



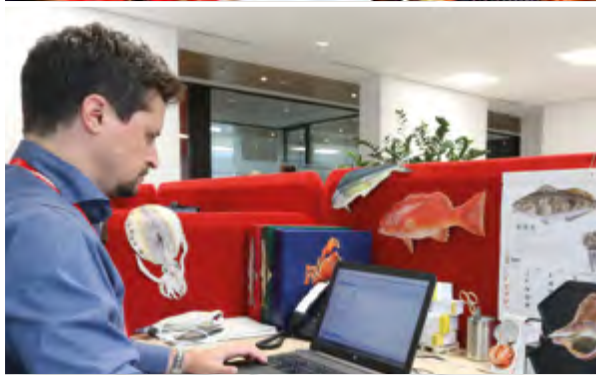
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SUSTAINABILITY  
REPORT  
2020



# SUSTAINABILITY REPORT 2020







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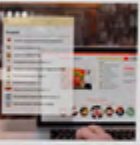
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**M/MARR**  
dove c'è ristorazione

## I NOSTRI VALORI



PASSIONE



INNOVAZIONE







**M|MARR**



COMPETENZA



FORMAZIONE



SERVIZIO



QUALITA'



SOSTENIBILITA'



TRASPARENZA

dove c'è ristorazione

**M|MARR**  
dove c'è ristorazione





PGI products



PDO products



Fair trade products



Organic aquaculture products



Traditional Agri-food products



Sustainable management of forests



Compostable disposable products



Products complying to GPP



Organic products



Ecolabel products



Sustainable fishing products



**MARR** *green fingerprint*

# LETTER TO THE STAKEHOLDERS

September 2021

**S**ince its incorporation almost 50 years ago, MARR has considered ethical and sustainable growth among its main objectives. It has probably done so unconsciously, not contemplating that one day they would be catalogued and become the reference values for all of the activities on the planet in the context of which growth objectives must be guided by choices made with awareness and with a view to the future.

This, the first edition of the MARR Sustainability Report, is marked by clear objectives that have been desired and stated by the Board of Directors and has been drawn up with involvement and conviction by the Management team according to the universally accepted GRI standards.

In this regard, MARR intends to share with its stakeholders a process that, although including some initiatives already undertaken and some results already achieved, outlines a future commitment increasingly aimed at ethics and growth through innovative and sustainable activities.

The five integrated pillars on which MARR's future outlook is based are, in addition to correctness and the full implementation of the best practices in the field of Governance: the valorisation of individuals, increasing focus on the selection of sustainable

sources of supplies, a rigorous contribution towards respecting the environment and the ecosystem, active support in the reduction of waste and close focus on profitability without speculation but rather through the optimisation of processes. The aim of all this is to enable, with major responsibility being undertaken by the entire commercial, logistical, management and administrative workforce, an impact that we can expect to be objectively positive and that over time can also be accurately quantifiable. All of this is to the benefit not only of the stakeholders, the community and individuals, but also the economic, social and environmental system that surrounds us and that we are in daily contact with.

We are publishing this document after a process that was made very difficult in the last eighteen months by the pandemic, which MARR has faced with determination and the full involvement of its articulated workforce structure.

Certainly, some of the equity figures have temporarily suffered as a result, but the recovery has already begun positively, enhancing the conviction that the responsibility that characterises our actions is the right path in terms of achieving the economic objectives in a manner that is completely ethical and sustainable.



**Ugo Ravanelli**  
(Chairman)

**Francesco Ospitali**  
(CEO)







# METHODOLOGICAL NOTE

This document constitutes the first Sustainability Report (hereinafter also "Report") published by MARR S.p.A. ("MARR" or the "Company") and refers to the 2020 financial year (1<sup>st</sup> January – 31<sup>st</sup> December 2020).

The Sustainability Report has been drawn up according to the methods and principles envisaged in the "GRI Sustainability Reporting Standards" issued in 2016 and updated in 2019 by the Global Reporting Initiative (GRI), a leading international association in developing sustainability reporting standards. A "GRI-Referenced" approach is used which takes into consideration the following reporting standards envisaged in the GRI Standards:

→ **Engagement of stakeholders**

→ **Context of sustainability**

→ **Materiality**

→ **Completeness**

→ **Balance**

→ **Comparability**

→ **Accuracy**

→ **Timeliness**

→ **Clarity and reliability**

In the Report, MARR includes the information regarding the aspects that have been deemed priority ("material") which reflects the impact on the workforce from an economic, environmental and social viewpoint and that are capable of significantly influencing the assessments, conduct and decisions of the stakeholders.

The GRI indicators included in the Report are those considered to be most representative with regard to the topics of sustainability identified as significant by MARR on the basis of the materiality analysis carried out (for more details, see paragraph 2.1 "Identification of the stakeholders and materiality analysis"). The performance indicators have been summarised and listed in the summary correlation table on page 122, so as to enable a better understanding of the information included in the Report.

The quantitative information for which estimates have had to be made are opportunely indicated.

The Report is constituted by the information concerning the fully consolidated Companies in the MARR Group (hereinafter also "Group"). Therefore, in addition to the parent company MARR, the subsidiaries As.Ca S.p.A., New Catering S.r.l. and SiFrutta S.r.l. are also within the scope of reporting, all of them operating in the context of the distribution of food products to the out-of-home food consumption segment. The risks and opportunities with regard to the business activities of MARR are the same as those of the entire Group.

Marr Foodservice Iberica S.A., a non-operating company, and Jolanda de Colò S.p.A., a related company, are excluded from the reporting scope.

This document has been edited by the MARR Group Management and was approved by the Board of Directors on 6 September 2021.

The Sustainability Report is an annual report.

For more information on this Report, the following e-mail address can be contacted: [sostenibilita@marr.it](mailto:sostenibilita@marr.it)



# KEY FIGURES

## Consolidated results

€ mln	2020*	2019*	2018
<b>TOTAL REVENUES</b>	1,073.7	1,695.8	1,667.4
<b>EBITDA</b>	39.4	128.5	119.3
<b>NET RESULT</b>	(2.4)	66.6	68.5
<b>NET EQUITY</b>	338.1	339.8	324.3
<b>NET FINANCIAL POSITION* / NET EQUITY</b> <small>*net of IFRS 16 effects</small>	<b>0.41</b>	<b>0.44</b>	<b>0.48</b>

## MARR figures



about

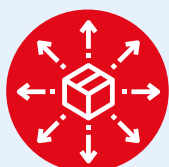
**3,500**

**AMONG EMPLOYEES  
AND COLLABORATORS**



over

**45,000**  
**CLIENTS**



**41 DISTRIBUTION CENTERS**  
(as at the date of drafting the present report)



over

**750**  
**TRUCKS**

of which



**300**

**LOW ENVIRONMENTAL  
IMPACT**  
(LNG, euro 6 and electric)

## MARR Products

A RANGE OF OVER **15,000** PRODUCTS of which

over  
**2,000**  
GREEN  
PRODUCTS

(according to the Green Public Procurement envisaged by Ministerial Decree no. 65 of 10 March 2020)

over  
**3,000**  
PRODUCTS  
Made in Italy

over  
**1,000**  
PRODUCTS  
private label

## MARR Suppliers

over  
**2,200**  
SUPPLIERS



OF WHICH **680**  
MEETING ENVIRONMENTAL  
OR SOCIAL SUSTAINABILITY  
CRITERIA

## International Certifications



**9**

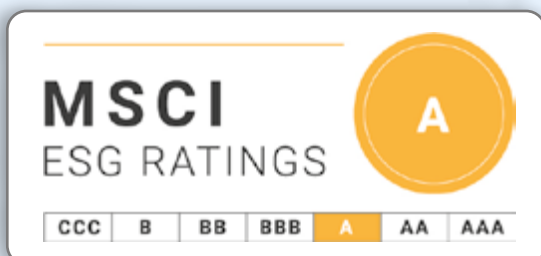
IN THE FIELD OF QUALITY,  
FOOD SAFETY, ENVIRONMENT,  
SUSTAINABILITY WITH  
CERTIFICATIONS ON ITS  
CONTROL REGULATIONS

## Recovery

over  
**1,600**  
TONS OF WASTE  
DESTINED FOR  
RECOVERY



## Sustainability



December 2020:

**MARR obtained the A rating for the ESG assesment 2020 of MSCI**

(confirmed in June 2021), rewarding the path of strengthening the approach to sustainability for having implemented projects in each of the three ESG areas (Environment, Social and Governance).



**SUSTCO**, a scoring methodology specifically developed for facilitating investment decisions on listed companies by reporting environmental, social, governance and financial performance data, awarded MARR 3 stars.

