orlice (Letohrad, Czech Republic).

[102-4] We are present in more than 80 countries and the most significant and relevant operations for the report are in Spain and the Czech Republic.

[102-6]"We currently offer products and services in the following geographic locations:"

- | | | |
|------------|---------------|------------------|
| 1. Morocco | 5. Lebanon | 9. Russia |
| 2. Georgia | 6. Cyprus | 10. North Turkey |
| 3. Italy | 7. Madagascar | 11. Paraguay |
| 4. Greece | 8. Iran | 12. Ukraine |

- | | | |
|-----------------------------|--------------------|-------------------|
| 13. Bulgaria | 37. Hungary | 61. Turkey |
| 14. Al Kuwait | 38. Switzerland | 62. Finland |
| 15. Gibraltar | 39. Qatar | 63. Niger |
| 16. Ghana | 40. Pakistan | 64. Macedonia |
| 17. Algeria | 41. Moldova | 65. Vietnam |
| 18. United Arab
Emirates | 42. Latvia | 66. Peru |
| 19. Israel | 43. Burkina Faso | 67. Nigeria |
| 20. Belgium | 44. Norway | 68. Sri Lanka |
| 21. France | 45. Bahrain | 69. Mali |
| 22. Panama | 46. Guadalupe | 70. Malta |
| 23. Benin | 47. Malaysia | 71. Colombia |
| 24. Egypt | 49. Slovenia | 72. Cuba |
| 25. Austria | 50. HK- China | 73. Tanzania |
| 26. Netherlands | 51. Gambia | 74. Mexico |
| 27. Poland | 51. South Korea | 75. Singapore |
| 28. R. Czech | 52. Chile | 76. Brunei |
| 29. Senegal | 53. Belarus | 77. Sweden |
| 30. Guinea | 54. Denmark | 78. USA |
| 31. Serbia | 55. United Kingdom | 79. Croatia |
| 32. Romania | 56. Germany | 80. Albania |
| 33. India | 57. Slovakia | 81. China |
| 34. Tunisia | 58. Slovenia | 82. New Caledonia |
| 35. Serbia 36. Portugal | 59. Kazakhstan | |
| | 60. Kyrgyzstan | |



AT OUR SIDE

[102-42] In line with our commitment to social responsibility, we have identified the main stakeholders for our Group, as shown in the following table.

[102-40] Interest group	
Shareholders	Shareholders of the Group itself and Shareholders where the Group holds shares.
Persons (employees and collaborators)	Workers belonging to one or more Group companies and self-employed workers who regularly collaborate with one or more Group companies.
Customers	National or international companies that have a business relationship with one or more of the companies of GRUPO TEJEDOR LÁZARO.
Suppliers (incl. creditors)	Suppliers, including creditors, of one or several companies of GRUPO TEJEDOR LÁZARO.
The Competition	National and international companies focused on the same activities as the companies of GRUPO TEJEDOR LÁZARO.
Socio-environmental context	People who know one or more of the Group's companies, people who do not know the Group's companies but will be directly or indirectly involved in the actions that take place in them and

	regional, national and international business associations that share the vision of GRUPO TEJEDOR LÁZARO.
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[102-43] We have several communication channels with our stakeholders, including: web (and intranet, internally), external newsletter, internal newsletter, social networks, internal meetings, external meetings, internal events (such as Group Day and Family Day), external events (such as fairs, conventions and conferences) and reporting."

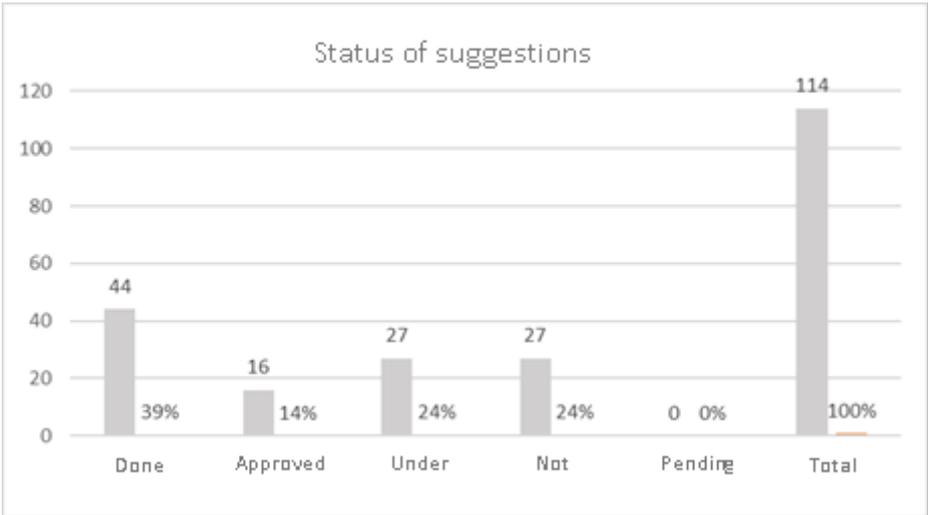
[102-44] In order to understand key stakeholder concerns, we will conduct surveys that can indicate stakeholder satisfaction and dissatisfaction in relation to:

- The organization as a whole.
- An important product or service category.
- The location of significant operations.

[102-43] With regard to **staff**, all work centres have **suggestion boxes**, which are a permanent invitation to dialogue and allow us to move forward on the path of continuous growth. A total of 50 suggestions were received in 2020 and 114 in 2021. This increase shows that people feel listened to and that their concerns and ideas are being addressed. The management of responses to suggestions received is carried out within the month following their receipt, publishing through the televisions located in the dining rooms the corresponding response in each case, as well as through a report.

[102-44] Among the aforementioned topics, it is worth mentioning industrial suggestions, on issues directly related to production, machines, new suggestions on manufacturing processes, etc.; facility suggestions, on repairs, improvements or new ideas for promoting a preventive and efficient culture, among others; and organizational suggestions, on organizational issues within the Group.

The status of suggestions received in 2021 is shown below:



On the other hand, employees can reflect their opinion in the **work climate surveys** that are carried out every year.

In addition, in 2021, the first and second editions of the "**Innovate in the Group**" contest were held, inviting all the organization's employees to contribute their ideas for innovation. In the first call there were 4 participations and, in the second edition, there was a significant increase, with 14 innovation proposals. All ideas, comments and suggestions received in the competition are studied in detail by the Innovation Committee.

ORGANIZATIONAL STRUCTURE[102-18] The governance structure of GRUPO TEJEDOR LÁZARO is governed by the following scheme:



[102-24] The highest decision-making body is the **Board of Directors** (commonly referred to as the President's Office)." Its function is to discuss and approve, if appropriate, the proposals submitted by the Group's Advisory Board and/or the Management Committee. It is made up of two members from each shareholding branch, elected by these branches, who are their representatives on the Board of Directors.

Some stakeholders (shareholders and employees) participate in the appointment and selection of the members of the highest governance body. In addition, the process takes into account issues such as diversity, independence, and knowledge and experience in economic, environmental and social issues.

[102-30] [102-31] The highest governance body is responsible for overseeing the Group's risks through our Code of Conduct, which ensures the exemplary and proper conduct of matters that affect the Group. This body meets every six months.

The Steering Committee is held once a month to bring information related to evaluation, impacts, risks and opportunities to the Board of Directors.

The **Advisory Board** is made up of the members of the President's Office, the four Group Managing Directors, two members of Senior Management and two independents. This Advisory Board has three committees: succession, governance and strategy.

The **Management Committee** consists of the Group's Chief Executive Officers, two members of Senior Management and the Chief Executive Officer.

The rest of the Committees are represented, depending on the Committee, by an officer of the Management Committee.

[102-18] The Committees responsible for decision-making on economic, environmental and social issues are:



The composition of the main governing bodies can be found in Annex I of this Report.

TAXATION

[103-1-201] [103-1-201] [103-2-201] Our business creates wealth for our stakeholders. Through the payment of salaries, taxes or purchases of goods and services, we transfer the economic value we generate to our employees -including people with disabilities and their families-, public administrations and other business projects. In this way, we contribute to the development and consolidation of the economic and social fabric of the territories where we are present.

The following are the main figures for 2021 related to our economic performance:

[201-1] [201-4] [103-3-201] ECONOMIC PERFORMANCE 2021 (thousands of euros)	
Significant financial assistance received from the government ²	243,767
Grants. Operating subsidies.	204,743
	39,024
Direct economic value added (EVA)	83,485,130
Income. Sales, changes in inventories of finished products, fixed assets, financial income and other income.	83,485,130
Economic Value Distributed (EVD)	82,147,027
Operating costs. Procurements and operating expenses.	75,560,871
Salaries and social benefits. Payments made to employees and social contributions.	5,664,470
Payments to fund providers. Financial expenses: payments made to the organization's capital providers.	560,302
Payments to the government. Fees and gross taxes.	292,167
Community investments. Voluntary contributions and investment of funds in the community (including donations).	69,217
Economic value retained (EVR)	2,725,166
Reserves, amortization, depreciation, etc.	2,725,166

[103-1-207] Tax compliance is a critical and vital part of our growth strategy, as it enables the Group's sustainable development. We establish internal policies and rely on specialized external advice, aimed at achieving such compliance in all tax-related matters.

² Additionally, the amount of tax deductions and tax credits generated has been 535,558 euros and an ICO loan has been received which is counted as a subsidy of 53,365 euros.

[207-2] The governing body responsible for fiscal governance, its control and risk management is the Management Committee, supported by external fiscal expert advice. This Committee is responsible for the Group's tax strategies, based on the strictest compliance with the tax regulations in force at any given time.

There is a written and detailed **management protocol** for all the Group's taxation, which describes all the tasks to be performed and deadlines for compliance with all tax obligations.

The management of all **tax risks** is primarily the responsibility of the Administration Department, which relies on external tax consultants, who immediately inform the person in charge of the department of any new developments or changes in tax compliance. In addition, all taxes are reviewed by external tax advisors prior to filing, which minimizes the risks of material errors or non-compliance.

[103-3-207] The **evaluation of fiscal governance compliance** is carried out by the Finance Department, always under the supervision of external advisors.

Any significant incident relating to unethical or illegal conduct is reported to the **Compliance Committee**, made up of people from all areas of the Group.

[103-2-207] [207-1] In addition, we have a **tax report** which is public and can be found in the audited annual financial statements of each Group company. They are prepared by our external tax advisors and reviewed by the external auditors, who sign the annual audit report.