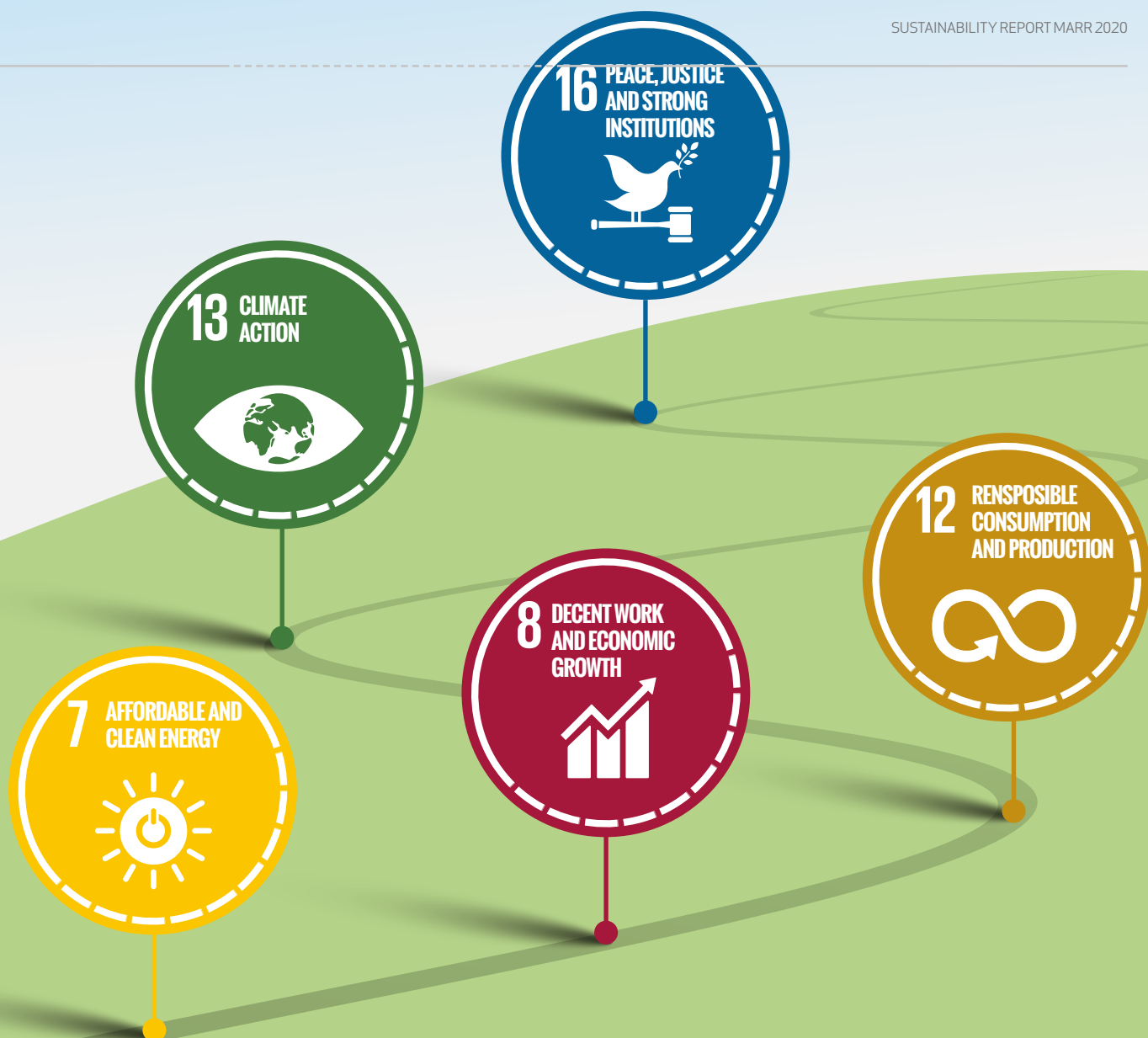


# MARR'S COMMITMENT AND SUSTAINABLE DEVELOPMENT OBJECTIVES

Being aware of its ethical, social and environmental responsibility in the sector of out-of-home food consumption, MARR has for some time considered as a priority the implementation of sustainability strategies in the contexts in which the Company's business activities could have a significant impact: Human Resource management based on merit and the protection of diversity and equal opportunities, the promotion of

initiatives and projects for the health and welfare of employees and collaborators, vigilance to ensure the safety of the products distributed and customer satisfaction, the supplying policies, the fight against food waste, the management of the logistical and distribution processes, the reduction of packaging, the use of recycled and/or recyclable materials, and the scheduling and planning of energy efficiency interventions.









This Report describes in details what developed by MARR in terms of ESG and explains the projects and initiatives through which the Group can contribute towards the achievement of the SDGs (Sustainable Development Goals) dictated by the UN.

## Index of material topics for MARR

The priority topics on which MARR invests are listed below, extrapolated from the materiality matrix in paragraph 2.1 "Identification of the stakeholders and materiality analysis" on page 46, and integrated with others deemed relevant.



SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	Reference chapters	Page
	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS	<b>Chapter 6 - Supply Chain</b> 6.3 Ethical and sustainable procurement and respect of human rights	103
	FIGHT AGAINST FOOD WASTAGE	<b>Chapter 5 - MARR for the environment</b> 5.1 Packaging and waste management  <b>Chapter 7 - Integration and engagement with other stakeholders</b> 7.2 Local communities	83
	PRODUCT QUALITY AND SAFETY	<b>Chapter 4 - Quality within MARR</b>	74
	WATER CONSUMPTION	<b>Chapter 5 - MARR for the environment</b> 5.4 Water consumption	94
	CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS	<b>Chapter 5 - MARR for the environment</b> 5.3 Consumption of electricity and combustibles and emissions	90

SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	Reference chapters	Page
	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	<b>Chapter 3 - People in MARR</b> 3.4 Health and safety of employees and collaborators	68
	TRAINING OF EMPLOYEES AND COLLABORATORS	<b>Chapter 3 - People in MARR</b> 3.2 Skills and wellbeing of workers	57
	PACKAGING MANAGEMENT	<b>Chapter 5 - MARR for the environment</b> 5.1 Management of packaging and waste	83
	WASTE		86
	IMPACTS OF LOGISTICS	<b>Chapter 5 - MARR for the environment</b> 5.2 Impacts of logistics	87
	IMPACTS - INTEGRATION WITH REGARD TO THE REFERENCE STAKEHOLDERS	<b>Chapter 7 - Integration with and engagement of other stakeholders</b>	116





# MARR profile



# 1.1 MARR OPERATING CONTEXT

**MARR is the leader in Italy in the specialised distribution of food and non-food products to the out-of-home food consumption sector**



**SPECIALIST IN THE FOODSERVICE SECTOR**



**FOR FIFTY YEARS**



**LEADER IN ITALY**



**COMPLETE AND GLOBAL SERVICE**

## The collaborators used by the MARR Group



about **770** EMPLOYEES  
(as at 31.12.20)



over **850** SALES TECHNICIANS



over **1,000** STAFF FOR SERVICE AND HANDLING GOODS



over **750** TRUCK DRIVERS

## The business model

MARR is a point of reference for foodservice operators who can consider it a sole supplier at national level of a wide range of products: the Group procures its products from selected suppliers (over 2,200) throughout the world, and it operates throughout the country by means

of a logistics-distribution network comprising over 40 distribution centers and agents with warehouses, 5 cash & carry stores, and 750 delivery vehicles, mainly of third-party carriers.

### BASIS OF OUR COMPETITIVE ADVANTAGE

- Range of products
- Competency of the commercial workforce
- Efficiency of the logistical system
- Personalised, prompt and accurate service
- Capacity of goods and process innovation
- Development of an integrated model through digital supports ("phygital marketing")

### LOGISTICAL-DISTRIBUTION NETWORK ON TWO LEVELS

#### PLATFORMS



warehouses for the storage of products, the resupplying of the Branches and deliveries to some Clients, mainly in the National Account segment (operators in Canteens and Chains and Groups).

#### DISTRIBUTION CENTRES

(Branches and agents with warehouses)



Operating units located nationwide, some with Cash&Carry outlets, mainly supplying clients in the Street Market segment (restaurants and hotels not belonging to Groups or Chain).

The efficiency of this logistical-distribution network is continuously optimised and enables, on one hand, travel to be concentrated to and from the Platforms and Distribution Centers and single deliveries of different types of goods to be grouped together and, on the other, to ensure a rapid and accurate service to respond on a personalised level to the needs characterising the various client segments, leading to advantages of a competitive nature and in terms of sustainability.

Fifty years of experience has enabled MARR to develop a detailed knowledge of the requirements of the different client segments and to propose specific goods solutions that are capable of satisfying specific and articulated requirements, thanks to the sales Workforce present "in the field" and also to staff specialised (Key Account) in providing assistance to Chains of Clients nationwide and other major public and private Clients.

## Clients: out-of-home food consumption

MARR's approach is focused on customer assistance, from the phase of marketing consultancy and product assistance, through to the delivery phase using its own distribution network, which is active nationwide.



- **Street Market**  
(restaurants and hotels not belonging to Groups or Chains)
- **National Account**  
(operators in structured commercial catering – Groups and Chains – and canteens)
- **Public Administrations**  
(schools, health structures, care homes, etc.)
- **Wholesale**



**MARR**  
ove c'è ristorazione

**MARR**

Via Spagna, n.20 - 47900 RIMINI (RN)  
Tel. 0541-746111 - Fax 0541-742422  
E-mail: [marr@marr.it](mailto:marr@marr.it)



## The MARR offer

over  
**15,000**  
**PRODUCTS**  
**FOOD**

**50**  
**FAMILIES**  
**OF GOODS**



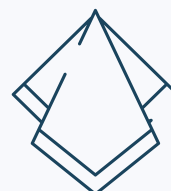
over **8,000** **NON-FOOD PRODUCTS**



**Detergent and hygiene**  
**products for**  
**professional use**



**Disposable articles**  
**for delivery**  
**and take away**



**Products for mise en place**  
**and other professional**  
**catering equipment**



over  
**2,200**

**SUPPLIERS**  
**WORLDWIDE**



## 1.2 ROOTS AND HISTORY OF THE GROUP

**1972**

**M.A.R.R., Magazzini Alimentari Riuniti Riminesi**, is founded in Rimini and started its business supplying and distributing food products especially to restaurants and hotels operating on the Adriatic coast during the summer season.

**1979**

**The Cremonini Group enters into MARR's capital**

**The 90s**

MARR develops throughout the country, through the opening of new distribution centres in Sicily, Campania, Lombardy, Lazio, Veneto and Sardinia. Targeted acquisitions of regional operators are also finalised, in particular Adriafood, Copea, Discom, Venturi and Sanremomare.

**2003**

A pool of institutional investors enters into the capital of MARR (led by Barclays Private Equity, Arca Impresa Gestioni SGR and Arca Merchant), who subscribe to approximately 33.3% of the capital.

**2004-2006**

MARR acquires Sogema S.p.A., a company operating in Piedmont and Valle d'Aosta., and then the going concern of Sfera S.r.l., operating in Romagna, Marche and Umbria. Subsequently, AS.CA., a Bolognese company that is part of the development plan in large cities, and the foodservice distribution going concern of Prohoga, a company operating in Trentino Alto Adige, were acquired.

**21 giugno 2005**

**MARR's shares are admitted for trading on the STAR (Segmento Titoli Alti Requisiti) segment of the Italian stock exchange.**

**2007**

MARR enters the segment of food distribution in bars and fast food restaurants with the purchase of New Catering, a company from Forlì. Operational activities begin at the new distribution center of MARR Toscana in the province of Pistoia. In the same year MARR strengthens itself in the fresh fish segment by acquiring the going concern of F.lli Baldini Srl, a leading company in the distribution of fresh molluscs, finalizes the purchase of the going concern of the Cater company, specialized in supplying canteens and buys the going concern of Jolly Hotel, a leading national hotel chain acquired by the NH Hotel Group.

**2008**

The activities of Minerva Srl, a company operating on Lake Garda and with a strong specialization in the distribution of fresh and frozen fish products, are taken over and the purchase of Emigel (BO), active in the distribution of food to bars and fast food restaurants, is finalized, confirming the strategy of consolidating the bar distribution sector with the subsequent incorporation (2014) into New Catering.





**2012**

MARR celebrates 40 years of activity, during which it has become the leading group in food distribution to the foodservice industry in Italy; it also takes over the activities of the Lelli Lino Company (Bologna) which will be transformed into a branch in 2014.

**2013**

The lease contract for the activities of Scapa Italia S.p.A. begins, through which MARR took over the management of the distribution centers of Marzano (Pavia) and Pomezia (Rome). The business is acquired at the beginning of the following year.

**2014**

MARR sells its shares (equal to 55% of the share capital) of the Alisea consortium company with limited liability to CIR Food Italian Cooperative of Catering. Following the sale by MARR S.p.A. of the entire stake in Alisea - a company operating in catering for hospitals - the activities of the MARR Group focus on supplies to the Foodservice segment.

**2015**

MARR acquired SAMA Srl, a company based in Zola Predosa (Bologna), specialized in the distribution of food products to bars and fast food restaurants, which in the same year was incorporated into New Catering, which confirms itself as a leader in food distribution in the bar segment with 4 distribution centers (Forlì, Bologna, Rimini and Perugia).

**2016**

MARR acquired DE.AL. Srl, an Abruzzo company operating in the food distribution to Foodservice with the "PAC FOOD" brand and a distribution center of over 7,000 square meters located in Elice (Pescara). The acquisition strengthens MARR's presence in the middle Adriatic; in the same year, the Company's activities allow the activation of the new MARR Adriatico distribution centre.

In the same year, Specia Alimentari Srl, a company located on Lake Maggiore, was acquired, resulting in the strengthening of the MARR presence in the area.

**2019**

MARR acquired 34% of the shares of Jolanda de Colò S.p.A., leader in the premium segment (top range), from Intrapresa S.r.l., and simultaneously signed an irrevocable agreement giving MARR the option, as of 31 March 2022, to purchase a majority shareholding stake.

**2020**

MARR completed the acquisition of SiFrutta S.r.l., in which it had acquired a minority stakeholding in 2018.

**Events after  
31 December  
2020**

On 1 April **2021** MARR acquired a full stake in the newly established "Antonio Verrini S.r.l.", into which all of the activities of Antonio Verrini & Figli S.p.A. and Chef S.r.l. Unipersonale, which has leased the going concern Chef Seafood S.r.l. in bankruptcy, were merged.

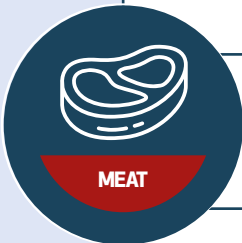
Antonio Verrini S.r.l. continues to operate in Liguria and Versilia through the 5 distribution centres it already owned and has the dual objective of further developing the presence in the surrounding areas and assisting the MARR distribution centres in increasing their service level regarding the seafood products that characterise them, in favour of their customers.

Chef S.r.l. Unipersonale continues to operate in the processing of seafood products for marketing directly and through the MARR distribution centres operating in the surrounding areas.



# 1.3 BRANDS, PRODUCTS AND SERVICES

## OUR PRIVATE LABELS



Over **150**  
REFERENCES



LE CARNI  
*italiane*  
ITALIAN MEAT



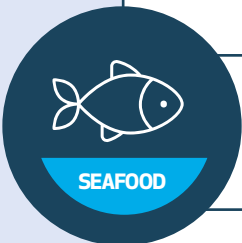
PLAINES  
*verdants*  
FRENCH BEEF



SCOTTONA  
*polacca*  
POLISH BEEF



GREENEST  
*fields*  
IRISH BEEF



Over **200**  
REFERENCES

*Blue Line*



Over **400**  
REFERENCES

*Sprintday*

CASCINA  
*Mirasole*

BARNES

*la Doucerie*  
graziosa sile gasticcola

la speziale

COLETTA

GranNatura

*Prest*



PRiMi

FRANTOIO  
del CASALE



La Galleria dei Vini  
**MARR**



寿司  
**Sushi & MARR**

cucinArte



Over **300**  
REFERENCES

A TRANSVERSAL BRAND  
PROVIDING A HIGH SERVICE  
CONTENT



Over **90**  
REFERENCES



A TRANSVERSAL BRAND  
GROUPING TOGETHER  
GASTRONOMIC EXCELLENCES



Over **40**  
REFERENCES



Over **1,000**  
private label products



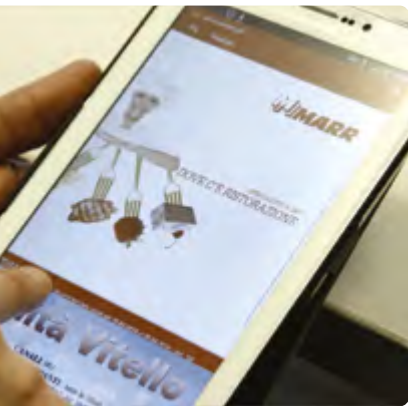


## Phygital marketing

Regarding the digitalisation process, MARR has adopted the concept of phygital marketing, in other words the merging of the “physical” approach with the “digital” approach, optimising direct contact by the Client with the Company through the correct and balanced combination of the skills and tools available.

New digital supports integrate traditional ones with the objective of showing an increasing closeness to the client.

supported by equally important digital methods which enable, for example, the streamlining of administrative and reordering activities and enable the sales staff to illustrate in detail the range of offer and new goods and products.



This integrated approach places the client as the focus of attention, so that they can always feel supported and remain in contact with MARR, through relations with the sales workforce and the reference distribution centre, and also through the online Catalogue, the digital newsletter, social networks and the myMARR app. Traditional activities are



1997



2020

The evolution of the relations between Commercial Staff and Client confirms the importance of personal relations

## THE ONLINE CATALOGUE

The online catalogue is an innovative digital tool for the company, which thus intends to improve the available information on its service and products and communications to clients and its own workforce, at the same time aiming to progressively replace the traditional catalogue in paper format.

The online Catalogue is intended as a structured database which, in addition to providing a large amount of information on the products marketed, also includes a "News" section in which MARR's new products are published periodically, through informative material downloadable in digital format, in line with the increasing dematerialisation that the Company is aiming at.



## InforMARRnews

InforMARRnews is the periodical digital newsletter that MARR Sends to its clients to keep them updated on the new products, the reference laws and regulations and other relevant topics, and is now totally responsive.

## INFORMARRNEWS

## SOCIAL

MARR has been able to benefit from the opportunities provided by social networks as communication channels to improve the knowledge and valorisation of the range of products and to make its approach increasingly direct and closer to clients, employees and collaborators, through news, images, videos and detailed descriptions.



(survey on 24 September 2021)





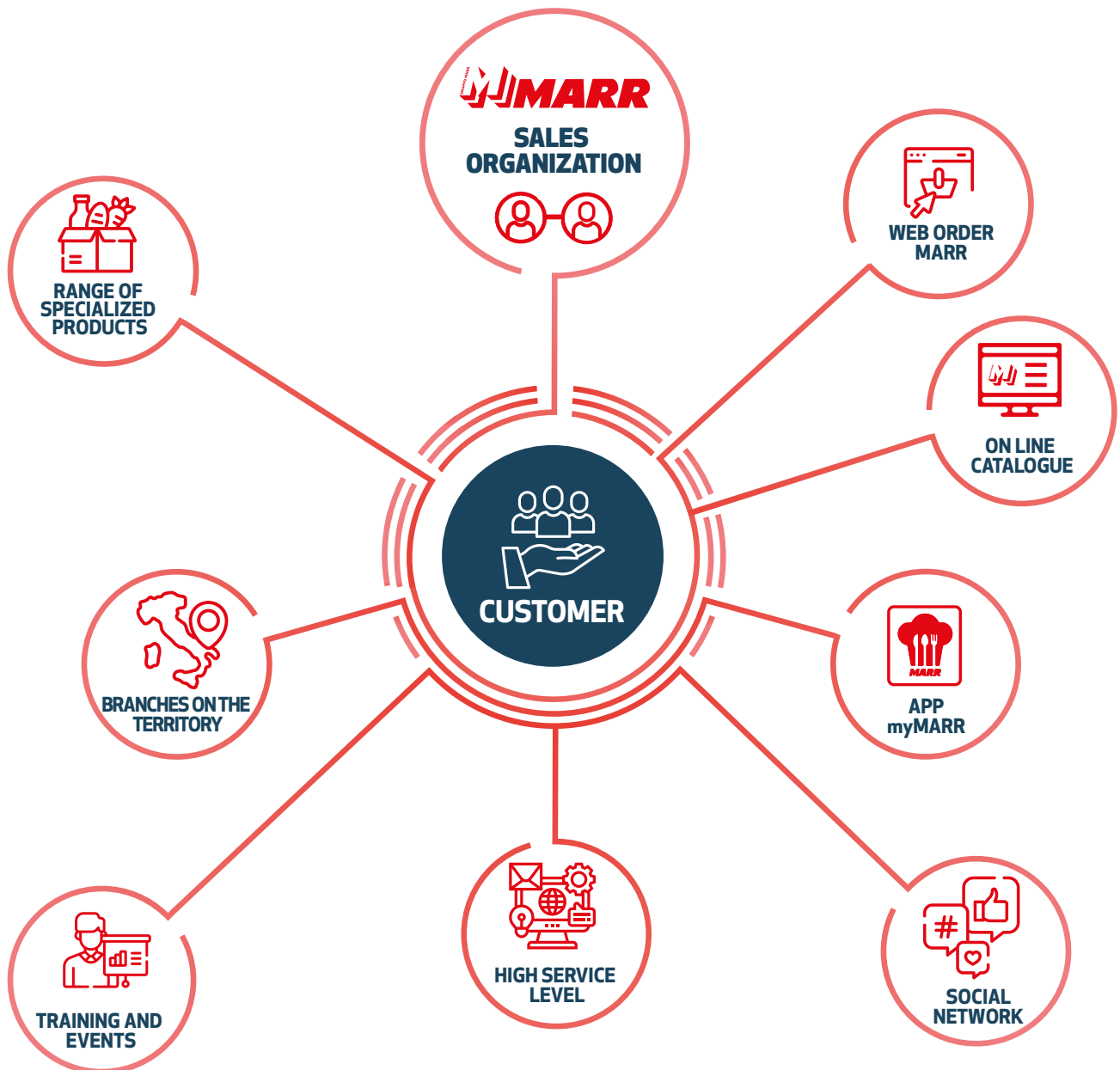
myMARR

### myMARR APP

The latest creation, the myMARR app enables clients to keep updated on the news and trends of the foodservice segment, discover new products, have quick access to the online Catalogue, trace orders, verify their own administrative position and make electronic payment in complete safety.