COMMITMENT TO SUSTAINABLE DEVELOPMENT GOALS

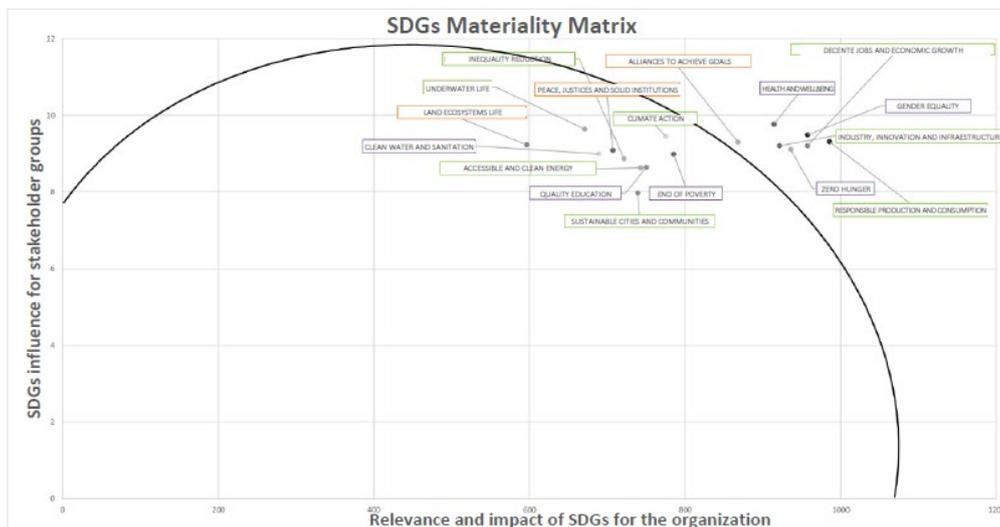
The 2030 Agenda and the 17 United Nations Sustainable Development Goals (SDGs) set the global sustainability roadmap for the coming years. In order to end poverty, minimize our impact on the planet and improve people's lives, this Agenda calls for action by governments, business, civil society, the media, academia, associations, etc.

Therefore, at GRUPO TEJEDOR LÁZARO we join the commitment to the SDGs, implementing actions to contribute to their achievement.

[102-44] In 2020, we conducted a **materiality analysis** to identify the priority SDGs for the Group and for our stakeholders. For this purpose, the 17 SDGs were assessed from two perspectives:

- **Assessment of the relevance and impact of the SDGs for the organization.** This evaluation was carried out by the Group's Management Team through questionnaires.
- **Evaluation of the influence of the SDGs for stakeholders.** For this evaluation we have representative stakeholders, i.e. personnel of the organization who, due to their job position, have direct and regular dealings with the stakeholder group they represent. As in the previous case, the evaluation was carried out by means of questionnaires. The stakeholders considered were shareholders, people, customers, suppliers (including creditors), competitors and the socio-environmental context.

Based on the results of the questionnaires, the materiality matrix presented below was constructed:



[102-47] Thus, the SDGs identified as material are:

- SDG 2: Zero hunger.
- SDG 3: Health and welfare.

- SDG 5: Gender equality.
- SDG 8: Decent employment and economic growth.
- SDG 9: Industry, innovation and infrastructure.
- SDG 12: Responsible production and consumption.
- SDG 17: Alliances to achieve objectives.

These SDGs have been taken as a reference for the selection of the contents to be reported in this Report.

[102-15] In addition, a **risk and opportunity assessment** was carried out, in which various Group executives participated. The results obtained show that there are no intolerable risks and that the most important risks are those related to the post-COVID-19 crisis. In terms of opportunities, the following have been identified as important: purpose of the Group, business strength, recognition and stability at national and international level, values and principles based on CSR and sustainability, communication with stakeholders, digital transformation, increased innovation and technology and opportunities related to the commitment and contribution to the achievement of SDG 5 (gender equality).

In addition, in 2022, we will work on the development of a Sustainability Action Plan that includes objectives and actions to contribute to the achievement of the material SDGs for our Group.

COMPROMISO Y PASIÓN®

In GRUPO TEJEDOR LÁZARO we are guided by a Code of Ethics of good practices, by which we are committed to respect each other and grow in a responsible and sustainable way, without forgetting our environment.

We are concerned and involved in the social, cultural and business development of the places where we are located, taking care of the people, the community and the environment that surrounds us.

Our **Compromiso and Pasión Committee®** monitors compliance with these commitments, which are aligned with the **Sustainable Development Goals** and the 2030 Agenda.

OUR ESSENCE

All the people who work and form part of the Group are our most important pillar. That is why we work every day for their well-being, their happiness and the development of their talents. At present, our commitment to our internal community is primarily focused on:

Our team's happiness

The happiness of the people who are part of our big family is key to reach the optimal level of our projects. For this reason, we carry out specific actions to guarantee the health and maximum wellbeing of our employees, thus improving the work environment and attracting and retaining the best talent.

Equality and diversity

We want to strive for a more just and diverse society that does not take into account race, beliefs or gender. For this reason, at GRUPO TEJEDOR LÁZARO we have people with different thoughts, cultures and concerns and we work on specific actions to promote diversity and global thinking, as well as to promote equal opportunities and encourage respect, open dialogue and non-discrimination based on gender, age, disability or any other condition.

The development of internal talent

The future of our workers is our future. For this reason, we dedicate a large part of our resources to designing and implementing solid development plans for all our employees, with the aim of empowering their talents and helping them to achieve their personal and professional goals. In addition, we support new employees through customized mentoring plans, focusing on their full integration and adaptation.

Our future

Integrating new generations into the family business is a highly important task for its good governance and sustainability. To this end, we have a Training Plan for Family Members, which includes both technical and emotional competencies. The objective is for successors to learn about the origins, history, operation and human team that make up the company from early on, and to feel that the work place of previous generations is their own, through participation and effort in different departments. Our maxim is to forge a sense of pride, belonging and passion

for the family business and, above all, for the team of professionals who, with their talent and daily work, make business growth possible.

Stability in employment

[102-7] [102-8] Given that GRUPO TEJEDOR LÁZARO is made up of several companies, the territorial distribution of its workforce refers to the location of these companies. For 2021, the **staff with indefinite-term contracts** is distributed as follows:

- Derwent Arizona:
 - Santander (Cantabria): 9 people (5 women and 4 men)
 - Fuentepelayo (Segovia): 4 people (4 women)
- Derwent Nutrition&Technology:
 - Santander (Cantabria): 1 person (1 man)
 - Fuentepelayo (Segovia): 1 person (1 man)
- Tejedor Lázaro Group:
 - Santander (Cantabria): 2 people (2 women)
 - Fuentepelayo (Segovia): 5 people (1 woman and 4 men)
- Dibaq Diproteg:
 - Fuentepelayo (Segovia): 124 people (43 women and 81 men)

As for the 8 people with **temporary** contracts, they are working in the work centres located in Fuentepelayo (Segovia).

[102-8] PRINCIPAL STAFFING DATA AS OF DECEMBER 2021	
Direct Workforce	
No. of employees	154
No. indefinite	146
No. Temporary	8
Indefinite (%)	95%
Temporary (%)	5%
Number of permanent- seasonal contracts	1
No. of relief contracts	1
Number of part-time contracts, women	1
Number of full-time contracts, women	56

Number of full-time contracts, men	97
Number of people over 55 years of age	28
Average age	45
Average length of service	12

STAFF BY GENDER AND AREA					
Family	Men		Women		Total
Corporate	4	66.6%	2	33.33%	6
Marketing	1	20%	4	80%	5
Operations	61	79.23%	16	20.77%	77
Planning and consulting	9	45%	11	55%	20
Operations support service	10	50%	10	50%	20
Business development services	3	21.5%	11	78.5%	14
Sales	11	91.6%	1	8.4%	12
TOTAL	99	64.28%	55	35.72%	154

STAFF BY AGE AND AREA				
Family	Under 30 years of age	Between 30 and 50 years old	Over 50 years old	Total
Corporate	0	3	3	6
Marketing	1	4	0	5
Operations	6	39	32	77
Planning and consulting	4	14	2	20
Operations support service	0	12	8	20
Business development services	2	10	2	14

Sales	0	10	2	12
TOTAL	13	92	49	154

In addition, given the characteristics of our activity, in locations with significant operations³ and for certain actions or at specific times, we have workers who are not part of the workforce. We have relied on external personnel from supplier companies to cover positions on a temporary basis due to the volume of industrial work, for integral and industrial cleaning tasks and for private security services.

At GRUPO TEJEDOR LÁZARO we strive to **attract and retain talent** and, to this end, we promote the well-being of our team. Among many other actions, we highlight the *outdoor* meetings to strengthen cohesion among team members; open days for employees and their families to share the company from the inside; customized development plans; and activities aimed at encouraging dialogue in all directions, as the basis for our continuous improvement.

In addition, as a **family-friendly company**, we are concerned that our employees achieve the desired balance in all facets of their lives and, therefore, we have prepared a Guide containing more than 40 measures for reconciling work and family life. Thus, our Group has been recognized with the **EFR certificate**, an accreditation promoted by the *Fundación Más familia* and endorsed by the Ministry of Health, Consumer Affairs and Social Welfare. This certificate demonstrates our efforts in generating a new work culture, implementing a management model that allows a balance between work and personal life, based on flexibility, respect and mutual commitment.

[401-2] The **Conciliation Guide** details the measures related to benefits for all employees (regardless of their working day or contract), classified into: quality of employment, temporary and spatial flexibility, family support, personal and professional development and equal opportunities. Some examples of these measurements are:

- Life and accident insurance.
- Medical examinations.
- Early or partial retirement, for personnel who meet the requirements established by current labor legislation.
- Continuous workday in summer.
- Compressed working day on Fridays and on the eve of 5 national holidays.
- Flexible start and finish times.
- Accumulated breastfeeding leave of 20 working days.

³ Locations with significant operations include Dibaq Diproteg's headquarters, its three factories in Fuentepelayo and its warehouse in Navalmanzano, as well as Derwent Arizona's headquarters located in Santander.

- Leave to enjoy the vacation period after maternity or paternity leave, outside the calendar year.
- 15 days paid leave for civil unions.

[103-1-401] [103-3-401] [401-1] During 2021, a total of 16 direct procurements were made to Dibaq Diproteg, one of the Group's companies. These 16 new hires correspond to 10.38% of the Group's total workforce and 12.12% of Dibaq Diproteg's total workforce.

[103-2-401] Of the total, 25% of new hires are women, compared to 75% men. From the beginning, in GRUPO TEJEDOR LÁZARO we have been pioneers in the incorporation of women into the work environment and, in our case, in the rural environment. We are committed to female talent in both operational and management positions, as part of our commitment to equal opportunity, diverse talent, and the increased receipt of applications from women for positions that have historically been male-dominated.

The average age of the new hires in 2021 was 36.5 years. By sex, this corresponds to an average age of 36.6 years for men and 36.4 years for new female employees. The distribution by age is shown below:

HIRINGS BY AGE			
	MEN	WOMEN	TOTAL
Under 25 years of age	3	1	4
Between 25 and 29 years old	3	1	4
Between 30 and 39 years old	4	1	5
Between 40 and 49 years old	1	1	2
More than 50 years	1	0	1
TOTAL	12	4	16

As the aforementioned incorporations correspond to Dibaq Diproteg's workforce, 100% of them have their reference work centre in Fuentepelayo, Segovia.

All new recruits receive the document "**Welcome to the Team**", in which they are introduced to the history of the Group, our values and commitments, and useful information for the first few days.

With regard to **separations**, there were two voluntary separations in 2021, both of which were male, representing 1.2% of the total workforce. In addition, one employee has been dismissed.⁴

[102-41] On the other hand, we guarantee the representation of our staff. 100% of employees are **represented by collective bargaining agreements** ".

[103-1-402] [103-2-402] [103-3-402] [402-1] Regarding notice periods for significant operational changes, GRUPO TEJEDOR LÁZARO follows the provisions of the Workers' Statute. The procedure followed in each case is explained below:

- Substantial modification of working conditions of individual scope. The employee and his or her representatives must be notified at least 15 days in advance.
- Substantial modification of working conditions of collective scope. A consultation period of no more than 15 days must be held on the causes of the modifications and the possibilities of avoiding or mitigating their effects and consequences on the workers. During the consultation period, negotiations must be conducted in good faith and with the intention of reaching an agreement. The agreement must be endorsed by a majority of the members of the Works Council.

In Group companies where there are no union representatives, the employees may create a committee of three members to form part of the negotiating committee, within a maximum period of five days from the start date of the consultation period.

[103-1-202] [103-2-202] [103-3-202] [202-1] In terms of salaries, our company salary policy exceeds the legally established minimums. Our collective bargaining agreement also applies, so there is no person employed who is receiving the local minimum wage.

Training and Talent

[103-1-404] [103-2-404] [103-3-404] At GRUPO TEJEDOR LÁZARO we are committed to promoting the development of the people who make up the group, being aware of the importance of people for the efficiency and survival of our company in the globalized and highly competitive environment in which we are immersed today.

In recent years, we have been developing our Strategic People Plan, which is embodied in various internal procedures such as the **Training and Career Development Plan**.

We also have the **Escuela Dibaq Aprende**, which encompasses the Group's internal training. It has been created with the aim of extending the talent and knowledge possessed by the different collaborators, so that they can provide a competitive advantage by being able to be transferred to other areas.

⁴ A male worker, under 30 years of age and belonging to the professional category of operations.

For GRUPO TEJEDOR LÁZARO it is essential to make the necessary means available to the people of the Group, so that everyone acquires the knowledge, skills and attitudes as a major source of competitive advantage.

The objectives of the Dibaq Aprende School are to:

- Share knowledge and talent among the staff of GRUPO TEJEDOR LÁZARO.
- Provide knowledge and develop skills that cover the totality of requirements for the performance of specific positions.
- Update and expand the knowledge required in specialized areas of activity.
- Contribute to raising and maintaining a good level of individual efficiency and collective performance.
- Assist in the preparation of qualified personnel, according to the plans, objectives and requirements of the organization.

The operation is based on providing knowledge and developing competencies and skills for peers through the knowledge of other peers or external people.

[404-1] During the year 2021, a total of **1,816 hours of training** have been carried out in GRUPO TEJEDOR LÁZARO. This means that, on average, **each employee has received 11.79 hours of training**, with an average of 12.94 hours for women and 11.15 hours for men. According to the professional category, 18.72 hours were given to industrial personnel and 31.85 hours to staff personnel.

Furthermore, it should be noted that the average number of hours of health and safety training is 3.79 hours.

In recent years, the **Escuela Dibaq Aprende Peques** has been created, focused on the sons and daughters of the Group's personnel. Its objective is to guide and train children through workshops and educational activities, always with the purpose of transmitting the Group's values and culture from a didactic point of view.

[404-2] Another of GRUPO TEJEDOR LÁZARO's major commitments is its program "**Alborada Personas**", which offers personalized accompaniment to all staff members who request it through comprehensive and individual coaching, with sessions that are personalized and confidential.

The main objectives of this program are:

- To Accompany, guide and facilitate follow-up through the assignment of an internal and/or external coach to help the person achieve their personal and/or professional goals and objectives.
- To take care of their mental health and facilitate their access to be listened to by a person accredited as a coach.
- To focus people on obtaining unprecedented results by becoming aware of the blockages that condition their present.

This project was launched in 2016 by Carlos Tejedor Lázaro, Chief Executive of the Group. The program was focused as a transformative space that seeks a higher level of well-being in the people that make up GRUPO TEJEROR LÁZARO, through a process of inner change that contributes to significantly transform the work environment.

Through coaching, the person is able to see life from multiple perspectives, producing in him/her a change of observer and a transformational learning that allows him/her to develop and integrate diverse competencies to achieve very important results for the person. The work is articulated through a process that facilitates change, through a deep awareness of how we deal with different situations and supports the development of the person, allowing him/her to integrate new visions to move forward in a healthier, more effective and sustainable way.

Integral coaching, the methodology applied in our Group, takes into account the whole, that is, the totality of who the person is, including the world around him, allowing changes in all its dimensions. We work in the present moment, with full awareness and with the lessons learned from the past that empower us to face the future.

In this way, we promote the improvement of employees' skills, focusing on the following aspects:

- **Attracting, retaining and developing high-level professionals (middle management).** We are looking for people capable of filling middle management positions through the company's job objectives.
- **Greater lateral amplitude (being a leader in the position).** We want each person to be a leader in his or her job, with responsibility, autonomy, coherence, commitment and resolution. To this end, the observable behaviors associated with each competency will be developed in order to assess it.
- **Integrate the Group's values and responsibility into new recruits.** Our objective is to develop in new recruits the observable behaviors associated with the values of **responsibility**, to act correctly and attentively, always respecting the environment in which the Group operates; **humour**, to create a positive and constructive environment that differentiates us from our customers; **humility**, to know and recognize our own limitations, thus discovering our potential; **humanity**, as sensitivity towards the people and animals in our environment, thus committing ourselves to making a better world; and **honesty** with ourselves and with other people, as a value we consider very important for the growth, competitiveness and productivity of the Group.
- **Minimize generational conflict associated with technology.** We complement the talent available in the Group with business knowledge and the availability of new technologies, with the aim of creating solid internal relationships, increasing the recruitment of the profiles needed in the near future with business knowledge and decreasing the internal turnover rate.

[404-3]Furthermore, it should be noted that 100% of active and directly hired personnel receive a **performance evaluation** periodically and on an annual basis.

Diversity and equal opportunity

[103-1-405] [103-1-401] In our commitment to equality, diversity and **co-responsibility**, and thanks to our efforts in generating a new work culture, we have implemented a management model that allows a balance between personal, family and professional life, based on flexibility, respect and mutual commitment.

[103-3-401] [401-3] 100% of the Group's employees, as well as of all the companies that are part of the Group, are entitled to **parental leave**. In 2021, there have been two people who have started their parental leave, both of them being men. As of the date of preparation of the Report, September 2022, one person continues and the other person has left voluntarily.

It should be noted that, during 2021, 100% of the people who have taken parental leave have returned to work, demonstrating, once again, GRUPO TEJEDOR LAZARO's ability to retain talent, together with its commitment to the reconciliation of work, family and personal life.

On the other hand, an indicator of diversity is the **variety of nationalities** in the Group's workforce, which means 5.19% of non-national personnel, thus enriching the work environment, having people with different thoughts, cultures and concerns, promoting diversity and global thinking. In this way, we promote equal opportunities and encourage respect, open dialogue and non-discrimination.

Likewise, we strictly comply with the regulations, reaching, at least, a 2% hiring rate of personnel with a disability of 33% or higher.

Our policy for action and prevention of harassment

[103-1-406] [103-2-406] We are aware that workplace violence has serious consequences for the safety and health of people and also for the normal development of the company's activity. In addition, sexual harassment and harassment based on sex are considered as conduct contrary to the principle of equal treatment of women and men.

Through our "**Protocol for action and prevention of moral, sexual or gender-based harassment**" we are committed to:

- Ensuring the maintenance of a risk-free work environment and adopting the necessary organizational, training and information measures to prevent the occurrence of physical and/or psychological workplace violence in the company.
- Allocating the human and material resources necessary to prevent and correct psychosocial risks, including especially cases of workplace violence.
- Regulating the cases that may arise of sexual harassment or harassment based on sex in the workplace, considering fundamental rights, constitutional and labour norms regarding the principles related to equality between people.
- Investigating, reporting, mediating and sanctioning, if necessary, in accordance with the provisions of our protocol and current legislation, according to the principles of speed, professionalism and confidentiality, with respect to the person and confidential

treatment of complaints, without prejudice to the provisions of the disciplinary rules.

The members of the Equality Committee (Management and employee representatives) and the People Management area have received training on harassment and how to deal with situations of harassment. In turn, posters on workplace harassment have been shared in all work centres.

[406-1] [103-3-406] In 2021, the protocol did not have to be implemented as no complaints were received from staff members or legal representatives of the employees.

[103-3-405] Our commitment and involvement has been recognized with the **ÓPTIMA de Castilla y León** award, a recognition that certifies equality between men and women at the corporate level.

[405-2] Annex II of this Report presents data on the wage gap.

Occupational safety and health

[LOGO-ODS 8] [LOGO-ODS 3]

[103-1-403] [103-2-403] [403-1] We are committed to the development of occupational health and safety protection under the Occupational Health and Safety Law. The right of workers to a safe and healthy working environment must be articulated through the integration of occupational health and safety at all levels of the company.

To this end, we have an **Occupational Health and Safety Management System**, implemented in accordance with Royal Decree 39/1997 of January 17, which approves the Regulations for the Management of Prevention Services, which allows us to manage everything related to the health and safety of workers through one or more External Prevention Services (SPA). Specifically, we developed our technical management system with Quirón and health surveillance with Prevensal.

[403-8] The Management System covers all the employees (154) and work centres that make up the Group, as well as all the activities we carry out. The System is subject to periodic audit inspections by the National Labour Authority, represented in the area of influence by the Junta de Castilla y León and the Government of Cantabria. On a voluntary basis, it is subject to external audits by the certificates to which we voluntarily adhere: IFS, Global Gap, BAP and Covid-19 AENOR secure protocol.

[403-7] The System is subject to the European and national standards and to all the guidelines of the different international certificates to which we voluntarily adhere. As a consequence of this jurisdiction, the processes that directly affect the development of the business are regulated by standards that ensure the mitigation of negative impacts on the health and safety of workers, both in the acquisition of work equipment and in that of raw materials or additives necessary for food production.

[403-3] The **health services** that make up the Group's Occupational Health and Safety Management System, are composed of:

- A collaborating mutual insurance company for occupational accidents and diseases. It consists of health care.
- Health surveillance. Integrated into the organization's prevention plan, such as occupational medicine, including medical examinations.