### INTEGRATED APPROACH MARR

An example of integration between “old” and “new” tools to ensure closeness to the client: during 2020, MARR Supported its clients during the **Holiday Bonus** in the summer and the **Catering Fund** in the autumn, two initiatives encouraged by the Government to support hoteliers, restaurateurs and other operators in the sector. MARR has promptly informed its clients of the opportunities offered by these initiatives through its Social networks and newsletter, anticipating their requests and offering the required assistance and documentation through the online Catalogue and the sales workforce.







# 1.4 THE LOGISTICAL-DISTRIBUTION NETWORK AND STRUCTURE OF THE GROUP



## Corporate set-up

Figures as at 31 December 2020



MARR S.p.A. represents **98%** of the total Group revenues



**AS.CA S.p.A.** operating since 1 February 2020 in the Bologna area, subsequently leased its going concern to MARR, which has integrated the activities with those of the MARR Bologna and MARR Romagna distribution centres.



**New Catering S.r.l.** sells and distributes food products to bars and fast food restaurants.



**SÌ Frutta S.r.l.** supplies fresh fruit and vegetables to customers in the channel of hotels, restaurants, organised catering and industrial processing. It was merged into MARR S.p.A. during the course of 2021.



**Jolanda de Colò S.p.A.** produces, markets and distributes food products in the premium segment (high range).



**Antonio Verrini S.r.l. - Chef S.r.l. Unipersonale** operating in the fresh seafood sector, and the results of which are not reflected in this Report, given that fact that their acquisition occurred during the course of 2021.



# 1.5 GOVERNANCE

## Company organisation

### SHAREHOLDERS' MEETING

Represents all MARR shareholders and reaches the corporate decisions that are implemented by the administration body. The proceedings of the Shareholders' meeting are regulated by the laws on the matter, the Company by-laws and the MARR Shareholders' Meeting Regulation.

## Administration and control bodies

### BOARD OF DIRECTORS

Responsible for the administration of the Company, has the widest ranging powers for ordinary and extraordinary administration.

The duties of the **Remuneration Committee** and the **Appointments Committee** are attributed to the entire Board of Directors, under the coordination of the Chairman, as envisaged by the Code of Corporate Governance.

Position	Member	Executive	Non-executive	Independence Code of Corporate Governance	Independence art. 148 TUF
<b>Chairman of the Board of Directors</b>	Ugo Ravanelli		●		●
<b>Chief Executive Officer</b>	Francesco Ospitali	●			
<b>Director</b>	Claudia Cremonini		●		
<b>Director</b> (until 17/04/2021)	Vincenzo Cremonini		●		
<b>Director</b> (since 14/05/2021)	Paolo Ferrari <sup>(1)</sup>		●		●
<b>Director</b>	Marinella Monterumisi <sup>(2)</sup>		●	●	●
<b>Director</b>	Alessandro Nova <sup>(3)</sup>		●	●	●
<b>Director</b>	Rossella Schiavini <sup>(2)</sup>		●	●	●

<sup>(1)</sup> appointed by the Board of Directors meeting on 14/05/2021 and confirmed in the position by the Shareholders' Meeting on 06/09/2021

<sup>(2)</sup> member of the Control and Risk Committee

<sup>(3)</sup> from the minority list

### CONTROL AND RISK COMMITTEE

The Company has formed the Control and Risk Committee, composed solely of independent Directors and within the terms envisaged by the Code of Corporate Governance.

## BOARD OF STATUTORY AUDITORS

Carica	Componente
<b>Chairman</b>	Massimo Gatto <sup>(1)</sup>
<b>Standing Auditor</b>	Andrea Foschi
<b>Standing Auditor</b>	Simona Muratori
<b>Alternate Auditor</b>	Alvise Deganello <sup>(1)</sup>
<b>Alternate Auditor</b>	Lucia Masini

(1) from the minority list

Is the body responsible for presiding over the Company's observance of the law and company by-laws and respect of the principles of proper administration, and in particular the adequacy of the organisational, administrative and accounting set-up of the Company and their proper functioning.

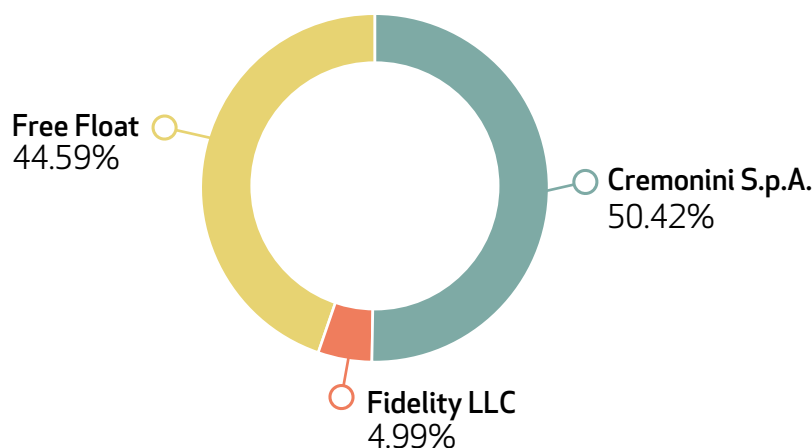
The Board of Directors and Board of Statutory Auditors were appointed on 28 April 2020 and will remain in office until the shareholders' meeting for the approval of the annual financial statements as at 31 December 2022.

**Independent Auditing Firm** PricewaterhouseCoopers S.p.A.

## Ownership

MARR is controlled by Cremonini S.p.A. with a 50.42% holding in the share capital.

As resulting from the shareholders' register, the communications received pursuant to the law and the other available information, as of the date of approval of this Sustainability Report, the shareholders which directly or indirectly own holdings in excess of 3% of the share capital bearing voting rights are the following:



**4,439** shareholders of which **355** resident overseas

(survey on 27 August 2021)

## MARR in terms of Governance

MARR has been listed on the STAR (Segmento Titoli Alti Requisiti) segment of the Italian stock exchange since 2005; this segment has stringent requirements in terms of Governance.

MARR has based its corporate governance system on transparency of operations and the valorisation of the

requirements and needs of all of the stakeholders. The determination of the targets and the planning of the Company processes follow a Governance approach that is developed organically according to the various directives reflected in the policies, procedures and regulations listed hereafter.

The policies and procedures are available on the Company website [www.marr.it](http://www.marr.it) (Corporate Governance Area – Documents and procedures), where the **annual report on corporate governance and ownership structure** (Corporate Governance Area – Corporate governance report) which, among other aspects, describes the duties and functioning of the **Control and Risk Committee**, the **Remuneration Committee** and the **Appointments Committee**, can also be consulted.



### CORPORATE GOVERNANCE CODE

Since being listed on the stock exchange, MARR has adhered to the Code of Self-governance for listed companies. On 1 January 2021, the Company adopted its new Corporate Governance Code, prepared by the Corporate Governance Committee.

In fulfilment of the Corporate Governance Code, the Board of Directors defines the nature and level of risk compatibly with the strategic objectives of the Company, including in its assessments all of the risks that may be significant in terms of the sustainable success of the company.

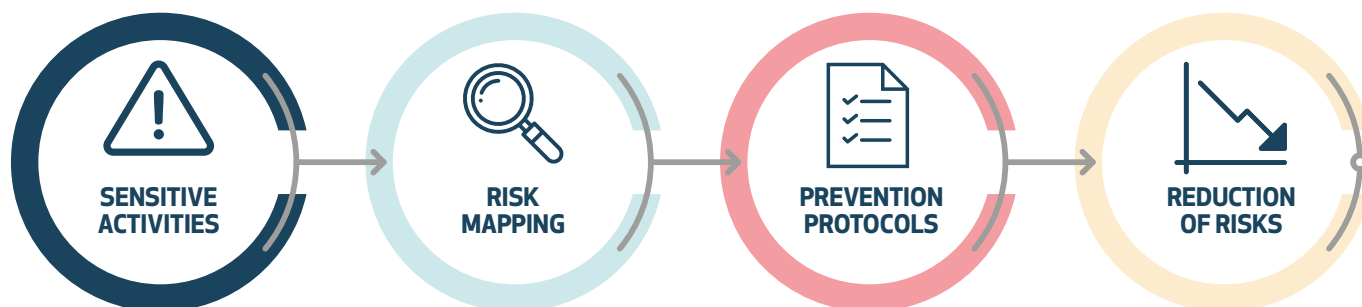
### ORGANIZATIONAL MODEL

To ensure the correctness and transparency of the company's business operations, MARR has adopted an Organizational, Management and Control Model, according to that envisaged by Legislative Decree 231/2001 (hereinafter also the "Model" and the "Decree").

The purpose of the Model is the establishment of a structured and organic system of procedures and control

activities, aimed at preventing the various types of crimes contemplated in the Decree.

The Company provides constant training for its Employees and Collaborators, aimed at spreading the principles contained in the Model.



<https://www.marr.it/en/corporate-governance/documenti-procedure>



## SUPERVISORY BOARD

The Supervisory Board (hereinafter also the "SB") is the body responsible for presiding over the functioning and observance of the Model. This duty is currently carried out by the Board of Statutory Auditors of the Company. The Chairman of the SB is not the Chairman of the Board of Statutory Auditors.

## CODE OF ETHICS

To ensure increasing levels of transparency and efficiency in its own Governance system, the Company adopted a Code of Ethics in 2005, and subsequently updated it, in which the rules of conduct and principles of legality, transparency and correctness to be applied to both the Company's internal and external relations, are recalled.

Since 2009, MARR has had a whistleblowing mechanism, managed exclusively by the SB, also through a specific e-mail inbox, for receiving any reports, which can be anonymous, and through which everyone can contribute towards the application of the Code of Ethics and the Model.

The Code of Ethics defines the professional practices and conduct which all of the Employees and Collaborators must abide by.

MARR is responsible for divulging the Code of Ethics to the stakeholders and to new employees when hiring them. The observance and adequacy of the Code of Ethics is verified annually by the Control and Risk Committee, to which the SB reports back.