[103-3-403] [403-2] All work centres have their corresponding **Risk Assessment** of the technical specialties developed by Quirón, and health surveillance with Prevensal. The Occupational Health and Safety Management System for the Group's employees, and those who concurrently provide their services in our facilities, establishes through the planning and preventive policy the processes used as **principles of preventive action**. Among them, there are:

- Risk avoidance.
- Evaluating risks that cannot be avoided.
- Combating risks at their source.
- Adapting work to the person, particularly in terms of job design.
- Choosing equipment and work and production methods with a view, in particular, to mitigating monotonous and repetitive work and reducing its effects on health.
- Taking into account the evolution technology.
- Substituting what is dangerous with what entails little or no danger.
- Planning prevention, seeking a coherent whole that integrates technique, work organization, working conditions, social relations and the influence of environmental factors at work.
- Adopting measures that put collective protection before individual protection.
- Giving proper instructions to workers.
- Maintaining cardioprotected areas with anti-swallowing and haemorrhage prevention materials.

In addition, there is a **Coordinator**, who acts as an interlocutor between the External Prevention Services and the organization, guaranteeing compliance with the processes.

[403-4] The **consultation and participation of workers** in the Management System is guaranteed by the mechanisms legally established in Law 31/95. We facilitate this participation and consultation by providing employees with the necessary tools so that communication is fluid, active, fruitful and reaches each and every one of the collaborators: bulletin boards, televisions, corporate e-mails, suggestion boxes, project participation boxes or "Coffee with the President", among other channels. In addition, we promote active communication between employees and their direct managers through cross-communication. Consultation and participation of workers is also guaranteed through the **prevention delegates** and their representative body the Works Committee, as well as through the **Occupational Health and Safety Committee**⁵, composed

⁵ Chapter V of Law 31/1995, in its Articles 38 and 39, regulates the Occupational Health and Safety Committee, Competencies and Powers.

of the prevention delegates (elected in union elections), and company representatives. "

In addition, we promote the participation of all employees anonymously through an INNOVA system of **suggestion and new products boxes** . And in accordance with its Code of Conduct, any actions that are believed to be in breach of regulations and/or harmful to the organization or individuals can be reported through the canal.dibaq@abogadosnegontia.es channel, managed by a law firm external to the organization, which guarantees the objectivity of the cases raised.

The requests received by the management of GRUPO TEJEDOR LÁZARO, through all the aforementioned channels, are evaluated and a report is issued with the conclusions of the parties involved. If adaptation of the workstation is necessary, immediate action will be taken. In no case will the workers' statements be the target of any kind of retaliation. In the event of a serious and imminent risk, workers have the right to leave the work and the site.

As soon as the occurrence of an incident or accident is reported, the management process is initiated, prioritizing health care, if necessary. We then conduct an investigation of the incident and/or accident. Based on the event that occurred, the different variables that may have caused the incident are analyzed, the incident is analyzed in situ and the people who witnessed it and the person who suffered it are interviewed. Once the hazard that caused the incident has been identified, we proceed, according to the principle of hierarchy, to eliminate the hazard (if possible), evaluate it, take the necessary preventive measures (first collectively and if not individually), and inform and train workers on the preventive measures implemented.

[403-5] In accordance with the national regulations in force, articles 18 and 19 on information and training of workers of Law 31/1995 on prevention of occupational hazards, the guidelines established by IFS, Global GAP and BAP certifications, and following the principles of the preventive policy of GRUPO TEJEDOR LÁZARO, during 2021, the following **training** courses have been carried out on occupational risk prevention, health and safety at work, as well as on activities that may be considered hazardous and products that may be harmful:

- **Basic maritime safety training update.** This specialty certificate is required for all personnel who are part of a ship's crew and who perform professional maritime duties, as well as those who are entrusted with safety or pollution prevention tasks related to the ship's operations. The course contents focus on survival at sea, fire prevention and firefighting, first aid and personal safety and social responsibilities. The duration of the course is 70 hours, with theoretical and practical content.
- **HACCP (Hazard Analysis and Critical Control Points). Best Practices.** The contents of this training are related to the preventive system of food safety management, going in depth into topics such as legal obligations of food industries, applicable standards, HACCP and good hygiene practices, order, cleanliness and records.

- Training in **ATEX** (explosive atmospheres) zones. This course includes essential information on explosive atmospheres, their formation, risks, protective and organizational measures, signalling, PPE or safe practices, among others.
- Training in the **use of forklifts**, which covers the contents necessary for the correct use of this machinery.
- Training in **thermal processes**, which includes technical information on these processes, as well as on critical factors and process deviations, among other aspects.
- Training in **carcinogenic products and SDS**, within the framework of Royal Decree 427/2021, on the protection of workers against risks related to exposure to carcinogens at work.
- Training in **risks in the workplace**. This course covers different topics, such as quality policy, environment, food safety and R&D&I; the health and safety manual; information on equipment and tools, and risks of each job and tasks, risks and preventive measures.
- Accredited training on **Basic Life Support and use of Semiautomatic External Defibrillators (DESA)**.
- Training on **musculoskeletal disorders in the workplace**, with contents on the main disorders, postural hygiene, ergonomics in the workplace, prevention and exercises, among other topics.

On the other hand, we carry out **periodic communications** on occupational health and safety, informing all workers, employees or competitors about preventive matters through the established means of communication: televisions in common areas, our internal channel "Entrenosotros", the "Compromiso y Pasión®" e-mails and bulletin boards.

[403-6] During 2021, no direct access to non-work-related physician services has been provided. However, we provide our employees with the flexibility in scheduling and leave of absence needed to attend medical appointments as required.

The welfare of the people who collaborate with GRUPO TEJEDOR LÁZARO is understood globally, so we carry out assistance programs to improve the welfare of our employees. In addition to the aforementioned training courses, the following two **health promotion projects** are currently in force during the year 2021:

- Smoking cessation course: program open to all employees who voluntarily wish to quit smoking.
- Alborada Personas: psychological support program.

The following are the data related to occupational accidents that occurred in 2021:

[403-9] INJURIES FROM WORKPLACE ACCIDENTS 2021	
Accidents with serious consequences	0
Accidents with sick leave	9

Incidence rate ⁶ (accidents with sick leave)	6.36%
Accidents without sick leave	3
Incidence rate (accidents without sick leave)	2.12%

It should be noted that the main injuries are those classified as musculoskeletal disorders.

[403-9] [403-10] During 2021, there has been no case of death due to occupational accidents and no case of occupational illness or disease in the Group.

As for workers who are not employees, but whose jobs or workplaces are controlled by the Group, there have been no fatalities due to accidents or accidents with serious consequences. There were only three lost-time accidents in 2021.

Respect for Human Rights

[103-1-408] [103-2-408] [103-1-409] [103-2-409] [103-1-411] [103-2-411]

As established in our Code of Conduct, all the people who make up GRUPO TEJEDOR LÁZARO must work with ethics, responsibility, commitment, respect for our environment and desire for continuous improvement.

Our relationships are based on the personal values we have promoted since the creation of the Group, which we live and demand internally and express publicly.

We consider essential the right to dignity and privacy of all employees and collaborators. Their physical and emotional safety is a fundamental element.

The members of the Group shall in no case disseminate defamatory comments, nor shall they use language, images or files that are offensive or that induce any form of discrimination, or violate the dignity of any of its members.

In addition, all members of our staff are always in compliance with the law, making respect for labour and social rights a maxim of our daily work. We are also firmly committed to respecting human rights.

[408-1] [409-1] [103-3-408] [103-3-409] At GRUPO TEJEDOR LÁZARO we do not accept to work with suppliers with significant risk of non-compliance with human rights. We are not aware of any operations or suppliers where there is a significant risk of child labor or forced labor. It should be noted that most of our suppliers are from Europe, where there is strict control of this type of risk.

[411-1] [103-3-411] Furthermore, due to the characteristics of our activities and their location, we do not have any impact on the rights of indigenous populations.

⁶ Incidence rates have been calculated per 1,000,000 hours worked and considering 1,760 hours per worker.

SOCIETY

Our commitment to society goes beyond our business, as we seek to positively impact communities and create value for people. To this end, we collaborate with numerous associations and entities. Depending on the type of activities and assistance they offer, we segment our linkage to them into the following groups:

Humankind

We want to seek the social and cultural development of our environment, fighting daily for better living conditions for individuals, groups, communities and minorities.



In terms of **social integration**, we are present in social actions and programs focused on education, entrepreneurship and knowledge, since our objective is to improve the situation of people at risk of exclusion. To this end, we collaborate with institutions that share our values, such as the Little Sisters of the Poor, the Economic Kitchen, the Association Buscando Sonrisas (Seeking Smiles) or the Neratov Association (in the Czech Republic).

We also collaborate with several institutions to help and improve the lives of people with **health** problems. For example, we have been members for years of the Spanish Association Against Cancer (AECC), thus helping in the fight against this disease to find a solution. Furthermore, we also do our bit to combat multiple sclerosis, a neurodegenerative disease that affects 47,000 people in Spain, according to data from the Spanish Society of Neurology (SEN). In order to reduce its impact and improve the lives of those affected by it, we have been collaborating with the association for some time, organizing a solidarity race in Fuentepelayo (Segovia) every year.

Education is one of the most influential factors in the advancement and progress of individuals and societies. For this reason, we are also committed to **training and talent**, participating in

workshops, courses and training programs for collaborators, distributors and various social groups. We not only seek to provide knowledge about our sector, but also to promote sustainable values and foster bonds among participants.

[102-13] We conduct courses and workshops together with some of the business associations of which we are members, such as AEDIPE (Spanish Association of People Management and Development), APD (Association for the Progress of Management), CEOE-CEPYME or Chamber of Commerce in Cantabria and FES and Chamber of Commerce of Segovia. We also collaborate with prestigious educational institutions such as IE Business School, San Telmo Business School, IME Business School, Cesine, Instituto Las Llamas (Santander), Instituto Alcazarén (Valladolid) and language academies such as Kells or Vaughan.

And among everything we do in education, we are especially interested in the future of young people, so we contribute to their development through participation in initiatives such as START INNOVA or by signing collaboration agreements with various universities. In doing so, we seek to improve the opportunities, training and future prospects of our young people, helping them step by step.

Furthermore, we consider that **culture** is fundamental for education and social development. For this reason, we are committed to improving the cultural network of the environment in which we work, cooperating first-hand with institutions of the stature of the Esteban Vicente Museum of Contemporary Art (Segovia) or the Botín Center (Santander).

Another challenge we address is helping orphaned children in Mozambique. Although Mozambique is rich in energy, mineral, forestry and maritime resources, it is still considered one of the poorest countries in Africa. From GRUPO TEJEDOR LÁZARO, we help this cause through the **#RetoGaiato**, a web in which to present sports challenges with the aim of solidarity: to help the Mozambique Sur Foundation in the fight against poverty, hunger and malnutrition of orphaned children (gaiatos).

At Our Side

Just as we care for our employees and our environment, we like to focus on the well-being of our suppliers, collaborators and customers, whom we also consider part of our family.

We work every day to establish lasting relationships with these communities, built on mutual trust and value contribution.

[102-13] Since our inception, we have collaborated with institutions with which we share common interests, thus favouring the growth of the business, social and environmental fabric that surrounds us. Some of these institutions are:



Some of these organizations promote collaboration between companies in the sector, avoiding unfair competition practices.

A New Home

We are involved in helping animals, especially dogs and cats, that have suffered abandonment or mistreatment. We want their welfare, care and happiness, so we work to find them a new family in which to grow and recover. With this in mind, we currently collaborate with several institutions that help us to care for and find new homes for the most defenseless animals.

In addition, we are also interested in the physical well-being of dogs and cats, which is why we support various initiatives and sporting events.

Among our collaborators, the following names stand out:



[102-12] We do not adhere to externally developed principles, beyond the statutes of the associations of which we are members, such as APROMAR or Aquaculture of Spain, which promote sustainable fishing and aquaculture, respectively.

Local Communities

[103-1-203] [103-2-203] [103-3-203] [103-1-413] [103-2-413] [103-1-419] [103-2-419]

[203-2] Our activity generates a positive impact on local communities in rural areas of the so-called "empty Spain". Thanks to the generation of jobs in these environments, we promote the maintenance of population and economic development.

In addition to direct employment, we estimate that GRUPO TEJEDOR LÁZARO **contributes to the creation of 300 indirect jobs** in the region.

[202-2] It should also be noted that 100% of senior executives are hired locally, all of them in Spain.

[413-2] [103-3-413] [103-3-419] [419-1] We have not identified operations with significant negative impacts on local communities, as the manufacturing sites are located far from any population centres. We have also not received significant fines or sanctions for non-compliance with laws or regulations in social or economic matters. We are absolutely committed to the improvement and development of the social and economic environment of our areas of influence.

Anti-corruption and bribery

103-1-205] [103-2-205] [103-1-206] [103-2-206] [103-2-206] [205-1] We encourage the ethical conduct of all the people who are part of GRUPO TEJEDOR LÁZARO. We have a very advanced implementation of a **Compliance system**, where we identify all risks affecting the Group with respect to corruption and which is available to both internal users and all our stakeholders.

To date, no operations assessments have been conducted in relation to corruption-related risks.

[205-2] 100% of the members of the governing bodies are aware of the anti-corruption policies and procedures expressed in the Group's Compliance policy, and are also the drivers of such policies and ensure compliance with them.

Likewise, 100% of the workforce has received adequate training on everything related to the Group's Compliance policy, the Code of Conduct, risks, whistle-blower channel, etc.

In this way, **all members of the governing bodies and staff have received anti-corruption training**.

In addition, our Code of Conduct is available on the Group's web pages, as a public document to which any person or organization that collaborates with GRUPO TEJEDOR LÁZARO can adhere.

We have also implemented the **whistle-blower channel** on the websites themselves, managed by an external legal services company that is responsible for coordinating everything related to the same with the utmost objectivity, efficiency and confidentiality.

[103-3-205] [103-3-206] [205-3] [206-1] During 2021, there have been no cases of corruption in the Group, no legal actions pending or finalized with respect to unfair competition and

violations of applicable legislation on monopolistic practices and against free competition.

[103-1-415] [103-2-415] [103-3-415] [415-1] We also do not make contributions to political parties and/or political representatives.

SUPPLY CHAIN

[102-9] [103-1-308] [103-2-308] [103-1-414] [103-2-414] [103-1-407] [103-2-407]

Our supply chain consists of about **810 suppliers**. 67% of them perform services and 32% supply goods (materials, spare parts and equipment). For all of them, a series of legal, fiscal, ethical, health and safety and environmental requirements are established, which are standardized and included in the **Code of Conduct**.

We consider value chain management as one of the pillars of our decision-making model. For this reason, we have procedures governing procurement management that ensure transparency in contracting processes, favoring free competition and detecting risk situations, thus reinforcing our commitment to ethical behavior.

Our **Purchasing Procedure** aims to establish the conditions by which the company controls the purchasing processes to ensure that all purchased materials that have an impact on product quality and food safety meet the established requirements.

We have also defined a **supplier approval process**, the purpose of which is to validate, ensure and guarantee that the resources, capabilities and activities of the suppliers to be approved are adequate to provide goods, products and services in accordance with the established criteria. A risk assessment is performed for all active suppliers within the scope of the Purchasing unit, in order to know our supply chain, establish the appropriate requirements for each type, implement mitigation actions, monitor their performance and request audits to detect points for improvement if necessary.

In order to manage our supply chain in an appropriate and customized manner, we classify our suppliers into different segments: packaging suppliers, raw material suppliers, spare parts and equipment suppliers and service suppliers.

Depending on the geographical location of the suppliers, we distinguish the following categories:

- **National suppliers:** their company name is registered in the country of the GRUPO TEJEDOR LÁZARO company that contracts them.
- **International suppliers:** the country in which they are registered is different from that of the GRUPO TEJEDOR LÁZARO company that contracts them.
- **Local suppliers:** the supplier has its head office in the area where one of the companies of GRUPO TEJEDOR LÁZARO GTL carries out its activity, that is to say, in the autonomous community of the operations.

- **Locally established suppliers:** suppliers that, although not local, have opened an office or branch in the autonomous community of the operations.

[103-1-204] [103-2-204] A large part of our purchases are made from national or international suppliers with local implementation, since the development and integration of local suppliers facilitates supplies and services, providing flexibility and ensuring response times. This relationship generates mutual benefits, as it also has a positive impact on the growth of the areas where we operate, guaranteeing close collaboration, creating value in the communities where we develop our activities and allowing us to control risks.

[204-1] [103-3-204] In 2021, 95% of contracting was with national suppliers from our locations with significant operations, with about 63% of the amount contracted from these being from local or locally based suppliers. This is a clear example of how we promote the hiring of local suppliers in the areas where we operate. In this sense, our commitment is to continue developing plans to promote local hiring.

- % Spending on suppliers of **containers and packaging**¹: 5.71%
- Spending on **local packaging suppliers** x1_ "2: 8.49%
- Spending on suppliers of **raw materials**¹: 70.77%
- Spending on suppliers of **local raw materials**²: 65.42%
- % Spending on suppliers of **spare parts and equipment**¹: 0.70%
- Spending on suppliers of **spare parts and local equipment**²: 63.08%
- Spending on suppliers of **services**¹: 22.81%
- Spending on local **service providers** ²: 71.50%

(¹) Information on the total percentage of annual spending on all suppliers, without segmentation.

(²) Information on the total percentage of annual expenditure on those suppliers of the segment to which it belongs.

[103-3-308] [103-3-414] [308-1] [308-2] [414-1] [414-2] We do not currently conduct supplier evaluations according to environmental or social criteria, or in relation to their environmental or social impacts. However, we will work on it for future years.

[103-3-407] [407-1] On the other hand, we are not aware of any operations or suppliers where the rights of workers to exercise freedom of association and collective bargaining may be infringed or at risk.

CLIENTS

In a global and dynamic market, we seek to offer a better and more efficient service to our customers on a continuous basis, presenting the products and services that best suit their needs.

[103-1-417] [103-2-417] [103-3-417] [417-1] As manufacturers, we are governed by Regulation 183/2005, which lays down requirements for feed hygiene.

With regard to **labelling of products and services**, we are governed by Regulation 767/2009, on the marketing and use of feed. For packaging, we follow Ecoembes (Green Dot) and Law 1/1997, of April 24, 1997, on Packaging and Packaging Waste. 100% of our products are under the framework of application of that Law.

[417-2] In 2021, there have been no cases of non-compliance with regulations on product and service information and labelling. In terms of voluntary codes, there have been 2 BAP, 7 Global GAP and 35 IFS non-compliances.

[417-3] On the other hand, no cases of non-compliance have ever been identified, nor have we been reported in relation to GRUPO TEJEDOR LÁZARO's marketing communications.

[103-1-418] [103-2-418] [103-3-418] [418-1] Regarding customer privacy, we have a specific action plan framed in a **Privacy Policy**, reviewed and updated under current legislation. In 2021, there have been no complaints regarding breaches of customer privacy.

[103-1-416] [103-2-416] [416-1] 100% of our products are evaluated according to health and safety criteria, as all of them are liable to influence the health of animals.

[416-2] [103-3-416] During 2021, the Group was not aware of any instances of non-compliance with regulations concerning the health and safety impacts of our products and services. In terms of voluntary codes subscribed to in this regard, there have been some cases of non-conformities in IFS, Global GAP and BAP.

THE ENVIRONMENT

[102-11] [103-1-307] [103-2-307] We care about the environment and we take care of the environment around us, performing our work with honesty, humility, professionalism and responsibility towards the environment. With the aim of preventing the impacts that we may generate in the environment, we work in the following lines of action:

- Sustainable use of raw materials and recyclable packaging.
- Environmental footprint.
- Maximum savings in electricity and energy consumption.
- The reduction of CO₂ emissions.
- Improved water treatment.
- Proper waste management.
- Reduction of noise pollution, with silencers at the most polluting points.
- The minimization of landscape impact, maintaining an aligned aesthetic for buildings.
- A commitment to environmental recovery.

[103-3-307] [307-1] In addition, we comply with the requirements of environmental legislation. During 2021, we received no fines or penalties for non-compliance with environmental laws or regulations.

Raw Materials

[103-1-301] [103-2-301] In 2021, around 56% of the materials used to produce and package the major products we buy worldwide came from renewable sources. Among these materials, we differentiate between raw materials, i.e. the natural resources transformed into products; and packaging materials and containers.

These renewable materials are derived from various value chains, vegetable oils and proteins, animal fats and proteins, grains and wood, among many others.

To ensure that our materials are sourced responsibly and sustainably, we are working to voluntary sustainability standards.

Approximately **70% of our paper and cardboard packaging is FSC® and PEFC® certified**, which means that the forests from which we source our raw materials are managed in a manner that protects biodiversity and ensures renewability through sustainable management practices compatible with the protection of natural resources and economic and social well-being. With these certifications, we guarantee the end consumer that our paper and cardboard packaging contributes to the prosperity of well-managed forests and the fight against global warming.

Around **80% of the raw materials of marine origin** used in 2021 for the manufacture of our products **have certifications such as IFFO RS®, MSC®, ASC® and Friends of the Sea®**, whose objectives, among others, are:

- To contribute to healthy oceans through sustainable fishing practices, protect the oceans and safeguard seafood supplies for the future.
- Preservation of the natural environment and biodiversity, water resources and water quality, species diversity and wildlife populations. Responsible use and supply of animal feed and other resources. Good animal health and husbandry (no unnecessary use of antibiotics and chemicals).
- Sustainable practices in fisheries, aquaculture, fishmeal and Omega 3 fish oil.
- Responsible sourcing and production, with full traceability and product segregation as key requirements.