### THE PRINCIPLES AND VALUES WHICH INSPIRES THE ETHICAL CODE

- **Rectitude**      Respect of the laws, regulations and rules in force in Italy and in the other countries in which the company operates
- **Loyalty**        Respect of the contractual commitments and the so-called "given word"
- **Reliability**     Respect, protection and utmost satisfaction of the customer
- **Correctness**    Commitment to avoiding conduct that may be disloyal towards competing companies
- **Respect and protection of the individual**    Avoiding any form of conduct that may be discriminatory on the basis of the ethnicity, language, gender, political opinion, religious faith and social status of an individual
- **Impartiality**    Full respect of the principle of equal opportunities and utmost equity and correctness in hierarchical relations and between collaborators which contemplate, as the sole criteria of evaluation, the effective professional and human qualities of the individual.
- **Protecting health and the environment**    Observance of the laws on the matter and adoption of specific policies in order to avoid any risk whatever to the environment and health
- **Confidentiality**    Protection of the news and information acquired in relation to both collaborators and others



## ANTI-CORRUPTION POLICY

The Company has adopted an **Anti-Corruption Policy** aimed at outlining the general principles and rules of conduct to be followed in performing working activities, forbidden conduct, the systems for protecting from the risk of corruption and the relevant sanctions.

Taking into account the sector in which the company operates, the main scope in which the corruption risk may arise if the participation of MARR in tenders for public contracts, which is disciplined by a specific procedure in the Quality Management System "Contract Review" and entrusted to a specific office at Headquarters (Public Entities and Tenders Office – EAP).

As a result of a risk assessment, the Group has identified the activities that are most at risk, without providing a specific number. The Group aims to implement a monitoring system in coming years which enables the formalisation of the good practices already enforced and to provide a accurate number of activities subject to the corruption risk.

The beneficiaries of the Anti-Corruption Policy are the corporate bodies, employees, collaborators, customers and suppliers and in general all those who directly or indirectly,

permanently or temporarily, work with or for the Company, each in the scope of their own duties and responsibilities.

The beneficiaries of the Anti-Corruption Policy must report any eventual breach, presumed or proven, of the Policy or any regulation whatever concerning corruption, by the Company, a colleague, a collaborator or a third party, including requests or offers of undue payments received from them (so-called Whistleblowing), as described in detail in the Policy available on the website.

Reports may also be received through the e-mail inbox [anticorruzione@marr.it](mailto:anticorruzione@marr.it) set up for this purpose.

There were no episodes of corruption reported during 2020, and no cases occurred in which it was necessary to undertake legal action due to anti-competitive conduct, anti-trust and monopoly, nor where there any reports received from the beneficiaries of the Anti-Corruption Policy.

Web page Corporate Governance: <https://www.marr.it/en/corporate-governance/documenti-procedure>



## HUMAN RESOURCE MANAGEMENT POLICY

MARR has adopted this tool with the aim of illustrating the principles within the scope of Human Resource Management, which are aimed at attracting, keeping,

motivating and developing individuals with adequate professional qualities (see chapter 3 "People in MARR" for more details in this regard).

## PROCEDURE FOR MANAGING RELATED PARTY TRANSACTIONS

Pursuant to article 2391 bis of the Civil Code and the "Regulation containing dispositions with regard to related party transactions" emanated by CONSOB in Resolution no. 17221 of 12 March 2010 and subsequent modifications, the Company has adopted a procedure with the objective of ensuring the transparency and substantial and procedural correctness of the related party transactions undertaken by the Company.

According to the procedure, "Related parties" and "Related party transactions" are respectively the subjects and transactions defined as such by the international accounting standards adopted according to the procedure of which in article 6 of EC Regulation no. 1606/2002.

The procedure also ensures coordination with the administrative and accounting procedures envisaged in article 154 bis of Legislative Decree 58/1998 ("TUF").

## REGULATION FOR THE MANAGEMENT OF RELATIONS WITH CHANNELS OF INFORMATION

The Company has adopted a Regulation, which defines the entities and subjects responsible for managing media relations and authorising the publication of press releases and the distribution of information to the press.

### MARR POLICY FOR THE MANAGEMENT OF ENGAGEMENT BETWEEN THE SHAREHOLDERS AND OTHER STAKEHOLDERS

The Board of Directors approved a Policy for the management of engagement between the shareholders and other stakeholders on 19 February 2021.

### PROCEDURE FOR THE MANAGEMENT OF INSIDER AND CONFIDENTIAL INFORMATION

The Company has adopted a Procedure for the management of insider and confidential information, consistently with the Regulations and laws in force.

## Compliance

The compliance activities of the Company are monitored by the **Corporate and Legal Affairs Department**, while those regarding areas of specific competence are monitored by the internal audit units, such as **Quality Assurance and Control, Administration Finance and Control** and **Internal Audit**.

There were no cases during the course of the year of non-compliance with the environmental laws that led to proceedings regarding damage caused to the environment, there were no cases of breaches of privacy and loss of customer data and there were no breaches of the economic and social laws in force.

The Company intends to increase the responsibility of the business areas and spread the culture of sustainability in a capillary manner throughout all the departments. Confirming this objective, Sustainability Governance is divided among the following departments and managers, coordinated by the Chief Executive Officer: **Quality Assurance and Control, Purchasing Manager, Human Resources Department, Legal and Corporate Affairs Department, Investor Relations, Administration and Finance Department, Commercial Officer, Deputy Operation Officer**, who coordinates the logistical activities, the Technical Services and the Service Goods Procurement and Management Department.

## Fiscal aspects

The operating companies in the Group are under a single tax regime, that in force in Italy. Only Marr Foodservice Iberica S.A., a non-operating company, is resident overseas for tax purposes (in Spain).

Due to the nature of its business and because its activities are carried out almost entirely in Italy, MARR does not adopt a specific tax strategy and as a result, the stakeholders are not involved in any way as regards the fiscal aspects.

MARR's conduct is consistent with a low exposure to tax-related risks.

The Group is careful in assessing the possibility of benefitting from the facilitations granted by the ad hoc tax regulations, such as incentives on tangible and/or intangible investments, investments in so-called "disadvantaged" areas, etc.

### GROUP FIGURES BY FISCAL JURISDICTION

(€ thousand)	ITALY	OTHER
Number of employees	770	0
Revenues from sales to third parties	1,012,391	0
Revenues from intragroup transactions with other tax jurisdictions	0	2
Result before taxes	(2,675)	(5)
Tangible assets other than cash and cash equivalents	75,517	0
Income taxes paid on a cash basis	2,935	0
Income taxes accrued on profits/(losses)	1,641	0

With regard to the 2020 taxes listed above, it should be noted that the Italian subsidiaries in the Group benefitted from the facilitation on the first IRAP instalment ex art. 24 of Decree Law 34/2020.

The regulatory analyses and opportunity verifications are undertaken by the Administration and Finance Department and, if deemed opportune on the basis of their regulatory complexity, involving external consultants.



# 1.6 FINANCIAL PERFORMANCE

## Consolidated results

In 2020, the MARR Group achieved total revenues of 1,073.7 million Euros (1,695.8 million in 2019, pre-pandemic), with a consolidated EBITDA of 39.4 million Euros, consolidated EBIT of 2.8 million Euros and closed with losses of 2.4 million Euros.

The consolidated economic results for 2020, which began very positively, were shocked by Covid-19 and the restrictions imposed by the authorities during the various phases of lockdown.

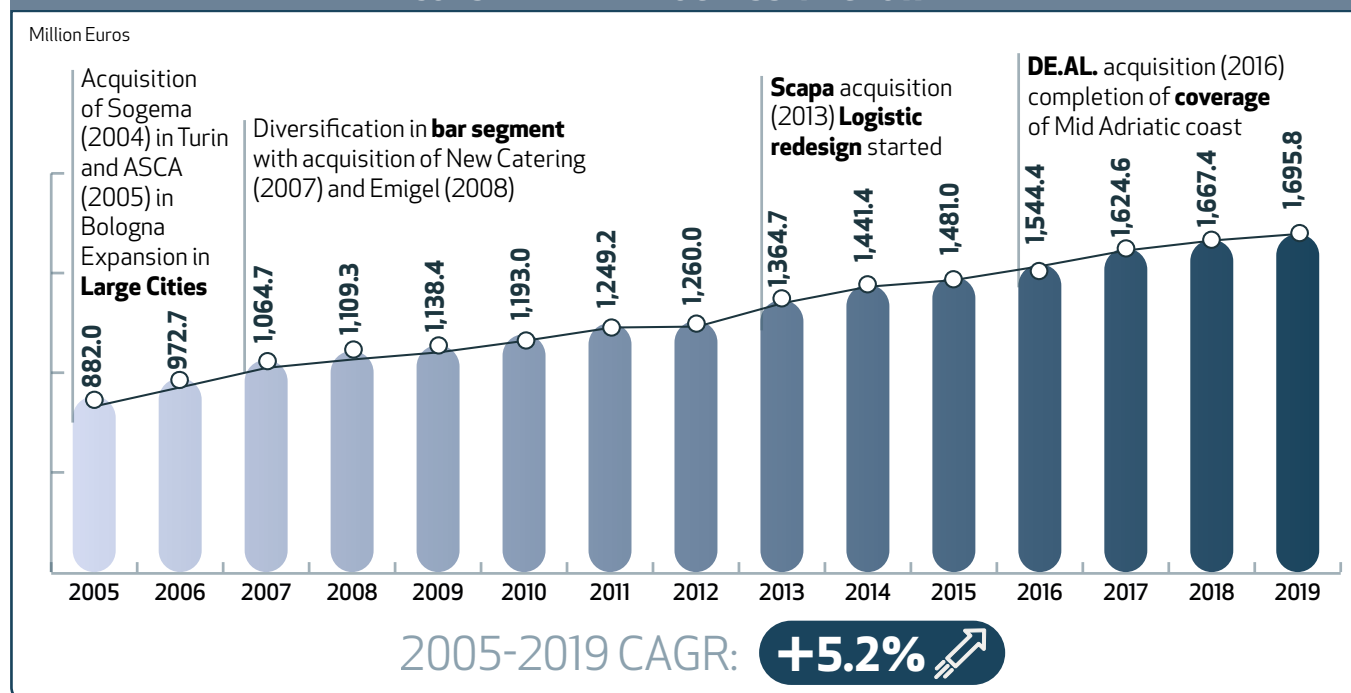
### CONSOLIDATED FINANCIAL RESULTS

Million Euros	2020*	Inc.%	2019*	Inc.%	2018	Inc.%
TOTAL REVENUES	1,073.7	100%	1,695.8	100%	1,667.4	100%
EBITDA	39.4	3.7%	128.5	7.6%	119.3	7.2%
EBIT	2.8	0.3%	99.1	5.8%	99.2	6.0%
NET RESULT	(2.4)	-0.2%	66.6	3.9%	68.5	4.1%
CAPEX	15.3		10.3		5.6	
NET FINANCIAL POSITION	192.3		196		156.7	
NET EQUITY OF THE GROUP	338.1		339.8		324.3	
NO. OF EMPLOYEES	770		823		828	

\* under IFRS 16

The reduction in revenues in 2020 is entirely ascribable to the effects caused by the pandemic. Excluding the extraordinary nature of the year, the Group recorded a constant trend of growth in returns, as shown in the graph which illustrated the performance from 2005, the year when the company was listed on the Italian stock exchange, to 2019.