As for the **raw materials of vegetable origin**, **30%** of those used last year **came from organic production**, and are thus certified. This type of production combines the best environmental practices with a high level of biodiversity and preservation of natural resources, as well as the application of high animal welfare standards.

[301-2] It should be noted that the raw materials used in the production of foodstuffs cannot be from recycled products. However, during the manufacturing process, production waste from

start-ups, shutdowns, etc. is recycled and reintroduced back into the manufacturing process, for the most part.

The inputs as such used in the packaging of the products do not come from recycled material, although alternatives are being studied to include film with part recycled material in part of the packaging process of some products.

[103-3-3-301] We use 932 different materials in our processes, of which **56.97% are renewable materials**. The following tables show the data on materials differentiated by type:

NUMBER OF RAW MATERIALS 2021		
	No.	%
Renewable raw materials	261	100%
Non-renewable raw materials	0	0%
TOTAL	261	100%

NUMBER OF PACKAGING MATERIALS 2021		
	No.	%
Renewable packaging	270	40.36%
Non-renewable packaging	399	59.64%
TOTAL	669	100%
NUMBER OF RESOURCES 2021		
	No.	%
Renewable resources	0	0%
Non-renewable resources	2	100%
TOTAL	2	100%

Energy management

[103-1-302] [103-2-302] One of the most relevant environmental aspects, given our activity, is energy consumption. We are therefore working to implement more efficient processes and

reduce our consumption. An example of this are the measures contemplated in the investment plan to promote energy efficiency, highlighting:

- **Rehabilitation of exterior coatings, roofs and enclosures and installation of interior insulating doors**, which will contribute to an improvement of the internal conditions in terms of temperature and humidity, avoiding energy losses.
- **Change of the forklift fleet to electric**, with the objective of contributing to reducing CO₂ emissions in the internal transportation of raw materials, materials and finished products.
- **Installation of a reverse osmosis plant** for treatment of the currently decalcified water fraction. Due to the quality of the water in the plant (well water), during the process of heating it in the boiler, a higher frequency of system purges is required in order to guarantee optimal working conditions and avoid breakdowns and high maintenance costs. Likewise, these purges also result in greater heat loss, reducing energy efficiency. The installation of an osmosis plant that delivers good quality water to the system will avoid high boiler water consumption and will also increase energy efficiency.
- **Installation of a compressed air dryer**, which will facilitate in-plant maintenance tasks and make it possible to reduce compressed air pressure losses and energy consumption.
- **Installation of a new cold room** chosen prioritizing environmental sustainability criteria and with improved insulation performance.
- **Installation of a new variable air compressor** increases the efficiency of the previous equipment.
- **Expansion of hot water storage capacity from autoclaves** (external tank), to facilitate its reuse in different processes.
- **Installation of a photovoltaic plant** for self-consumption of 600 kW.

[302-1] [103-3-302] Our energy consumption for the year 2021 is shown below, differentiating between the different sources:

ENERGY CONSUMPTION 2021 (kWh)	
Gas	17,432,943
Electricity	7,879,974
TOTAL	25,312,917

The data is taken based on meter measurements, in the case of electricity. As for gas, the measurements are made through the LPG purchase control.

At present, there is no consumption of energy from renewable sources.

[302-3] The **energy intensity** during 2021 was **0.4887 MWh/Tm**. Total energy consumption, including electricity and gas, was used to prepare the index, and total sales manufactured in the dry and wet pet and aquaculture centres were used as the denominator.

[302-4] During 2019, a new dryer was installed on one of the aquaculture lines, which has been a turning point in reducing gas consumption, with an average reduction of around 40-50%, i.e. 1,647,720 kWh of gas.

[302-5] Regarding the reduction of energy requirements of the products, there are no measurable data. However, the main reason for the lack of significant reductions, even with increasingly efficient processes, is the trend towards a higher proportion of premium and super-premium products, which have a higher unit energy consumption.

Water management

[103-1-303] [103-2-303] [103-3-303] We manage and measure water consumption in our facilities, in order to control the efficiency of our processes and taking into account the availability of this important resource. In 2021, we have consumed a total of 49.27 megalitres of water, distributed as follows:

CENTRE	METER	[303-5] [303-3] WATER CONSUMPTION (MEGALITRES) ⁷
WET PETCARE	Decalcified	14.42
	Filtered	11.62
	TOTAL	26.04
AQUACULTURE	Decalcified	5.85
	Filtered	0.95
	Chlorinated	4.03
	TOTAL	10.83
DRY PETCARE	Cogenera Meter	9.15
	Pet Meter	3.25
	TOTAL	12.40
TOTAL		49.27

The data is obtained by direct measurement from the readings of the meters installed in our facilities.

[303-1] We use water in the manufacturing processes of pet food and aquaculture fish feed. This is extracted from two boreholes.

⁷ All of the water consumed is obtained from well water extraction.

[303-2] In relation to discharges of water from aquaculture and dry pet production plants, no special treatment of the discharge water is required.

As for discharges from the wet pet plant, there is a physical-chemical purification system to remove impurities from the water resulting from the process, mainly for cleaning the remains of meat by-products.

[303-4] The water discharges are made to authorized points that discharge directly to the municipal sewer and then go to the municipal biological treatment plant. The water discharge volumes are shown below:

WATER DISCHARGE PER PROCESS 2021 (m³)⁸	
Aquaculture	972
Dry Pets	1,624
Wet pets	22,696
TOTAL (0,025 megalitres)	25,292

Waste management

[103-1-306] [103-2-306] [306-1] Due to our activity, we generate waste in some of the processes carried out in the pet product and aquaculture factories. Waste is mainly generated from the following activities: maintenance, laboratory work, water purification, weighing, dosing, extrusion, labelling, palletizing, storage, shipping and packaging.

[306-2] In order to minimize these impacts we apply different measures. It is especially noteworthy that Dibaq Diproteg, the Group company in charge of feed production, has the certificate granted by AENOR "**Certificate of the Waste Management Traceability System. Towards residue 0**". This certifies that at least 70% of the waste generated by the activity is destined to recovery actions. During the certification process, special attention is paid to the way in which waste data is collected and controlled and the verification of waste management by third party companies is confirmed by receiving the relevant delivery notes and declarations.

Similarly, Dibaq Diproteg has a **waste minimization plan**, of which the measures aimed at waste reduction are described below.

Reduction of the volume of water contained in sludge

Sludge from the manufacturing process accounts for 20% of the total waste generated by the company's activity, with a total of 54,740 kg per year.

⁸ Data estimated taking into account the number of employees, cleaning and boiler blowdowns.

Sludge analysis has been carried out in order to establish a sludge reduction plan. As a result of these analyses, it has been determined that 90% is composed of water.

Therefore, work is currently underway on a plan to reduce them through the elimination of water from them. Different options are being evaluated to assess their efficiency, such as centrifugation or pressing processes, to reduce water content and consequently reduce sludge production.

With this measure, it is estimated that the water content of the sludge will be reduced by 20%, which would mean an annual waste reduction of 9,252 kg. This would imply a reduction of 18% of the sludge and 3.6% of the plant's total waste.

This measure is expected to be implemented during fiscal year 2022.

Paper and cardboard volume reduction

We are currently working in two areas to reduce this type of waste. First, we encourage digital work, to avoid the use of paper in production sheets, delivery notes, order forms, etc.

Second, we want to implement a packaging optimization plan, which aims to reduce the weight of the cardboard in which some of the products are packaged. It is estimated that the impact of this measure will be reflected as of 2023.

Stock management improvement

We are working with the Business Central tool and its implementation to optimize stock management, in order to avoid product loss due to expiration. This would considerably reduce the fraction of organic waste produced in storage. It is known that the implementation of this measure will have an impact on the reduction of organic waste, but at present it is difficult to quantify. The implementation and its effects are planned for 2022.

Change in packaging designs

From the Marketing Department, we are planning a change in the packaging design of pet care products, including 100% recyclable materials. This would mean a change of fraction of a large part of the 43,820 kg of mixed plastic waste produced in pet care, to a recoverable fraction by 2023.

Expansion of stocking capacity.

During 2021, stock storage capacity was expanded with new warehouses. This measure allows for larger production runs, which will have an impact on production line stops and starts. Currently, these production stoppages are one of the main factors in the generation of organic residues in dry feed production. The application of this measure is estimated to reduce the organic waste fraction by 5%, which represents about 4,700 kg of waste.

[103-3-306] [306-3] With regard to the data on waste generated, the following tables present a list according to the type of waste, the nature of the waste (hazardous or not) and its recovery or disposal.

Type of waste	Dangerous	Quantity (kg)	Recovery/ Disposal	EWC code	% of total
Printer cartridges	No	110	R12	80318	0.03%
Paper and cardboard	No	47,020	R3	200101	13.03%
Scrap	No	27,900	R1-R10	120101	7.73%
Sludge	No	46,020	R1-R10	190812	12.75%
Organic waste	No	134,040	R1-R10	20203	37.14%
Contaminated plastic containers	Yes	880	R12	150110	0.24%
Edible oils and fats	No	27,360	R1-R10	200125	7.58%
Empty aerosols	Yes	180	R1-R10	150111	0.05%
Used oil	Yes	640	R1-R10	130205	0.18%
Air filters	Yes	20	Elimination. Transfer to landfill.	150202	0.01%
Contaminated material	Yes	300	Elimination. Transfer to landfill.	150202	0.08%
Contaminated glass containers	Yes	140	Elimination. Transfer to landfill.	150110	0.04%
Acid Solution	Yes	220	Elimination. Transfer to landfill.	160506	0.06%
Basic/Neutral Solution	Yes	1,740	Elimination. Transfer to landfill.	160506	0.48%

Mixed plastic waste	No	74,320	Elimination. Transfer to landfill.	20104	20.59%
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[306-4] WASTE NOT INTENDED FOR DISPOSAL 2021 (quantity, mt)		
Non-hazardous	TOTAL	282.45
Dangerous	TOTAL	1.70

[306-5] WASTE DESTINED FOR DISPOSAL 2021 "		
	Disposal operation	Quantity (mt)
Non-hazardous	Transfer to landfill	74.32
Dangerous	Transfer to landfill	2.42

[103-3-3-301] [301-3] Given the characteristics of the products marketed by the Group and the type of packaging used, it can be estimated that 69.6% of packaging waste is recycled, reaching a rate of 84% in the case of metal wet food packaging.

The estimate takes into account the official statistics prepared by Eurostat based on data sent by the Ministry of Ecological Transition, which include household, commercial and industrial packaging, thus covering the activities for which the products marketed by the Group are intended (pet food and aquaculture).

Of the products used in the Group's production centres, 47,020 kg of paper and cardboard from input packaging were sent for recycling to an authorized manager for recycling. The estimation of the data was made based on the waste collection invoices from the authorized waste manager.

Fight against climate change

[103-1-305] [103-2-305] We are aware that our activity generates emissions and we are working to minimize them. Among the measures aimed at reducing emissions, the following stand out:

- Installation and maintenance plan of filters in all process emitting sources to prevent the emission of particles into the atmosphere.

- Installation of more efficient technologies in gas consumption.
- Periodic maintenance of gas burners for optimal consumption.
- Gradual change of the forklift fleet to electric.
- Installation of photovoltaic panels.

[103-3-305] [305-1] [305-7] We regularly monitor our emissions. The following tables show the emissions data generated in 2021 at the different plants:

EMISSIONS PER FACILITY 2021 (kg/year)⁹		
	Pets¹⁰	Aquaculture¹¹
SO ₂	179	112
CO	727	58
CO ₂	1,640,531	1,076,583
NO _x (NO ₂ + NO)	561	258

[305-2] Regarding **scope 2** emissions, derived from electricity consumption, in 2021, **1,182 t of CO₂e**.

⁹ Emissions calculated from measured stack pollutant concentration data, operating hours and air flow rates. Concentrations are taken from the latest OCA report, which is for 2020. Flow rates and hours of operation of the foci are 2021 data.

¹⁰ Emissions generated by the operation of boilers, generators and dryers.

¹¹ Emissions generated by the boiler.

ABOUT THIS MEMORANDUM

[102-50] GRUPO TEJEDOR LÁZARO's Sustainability Report is a report on its economic, environmental and social performance, and represents an exercise in transparency towards its stakeholders. The information reported corresponds to the period from January 1, 2021 to December 31, 2021.

[102-45] The companies to which the data in this Report refer are:

- Tejedor Lázaro Group, S.L.
- Derwent Arizona, S.L.
- Derwent Nutrition, S.L.
- Eagle Heat, S.L.
- Dibaq Diproteg, S.A.
- Proyectos españoles para la seguridad alimentaria, S.L.
- Pénjamo Proin, S.L.
- Dibaq Internacional, S.L.
- Dibaqteyla Corporación, S.L.
- South Pacific Ocean, S.L.

The companies of the Czech Group Dibaq AS. and the Vasa Group are not included, as they are financial holdings and, therefore, a Group not managed by the management team of GRUPO TEJEDOR LÁZARO. Accordingly, only information from companies in Spain is presented.

[102-54] [102-56] The Report has been prepared in accordance with GRI (Global Reporting Initiative) standards, in accordance with the "essential" option. The Report is verified externally, by decision of the company.

[102-46] The contents of this Report have been determined in accordance with the principles of stakeholder engagement, sustainability context, materiality and completeness, in terms of scope, coverage and time frame. In the preparation of the data presented, balance, accuracy, timeliness, comparability, clarity and reliability have been sought.

[102-49] [102-48][102-51] As this is the Group's first Sustainability Report, there has been no restatement of information from previous reports and no changes to the list of material topics and coverage of issues discussed.

[102-10] During the reporting period there have been no significant changes in the Group or its supply chain.

[102-52] GRUPO TEJEDOR LÁZARO is committed to preparing its Sustainability Report on an annual basis.

CONTACT

[102-53] For more information about this document or its contents, please contact rsc@grupotejedorlazarro.com."

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401-3	Parental leave	27
GRI 402: Worker-company relations (2016)		
103	Management approach 402	24
402-1	Minimum notice periods for operational changes	24
GRI 403: Occupational health and safety (2018)		
103	Management approach 403	28-32
403-1	Occupational health and safety management system	28
403-2	Hazard identification, risk assessment and incident investigation	29
403-3	Occupational health services	29
403-4	Worker involvement, consultation and communication on occupational health and safety	29 and 30
403-5	Occupational health and safety training for workers	30 and 31
403-6	Promotion of workers' health	31

403-7	Prevention and mitigation of impacts on the health and safety of workers directly linked through business relationships.	28
403-8	Workers covered by an occupational health and safety management system	28
403-9	Injuries due to occupational accidents	31 and 32
403-10	Occupational diseases and illnesses	32
GRI 404: Training and development (2016)		
103	404 management approach	24-26
404-1	Average hours of training per year per employee	25
404-2	Programs to improve employee skills and transition assistance programs	25 and 26
404-3	Percentage of employees receiving regular performance and professional development evaluations.	26
GRI 405: Diversity and Equal Opportunity (2016)		
103	Management approach 405	27, 28, 71 and 72
405-1	Diversity in governing bodies and employees	62-70
405-2	Ratio of basic salary and remuneration of women versus men	71 and 72
GRI 406: Non-discrimination (2016)		
103	Management approach 406	27 and 28
406-1	Discrimination cases and corrective actions taken	28
GRI 407: Freedom of association and collective bargaining (2016)		
103	Management approach 407	37 and 38
407-1	Operations and suppliers whose right to freedom of association and collective bargaining may be at risk	38
GRI 408: Child labor (2016)		

103	Management approach 408	32
408-1	Operations and suppliers with significant risk of child labor cases	32
GRI 409: Forced labor (2016)		
103	Management approach 409	32
409-1	Operations and suppliers with significant risk of cases of forced or compulsory labor	32
GRI 411: Rights of the indigenous population (2016)		
103	Management approach 411	32
411-1	Cases of violations of the rights of indigenous peoples	32
GRI 413: Local communities (2016)		
103	Management approach 413	35
413-2	Operations with significant negative impacts (actual and potential) on local communities	36
GRI 414: Social evaluation of suppliers (2016)		
103	Management approach 414	37 and 38
414-1	New suppliers that have passed selection filters according to social criteria	38
414-2	Negative social impacts on the supply chain and actions taken	38
GRI 415: Public policy (2016)		
103	Management approach 415	37
415-1	Contributions to political parties and/or representatives	37
GRI 416: Customer health and safety (2016)		
103	Management approach 416	39

416-1	Health and safety impact assessment of product or service categories.	39
416-2	Non-compliance cases related to health or safety impacts of product or service categories.	39
GRI 417: Marketing and labelling (2016)		
103	Management approach 417	38 and 39
417-1	Requirements for information and labelling of products and services	38 and 39
417-2	Non-compliance cases related to product and services information and labelling	39
417-3	Non-compliance cases related to marketing communications	39
GRI 418: Customer privacy (2016)		
103	Management approach 418	39
418-1	substantiated complaints regarding breaches of customer privacy and loss of customer data	39
GRI 419: Socioeconomic legal compliance (2016)		
103	Management approach 419	36
419-1	Non-compliance with laws and regulations in the social and economic fields	36

ANNEX I. COMPOSITION OF THE MAIN GOVERNING BODIES

[102-22] [405-1]

PRESIDENT'S OFFICE / BOARD OF DIRECTORS: Composed of: 4 men and 2 women. 5 executives + 1				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	2014-02-18	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
ELENA TEJEDOR DEL REAL	FROM 30 to 50	2014-11-19	NO	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
MIGUEL ÁNGEL TEJEDOR LÁZARO	50>	-	YES	MAN

STEERING COMMITTEE: Composed of: 5 men and 2 women. 6 executives + 1				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	2014-02-18	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
JOSÉ LUIS POLO ZAERA	50>	1987-05-06	YES	MAN
MIGUEL ÁNGEL TEJEDOR LÁZARO	50>	-	NO	MAN

ADVISORY BOARD: Composed of: 5 men and 3 women ¹² . 6 executives + 2.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	2014-02-18	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
JOSÉ LUIS POLO ZAERA	50>	1987-05-06	YES	MAN
MIGUEL ÁNGEL TEJEDOR LÁZARO	50>	-	NO	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
ELENA TEJEDOR DEL REAL	FROM 30 to 50	2014-11-19	NO	WOMAN

CORPORATE MARKETING COMMITTEE: Composed of: 2 men and 3 women ¹³ . 3 executives + 2				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
AHMED MAGDY SAYED	FROM 30 to 50	2017-01-16	YES	MAN
MARÍA TEJEDOR GARCÍA	FROM 30 to 50	2017-01-30	NO	WOMAN
SANTIAGO DE LA FUENTE NAVARRO	FROM 30 to 50	2014-02-06	NO	MAN

¹² In addition, two independent directors are members of the Advisory Board.

¹³ In addition, the Corporate Marketing Committee has three more members from the Czech Republic.

CORPORATE R&D&I COMMITTEE : Composed of: 3 men and 2 women ¹⁴ .				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	2001-11-02	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	2004-02-11	YES	WOMAN
CARLOS ENRIQUE MATEO	50>	1990-03-23	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	2007-07-19	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN

QUALITY AND OPERATIONS COMMITTEE: Composed of: 7 men and 4 women.				
AQUACULTURE				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
RUBÉN GONZÁLEZ GRANDA	50>	1995-07-03	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	1994-02-07	NO	MAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	2004-02-11	YES	WOMAN
ELVIRA ALCALDE GONZÁLEZ	FROM 30 to 50	2001-08-06	NO	WOMAN
ANTONIO GARCÍA SAORÍN	<30	2020-06-02	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	2007-07-19	NO	MAN
SIMEÓN SERRANO HERRERO	50>	1987-05-14	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
PETCARE				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS ENRIQUE MATEO	50>	1990-03-23	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	1994-02-07	NO	MAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	2004-02-11	YES	WOMAN
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	2001-11-02	NO	WOMAN
LIDIA HERRERO PÉREZ	FROM 30 to 50	2016-02-18	NO	WOMAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	2007-07-19	NO	MAN
SIMEÓN SERRANO HERRERO	50>	1987-05-14	NO	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN

¹⁴ In addition, the Corporate R&D Committee has four more members from the Czech Republic.