### CONSTANT AND PROGRESSIVE GROWTH



With regard to the sole sector of activity of the Group, that of the distribution of food products to the foodservice segment, the clients are divided into the following categories:

- Street Market (restaurants and hotels not belonging to Groups or Chains)
- National Account (operators in structured commercial catering – Groups and Chains – and canteens)
- Wholesale

### REVENUES FROM FOODSERVICE SALES BY CLIENT SEGMENTS

Million Euros	2020	2019	2018
Street market	663.7	1,128.2	1,093.2
National Account	186.7	296.0	300.9
Wholesale	208.3	242.4	249.0
Discounts, year-end bonuses, other services <sup>(1)</sup>	(10.3)	(15.2)	(15.2)
<b>Total</b>	<b>1,048.4</b>	<b>1,651.4</b>	<b>1,627.9</b>

(1) Not specifically attributable to a single client segment

The breakdown of the revenues from the sale of goods and services by geographical area is as follows:

### BREAKDOWN OF REVENUES BY GEOGRAPHICAL AREA

Million Euros	2020	2019	2018
Italy	972.8	1,544.8	1,529.3
European Union	38.9	58.2	64.6
Extra European Union	36.7	48.4	34.0
<b>Total</b>	<b>1,048.4</b>	<b>1,651.4</b>	<b>1,627.9</b>

# 93%

of the Group revenues are realised in Italy



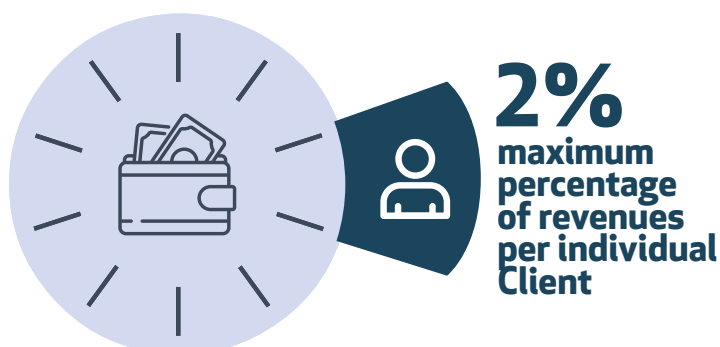
# 7%

revenues realised abroad

93% of revenues of MARR are realised in Italy and 7% abroad.

### CLIENT PORTFOLIO

The client portfolio does not show a concentration such that one Client represents individually more than 10% of the total revenues.



# 2%

maximum percentage of revenues per individual Client

## Economic value generated and distributed directly

The table of distribution of the value generated directly is based on a reclassification of the income statement in the Consolidated Group financial statements. The economic value generated represents the economic richness produced during the course of the year by the Group and the analysis of the economic value distributed enables an evaluation

of the economic and social impact created, measuring the richness produced to the benefit of all of the stakeholders. The economic value withheld is the difference between the economic value generated and distributed, and includes, among the other items, the amortizations of tangible and intangible assets and provisions made.

As shown by the historical data for 2018 to 2020, as a result of the low added value of the production processes, the high incidence of the cost of goods and services purchased from the typical suppliers in the sector of food distribution, the economic value distributed is especially significant.

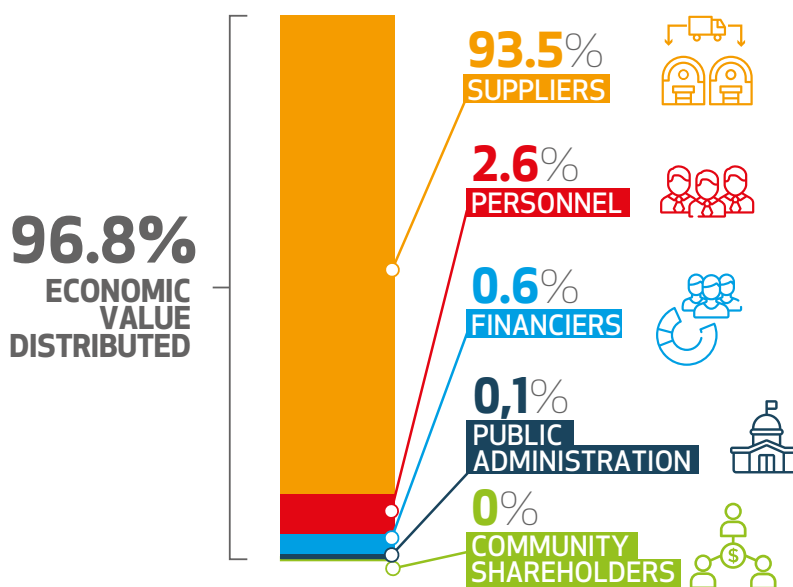
### ECONOMIC VALUE GENERATED AND DISTRIBUTED (CONSOLIDATED STATEMENTS)

Million Euros	2020	%	2019	%	2018	%
Operating revenues	1,073.7	99.9	1,695.8	99.9	1,667.5	99.9
Financial proceeds	1.4	0.1	1.0	0.1	2.2	0.1
<b>Economic value generated</b>	<b>1,075.1</b>	<b>100</b>	1,696.8	100	1,669.7	100
Remuneration of suppliers	(1,005.4)	-93.5	(1,528.3)	-90.1	(1,509.4)	-90.4
Remuneration of employees	(27.8)	-2.6	(38.6)	-2.3	(37.9)	-2.3
Remuneration of investors	(7)	-0.6	(6.4)	-0.4	(5.5)	-0.3
Remuneration of Public administration	(0.7)	-0.1	(27.6)	-1.6	(28.3)	-1.7
Remuneration of third parties (communities, territory, category associations)	0	0.0	0	0.0	0	0
Remuneration of third parties (shareholders)	0	0.0	0	0.0	(51.9)	-3.1
<b>Economic value distributed</b>	<b>(1,040.9)</b>	<b>-96.8</b>	(1,600.9)	-94.3	(1,633.0)	-97.8
Depreciations and provisions	(36.6)	-3.4	(29.4)	-1.7	(20.1)	-1.2
Result to reserves	2.4	0.2	(66.6)	-3.9	(16.6)	-1.0
<b>Economic value hold</b>	<b>(34.2)</b>	<b>-3.2</b>	(96.0)	-5.7	(36.7)	-2.2

The **economic value generated** refers to the net revenues of the MARR Group (revenues from sales and services, other operating revenues, income from financial management), while the economic value distributed includes the costs reclassified by category of stakeholder. As already highlighted, the Group has been negatively affected by the effects of the pandemic and during the course of 2020, the economic value generated by the MARR Group amounted to 1,075.1 million Euros, compared to 1,696.8 million Euros in 2019.

During the course of 2020, the **economic value distributed** amounted to 1,040.9 million Euros, a reduction compared to 1,600.9 million Euros in 2019,

### ECONOMIC VALUE DISTRIBUTED 2020





The **distributed economic value** broken down as follows:



### REMUNERATION OF SUPPLIERS

Amounting to 1,005.4 million Euros, a reduction compared to 2019 as a direct result of the reduction in sales volumes that the Group registered because of the restrictions imposed on catering activities by the government measures aimed at limiting the spread of Covid-19 infections.



### REMUNERATION OF PERSONNEL

Amounting to 27.8 million Euros, represented by the salaries and wages paid to the employees of the Group. The reduction compared to last year is correlated to the use of the social safety nets.



### REMUNERATION OF INVESTORS

Amounting to 7 million Euros, mainly regarding the interest payable to banks and bond holders.



### REMUNERATION OF PUBLIC ADMINISTRATION

Represented by the direct and indirect taxes payable, amounting to 0.7 million Euros in 2020 (27.6 million Euros in 2019).



### REMUNERATION OF THIRD PARTIES which includes both the amounts distributed to Communities, Territory and Category associations and those distributed to the Shareholders.

As regards the value distributed to Communities, Territory and Category associations, this amounted to 62 thousand Euros in 2020, in line with previous years, and refers mainly to the quotas paid to the category associations.

With regard to the remuneration of the Shareholders, this amounted to 51.9 million Euros in 2018, while for 2019, taking into account the general uncertainty caused by the start and spread of the pandemic, the Shareholders' Meeting on 28 April 2020 decided to approve the financial statements for the 2019 financial year and also resolved to not distribute any dividends and to allocate the profits for the financial year to the extraordinary reserve.

For the year 2020, in its meeting on 15 March 2021, the Board

of Directors of the Company, taking into consideration the permanence of the uncertainty regarding the timeframe for the solution of the pandemic problem, decided to propose to the Shareholders' Meeting that no dividends be distributed, reserving the possibility, on the basis of the development of the market scenario, to submit a proposal for the distribution of dividends through the use of the available reserves. The Shareholders' Meeting held on 28 April 2021 unanimously approved the proposal to retain the losses accrued in 2020 and to not propose the distribution of dividends, with the possibility, on the basis of the results that were to be achieved during the first part of the 2021 financial year, to make

such a proposal at a later date, with the Board of Directors convening a further shareholders' meeting. The Board of Directors meeting held on 3 August 2021, having acknowledged the results achieved in the first quarter of 2021 and the positive development of the market scenario, decided to convene the Shareholders' Meeting on 6 September 2021, proposing the payment of a gross dividend amounting to 0.35 Euro per share, envisaged for payment during October. The resources for the payment of the dividend will be taken from the available reserves, which were significantly increased as a result of the allocation of the 2019 result to the extraordinary reserve.

For more information on the economic-financial performance in the year 2020, see the MARR Group consolidated financial statements on the following webpage: <https://www.marr.it/en/investor-relations/bilanci-relazioni>





# 1.7 MARR'S RESPONSE TO THE COVID-19 EMERGENCY

With specific regard to 2020, it must be highlighted that the Covid-19 pandemic and the relative health restrictions aimed at limiting its effects significantly impacted the hotel and catering sector, with inevitable effects on MARR's business operations as well.

The impacts were most obvious and penalising during the periods from March to May and in November and December, due to the lockdown imposed by the authorities.

## THE ACTIONS IMPLEMENTED BY MARR DURING THE COVID EMERGENCY



**Establishing an internal Crisis Committee** to monitor the situation continuously and provide constant updates for the workforce



**Preparing a Biological Covid-19 Risk Assessment Document** and adopting specific safety protocols in the workplace to prevent the spread of COVID-19



**Supplying public utility structures** (hospital complexes, rest homes for the elderly, etc.) during the initial lockdown period



**Guaranteeing service and delivery to customers** through the optimisation of the logistical and distribution network



**Adopting commercial initiatives** aimed at supporting customers during the contingent market situation:

- **Health and safety line:** a selection of sanitising and disinfectant products in accordance with the guidelines of the WHO and the Higher Health Institute and the laws in force
- **Packaging for delivery and take away:** a wide range of containers for beverages and food, characterised by specific focus on biodegradable and compostable articles with a view to reducing the use of plastic and providing compostable alternatives
- **Grab & Go fresh menu line:** a complete range of dishes and beverages created for the summer period, for fast take away catering, without the need for handling the products and to be eaten in complete safety
- **"Piatti Pronti" Line, ready to eat and ready to cook dishes:** a range aimed at offering pre-cooked and pre-packaged dishes which do not need further handling, in order to offer a quick and safe service from a hygiene viewpoint
- **Made in Italy line:** MARR has elected to valorise the range of Italian products and thus support the national food production chains (This line was launched in June and was vital for customers also for obtaining the "Catering Fund" envisaged by art. 58 of Decree Law 104 of 14 August 2020).



**Online training for both Employees and Collaborators**, through the MARR Academy e-learning platform



**Training of Customers** on the safety protocols to be adopted for the reopening of hotel and resort structures



**Donations of excess food products** to foundations, communities and organizations with social solidarity purposes





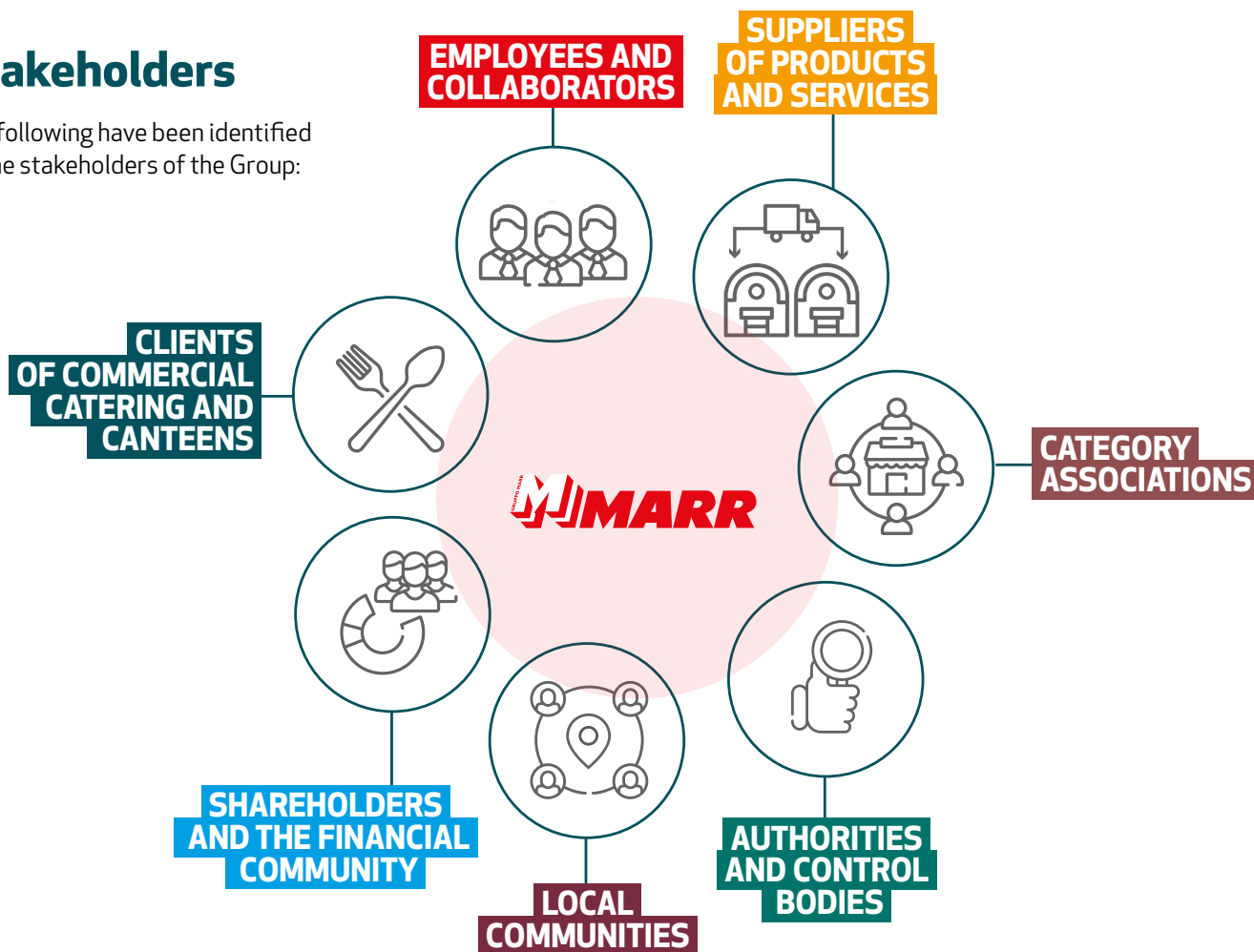
# Sustainable development paths and goals



# 2.1 IDENTIFICATION OF THE STAKEHOLDERS AND MATERIALITY ANALYSIS

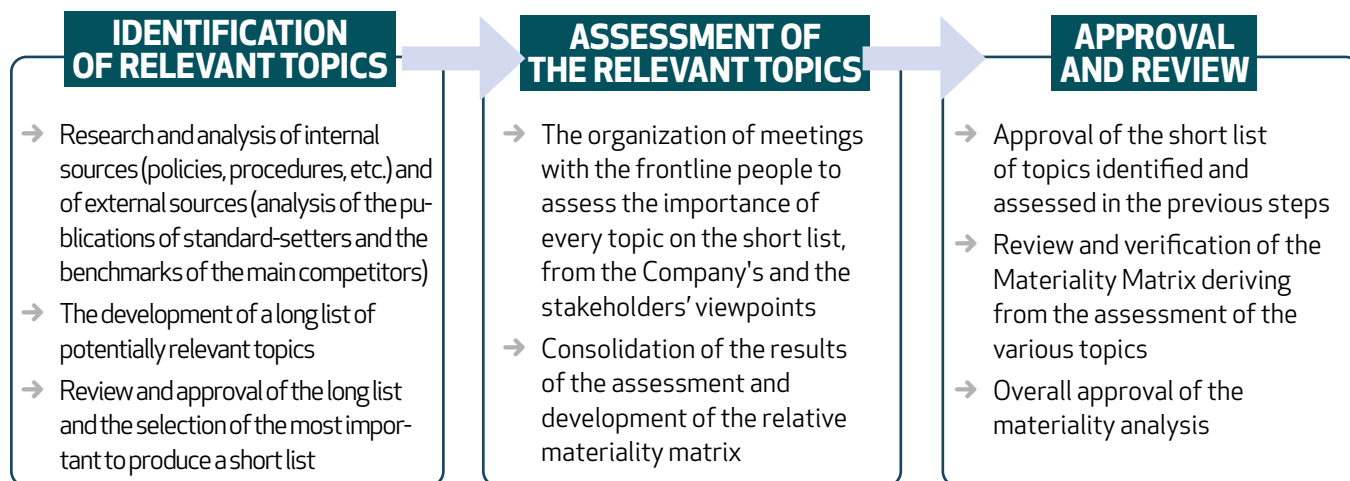
## Stakeholders

The following have been identified as the stakeholders of the Group:



## Materiality Analysis

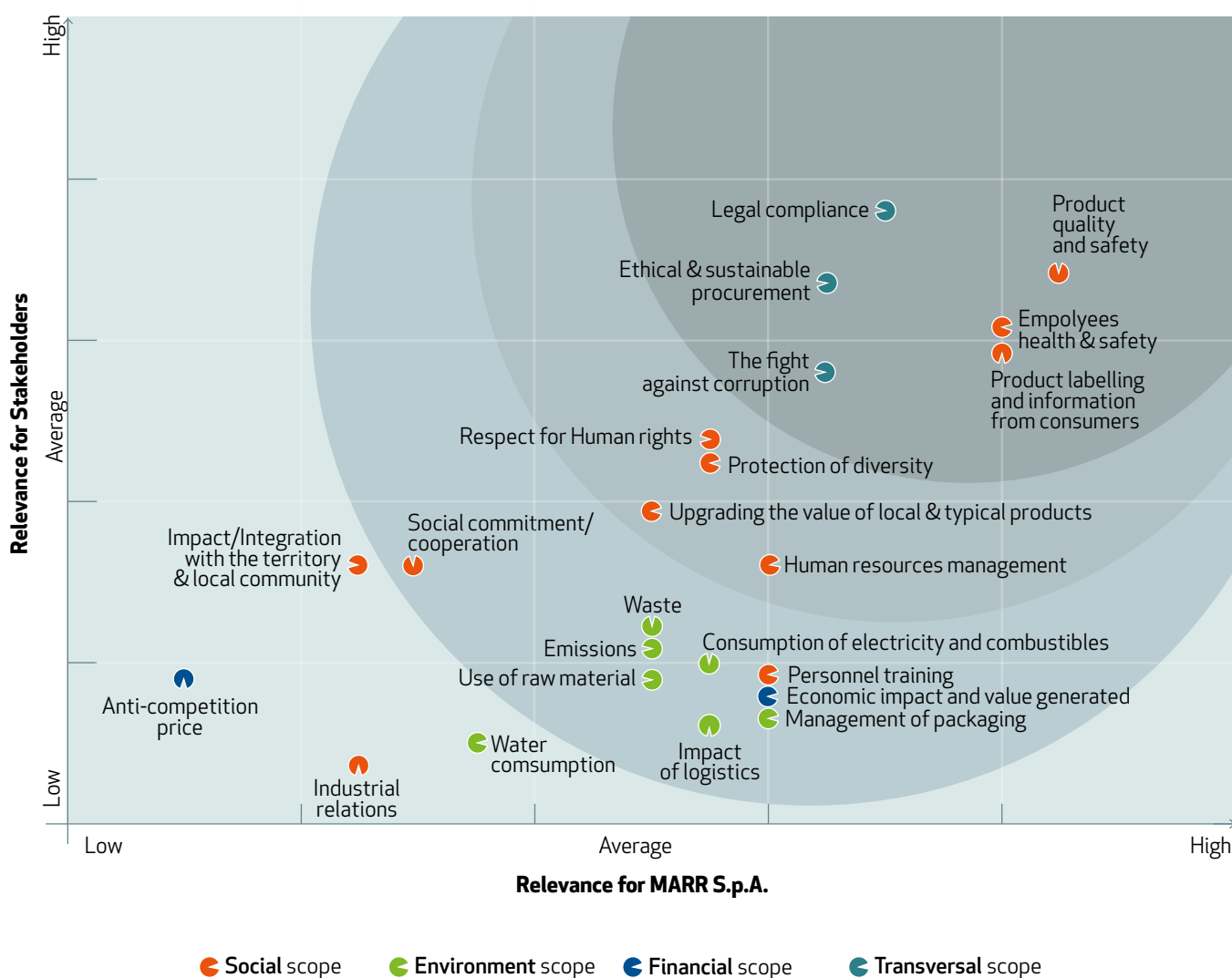
The materiality analysis process is structured as follows:



MARR's non-financial reporting focuses on the importance or material nature of the various aspects relative to its activities. For this purpose, the Company has implemented a materiality analysis, carried out according to the sustainability reporting guidelines issued by the GRI (Global Reporting Initiative), aimed at identifying the topics that could have a considerable influence on the Company's capacity to create value in the short, medium and long term, and which have more relevance for the Company and for its stakeholders.