COMMITMENT AND PASSION COMMITTEE: Composed of: 2 men and 7 women.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	2014-11-11	YES	WOMAN
NOEMÍ MUÑOZ	FROM 30 to 50	-	NO	WOMAN
SARA MARIA DEL REY GUEVARA	FROM 30 to 50	2016-07-11	NO	WOMAN
ÁLVARO VALLE GARCÍA	FROM 30 to 50	2019-01-14	NO	MAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	2007-07-19	NO	MAN
BLANCA PIQUERO BARTOLOMÉ	FROM 30 to 50	2015-05-26	NO	WOMAN
YOLANDA MUÑOZ LUQUERO	FROM 30 to 50	2005-07-04	NO	WOMAN
ROCÍO SANZ ANTOLÍN	FROM 30 to 50	2020-09-01	NO	WOMAN

WORKS COUNCIL: Composed of: 7 men and 5 women.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
EVA MARTÍN FRUTOS	FROM 30 to 50	2002-11-19	NO	WOMAN
MARÍA ÁNGELES CÁRDABA HERRANZ	50>	1994-09-26	NO	WOMAN
GARDENIA TEJEDOR SANTOS	FROM 30 to 50	1994-10-10	NO	WOMAN
INMACULADA GÓMEZ MARTÍN	50>	1997-09-22	NO	WOMAN
ÓSCAR GÓMEZ OLMOS	FROM 30 to 50	1999-11-16	NO	MAN
JOSÉ MARÍA GUTIÉRREZ ESTEBAN	50>	1988-11-17	NO	MAN
JOSÉ LUIS ANTORANZ GARCÍA	50>	2016-02-22	NO	MAN
JOSÉ EMILIO GARCÍA CRIADO	50>	2000-01-10	NO	MAN
VICTORIANO ADRADOS ZAERA	50>	1994-09-19	NO	MAN

DIVERSITY AND CONCILIATION COMMITTEE: Composed of: 4 men and 7 women.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	2014-11-11	YES	WOMAN
MARÍA ELENA DÍEZ HERRERO	FROM 30 to 50	2002-01-28	NO	WOMAN
INMACULADA GÓMEZ MARTÍN	50>	1997-09-22	NO	WOMAN
MARÍA ÁNGELES CÁRDABA HERRANZ	50>	1994-09-26	NO	WOMAN
JOSÉ LUIS ANTORANZ GARCÍA	50>	2016-02-22	NO	MAN
JOSÉ EMILIO GARCÍA CRIADO	50>	2000-01-10	NO	MAN
EVA MARTÍN FRUTOS	FROM 30 to 50	2002-11-19	NO	WOMAN

SYSTEMS COMMITTEE Composed of: 3 men and 2 women.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
JOSÉ LUIS POLO ZAERA	50>	1987-05-06	YES	MAN
DAVID GARCÍA RICOTE	FROM 30 to 50	1999-07-12	YES	MAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
MONICA TEJEDOR GARCIA	FROM 30 to 50	2000-11-20	YES	WOMAN

COMPLIANCE COMMITTEE				
Composed of: 11 men and 7 women.				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
CARLOS TEJEDOR LÁZARO	50>	1987-03-01	YES	MAN
JOSÉ LUIS POLO ZAERA	50>	1987-05-06	YES	MAN
MÓNICA TEJEDOR GARCÍA	FROM 30 to 50	2000-11-20	YES	WOMAN
JOSÉ LUIS TEJEDOR DEL REAL	FROM 30 to 50	2007-07-03	YES	MAN
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	2014-02-18	NO	MAN
SOFÍA ARÉVALO CUBERO	50>	1995-01-01	YES	WOMAN
ANA DEL OJO GONZÁLEZ	FROM 30 to 50	2014-11-11	YES	WOMAN
NOEMÍ MUÑOZ	FROM 30 to 50	-	NO	WOMAN
DAVID GARCÍA RICOTE	FROM 30 to 50	1999-07-12	NO	MAN
MARÍA TEJEDOR GARCÍA	FROM 30 to 50	2017-01-30	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	2004-02-11	YES	WOMAN
MANUEL ESTEBAN GARCÍA	FROM 30 to 50	2007-07-19	NO	MAN
ÁLVARO CALVO MATESANZ	FROM 30 to 50	1999-12-20	NO	MAN
RUBÉN GONZÁLEZ GRANDA	50>	1995-07-03	NO	MAN
JORGE GARCÍA COBOS	FROM 30 to 50	2016-04-04	NO	MAN
RAFAEL LLORENTE BARRETO	FROM 30 to 50	1994-02-07	NO	MAN
ELENA FERNÁNDEZ SÁNCHEZ	FROM 30 to 50	2001-11-02	NO	WOMAN
SIMEÓN SERRANO HERRERO	50>	1987-05-14	NO	MAN

TRADING COMMITTEE:				
Composed of: 1 man and 7 women.				
2 executives + 6				
MEMBERS	AGE	LENGTH OF SERVICE	EXECUTIVE LEVEL	GENDER
RODRIGO ARÉVALO CUBERO	FROM 30 to 50	2014-02-18	YES	MAN
SARA DEL REY GEVARA	FROM 30 to 50	2016-07-11	NO	WOMAN
PILAR ALVAREZ HERRERO	>50	1997-04-24	NO	WOMAN
MARIA ELENA HIJOSA VELASCO	FROM 30 to 50	2004-02-11	YES	WOMAN
RAQUEL LAZARO CANTALEJO	>50	1989-08-01	NO	WOMAN
ELVIRA ALCALDE GONZÁLEZ	FROM 30 to 50	2001-08-06	NO	WOMAN
BLANCA PIQUERO BARTOLOME	FROM 30 to 50	2015-05-26	NO	WOMAN
LIDIA HERRERO PÉREZ"	FROM 30 to 50	2016-02-18	NO	WOMAN

ANNEX II. _"ADDITIONAL STAFF DATA"

STAFFING DATA BY SEX, AGE AND PROFESSIONAL CATEGORY

[405-1]

DIBAQ									
CATEGORY	MEN	WOMEN	TOTAL		CATEGORY	UNDER 30"	BETWEEN 30 AND 50 YEARS	AGE 50+"	TOTAL
1ST CLASS	26	2	28		1ST CLASS	0	10	18	28
1ST CLASS ADMIN	1	6	7		1ST CLASS ADMIN	0	5	2	7
1ST CLASS DRIVER	1	0	1		1ST CLASS DRIVER	0	0	1	1
MANUFACTURING MANAGER	2	0	2		MANUFACTURING MANAGER	0	0	2	2
SUPERVISOR	4	0	4		SUPERVISOR	0	2	2	4
ADVANCED DEGREE	5	7	12		ADVANCED DEGREE	2	9	1	12
ADMINISTRATIVE HEAD	0	2	2		ADMINISTRATIVE HEAD	0	1	1	2
2 ND CLASS ADMIN	0	2	2		2 ND CLASS ADMIN	1	0	1	2
2 ND CLASS	13	2	15		2 ND CLASS	1	8	6	15
DIPLOMA	0	3	3		DIPLOMA	0	3	0	3
SPECIALIST	8	6	14		SPECIALIST	2	9	3	14
ANALYST	1	1	2		ANALYST	0	2	0	2
NON-QUALIFIED	2	2	4		NON-QUALIFIED	1	2	1	4
CLEANING PERSONNEL	0	2	2		CLEANING PERSONNEL	0	0	2	2
COMMERCIAL DEVELOPER	4	1	5		COMMERCIAL DEVELOPER	0	4	1	5
ZONE MANAGER	3	0	3		ZONE MANAGER	0	1	2	3
PROGRAMMER	1	1	2		PROGRAMMER	0	2	0	2
ASSISTANT	2	0	2		ASSISTANT	0	1	1	2
OPERATIONS MANAGER	2	0	2		OPERATIONS MANAGER	1	1	0	2
UNSKILLED WORKER	10	3	13		UNSKILLED WORKER	4	7	2	13
LABORATORY ASSISTANT	0	2	2		LABORATORY ASSISTANT	1	1	0	2

QUALITY CONTROL	0	1	1		QUALITY CONTROL	0	1	0	1
ADMINISTRATIVE ASSISTANT	0	2	2		ADMINISTRATIVE ASSISTANT	1	1	0	2
OPERATOR	2	0	2		OPERATOR	0	2	0	2
TOTAL	87	45	132		TOTAL	14	72	46	132

DERWENT ARIZONA									
CATEGORY	MEN	WOMEN	TOTAL		CATEGORY	UNDER 30"	BETWEEN 30 AND 50 YEARS	AGE 50+"	TOTAL
GENERAL SUPERVISOR	0	3	3		GENERAL SUPERVISOR	0	2	1	3
DIRECTOR	2	1	3		DIRECTOR	0	2	1	3
1ST CLASS ADMIN	0	1	1		1ST CLASS ADMIN	0	1	0	1
TECHNICIANS	1	1	2		TECHNICIANS	0	2	0	2
ASSISTANTS	1	1	2		ASSISTANTS	0	2	0	2
SALESPEOPLE	0	1	1		SALESPEOPLE	0	1	0	1
UNSKILLED WORKER	0	1	1		UNSKILLED WORKER	0	1	0	1
TOTAL	4	9	13		TOTAL	0	11	2	13

DERWENT NUTRITION									
CATEGORY	MEN	WOMEN	TOTAL		CATEGORY	UNDER 30"	BETWEEN 30 AND 50 YEARS	AGE 50+"	TOTAL
SALESPERSON	1	0	1		SALESPERSON	0	1	0	1
DIRECTOR	1	0	1		DIRECTOR	0	1	0	1
TOTAL	2	0	2		TOTAL	0	2	0	2

GRUPO TEJEDOR LÁZARO									
CATEGORY	MEN	WOMEN	TOTAL		CATEGORY	UNDER 30"	BETWEEN 30 AND 50 YEARS	AGE 50+"	TOTAL
ADVANCED DEGREE	2	1	3		ADVANCED DEGREE	0	2	1	3
DIPLOMA	1	0	1		DIPLOMA	0	0	1	1
GENERAL SUPERVISOR	0	1	1		GENERAL SUPERVISOR	1	0	0	1
TECHNICIAN	0	1	1		TECHNICIAN	1	0	0	1
TEAM LEADER	1	0	1		TEAM LEADER	0	1	0	1
TOTAL	4	3	7		TOTAL	2	3	2	7

WAGE GAP DATA¹⁵

[405-2] [103-2-405] [103-3-405]

The following table shows the data relating to the salary gap of the workforce, in accordance with the breakdowns used for the compensation audits of the different companies. As can be seen in the following table, there is no wage gap since there are no differences greater than 25% between men and women in the same classification position, and differences of less than 25% are due to objective differences such as seniority, which is not an indication of wage activity.

DIBAQ		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 6 Level 1	1 %	0%
Classification grade 6 Level 2 ¹⁶ .	-	-
Classification grade 5	0%	0%
Classification grade 4 Level 1	-11%	-13%
Classification grade 4 Level 2	0%	0%
Classification grade 3 Level 1	-12%	-7%
Classification grade 3 Level 3	-4%	0%
Classification grade 2 Level 0 ¹⁷ .	-	-
Classification grade 2 Level 1 ¹⁸ .	-	-
Classification grade 2 Level 2	0%	3%
Classification grade 1	-1%	48%

¹⁵ Calculated as: Wage gap = [(Average male wage - Average female wage)/ Average male wage] * 100. The base salary has been considered in the calculation.

¹⁶ There are no women in this professional category.

¹⁷ There are no women in this professional category.

¹⁸ There are no women in this professional category.

DERWENT ARIZONA		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 9	There is no comparable data.	
Classification grade 8	There is no comparable data.	
Classification grade 6	0.5%	0.5%
Classification grade 4 ¹⁹	-	-
Classification grade 3	0%	0%
Classification grade 2	There is no comparable data.	
Classification grade 1	There is no comparable data.	

DERWENT NUTRITION²⁰		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 8	-	-
Classification grade 5	-	-

GRUPO TEJEDOR LÁZARO		
CATEGORY	WAGE GAP (AVERAGE)	WAGE GAP (MEDIAN)
Classification grade 9	- 0.01%	- 0.01%
Classification grade 6	0.19	0.19
Classification grade 4	There is no comparable data.	

¹⁹ There are no men in this professional category.

²⁰ There are no women in Derwent Nutrition's workforce.