Reference is made to such subjects in this document since, in view of their relevance, they can influence the stakeholders' decisions and reflect the economic, environmental and social impact of the Company.

Some of the topics are transversal: Fight against corruption, Regulatory compliance and Ethical and sustainable procurement.



The materiality matrix consists of a graphic representation of the importance attributed to each of the topics from the viewpoint of the Management (the X axis) and of the stakeholders (the Y axis); the higher and the more to the right the topic is situated on the graph, the greater its relevance for both parties.



**MARR**  
dove c'è ristorazione

**CATALOGOMARR**



La natura ci guida



# 2.2 MATERIAL TOPICS, SUSTAINABILITY COMMITMENTS, INITIATIVES AND PROJECTS

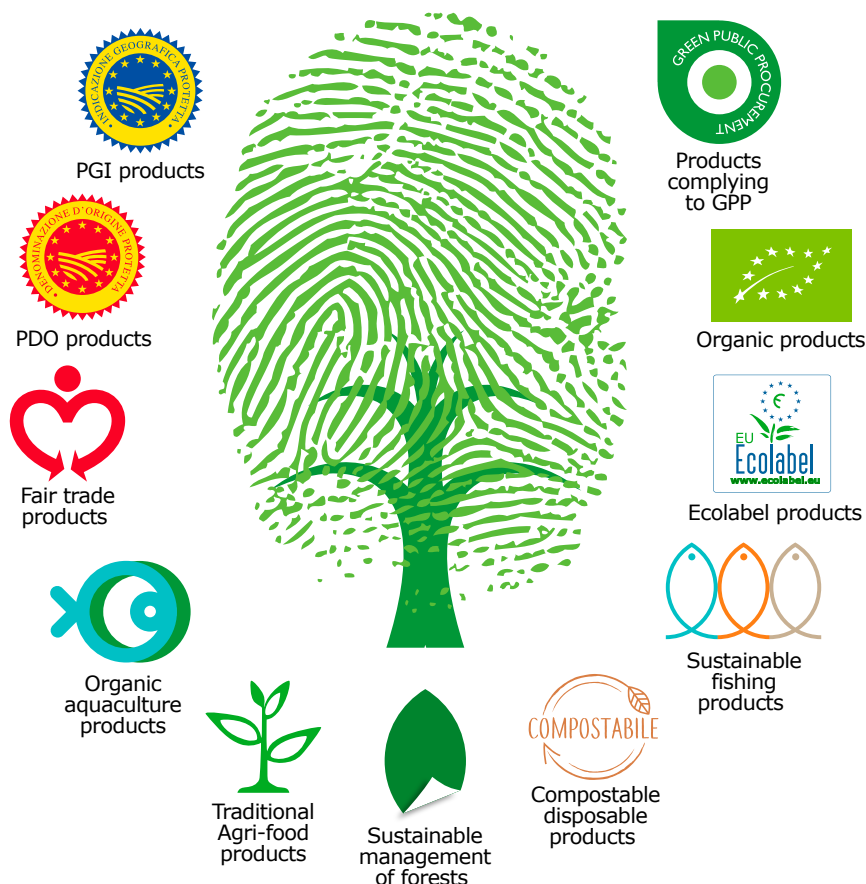
The material topics that emerged from the analysis conducted are considered as key elements in guiding the Company in terms of increasing commitment towards non-financial topics.

It can be seen that the Covid-19 health emergency accentuated even more the focus of the internal and external stakeholders towards the health and safety of the workers, human resource management and regulatory compliance.


There is also an increasing focus, especially by Management, on environmental topics such as energy consumption, the use of water resources, the impacts of logistics and emissions.

Other relevant topics are the valorisation of local and typical products and ethical and sustainable procurement, which MARR intervenes directly on by controlling the Supply Chain.




The following pages describe the priority commitments and objectives that MARR has set itself regarding sustainability and the initiatives and projects carried out or ongoing.





## MARR green fingerprint




SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	MARR commitment	Initiatives and projects	<div style="display: flex; justify-content: space-around; width: 100%;"> <span>achieved/done</span> <span>ongoing</span> <span>planned</span> </div>
	<b>ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS</b>	<b>Valorising sustainable products and of the territory</b>	Support for the national food production chain through the Made in Italy and Della Nostra Terra lines	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Partnerships with small local businesses in order to contribute towards their development	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Customer assistance service as part of the Out-of-Home food consumption Fund for purchasing Made in Italy products	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Increase of green products (in compliance with Green Public Procurement) and suppliers with social or environmental certifications	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Promoting the sustainable development of the fishing sector	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
	<b>FIGHT AGAINST WASTING FOOD</b>	<b>Offer of products of animal origin coming from production lines that respect animal welfare</b>	Scheduling annual inspections to assess the compliance of livestock with animal welfare standards	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Suspension of the sale of eggs and egg-based products from chickens raised in cages and in combined systems by the end of 2025	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
		<b>Strategic management of products and warehouses to favour the reduction of food waste</b>	Strategic and focused management of inventories, turnovers, supplies and returns	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Redistribution of possible excess food products to charities	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Offer of products with a high service content to reduce sizes in the food storage and to favor the reduction of waste by the Customer	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
<b>Packaging and delivery strategies to reduce waste by clients</b>	Ensuring frequent deliveries to Customers thanks to the efficient logistical network	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>		



SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	MARR commitment	Initiatives and projects	achieved/ done ongoing planned
	<b>PRODUCT QUALITY AND SAFETY</b>	<b>Ensuring the food health and safety to clients and consumers</b>	Definition of selection criteria of suppliers according to the Quality System procedures	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Obtaining the main ISO certifications in terms of product quality, safety and traceability (ISO 9001, ISO 22000 and ISO 22005)	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			HACCP control system	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			System of analytical checks and inspections	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Control system for maintaining the cold chain for the conservation of food products	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Training and increasing the responsibility of staff regarding Food Safety in order to ensure the proper application of the procedures and provide effective responses to Customers and Institutions	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Prompt communication to Customers through digital tools to inform them of initiatives and regulatory updates	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
	<b>PROTECTION OF DIVERSITY</b>	<b>Ensuring gender equality, equal opportunities and the absence of discrimination</b>	Adoption of a human resource management policy aimed at rewarding the merit and preventing all forms of discrimination	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Ensuring the right to equal pay for equal duties and results	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
			Creation of flexible organizational conditions to deal with eventual requests and favoring the return from maternity leave	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
	<b>WATER CONSUMPTION</b>	<b>Reduction of the water for glazing seafood products</b>	Purchasing seafood products with percentage of ice glazing the only necessary for ensuring the function of protection	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Monitoring and controlling the quality of waste water through laboratory analysis	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
		<b>Improving the management of water resources</b>	Rationalising the consumption of detergents and disinfectants which have a direct impact on the waste water	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
			Increasing the awareness of employees and operators in order to reduce the waste of drinking water	<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>



SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	MARR commitment	Initiatives and projects	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>achieved/done</span> <span>ongoing</span> <span>planned</span> </div>
	<b>CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS</b>	<b>Optimising energy consumption</b>	Monitoring and managing the impacts in the various distribution centers	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Periodically scheduling energy modernisation and revamping interventions	<input type="radio"/> <input type="radio"/> <input type="radio"/>
			Increasing the awareness of employees and operators in order to reduce electricity waste in offices and warehouses	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
		<b>Increasing the portion of renewable sources in the energy mix</b>	Acquisition of electricity 100% from renewable sources only by 2025	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
	<b>HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS</b>	<b>Guarantee safe, healthy and comfortable working conditions</b>	Promotion of an approach to responsible safety	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Constant monitoring and supervision through a system of delegation	<input type="radio"/> <input type="radio"/> <input type="radio"/>
			Adoption and spreading of the necessary prevention and protection measures	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Management of the biological risk caused by the Covid-19 pandemic through the setting up of the internal Crisis Committee and the adoption of specific work safety protocols	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
			Installation of defibrillators and training the person responsible for their use in all distribution centres and facilities of the Group	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
			Implementation of the "Man down" system for maintenance workers operating in isolation or on their own	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
<b>TRAINING OF EMPLOYEES AND COLLABORATORS</b>	<b>Valorising the work of employees and collaborators and providing them with adequate training</b>	Development of a training, professional growth and career advancement programme, which is not only vertical but also transversal, called "Let's take care of our future"	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	
		Increasing the spread of remote training methodologies on the online MARR Academy platform, through engagement and gamification mechanisms	<input type="radio"/> <input type="radio"/> <input type="radio"/>	
		Consolidating relations with universities through the inclusion of an increasing portion of newly graduated young workers	<input type="radio"/> <input type="radio"/> <input type="radio"/>	

SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	MARR commitment	Initiatives and projects	achieved/ done	ongoing	planned
	PACKAGING MANAGEMENT	<b>Reducing packaging</b>	Optimising the packaging management process	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Promoting the use of recycled and recyclable materials	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Assessing packaging with lower environmental impact and easily recyclable	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
		<b>Favouring the sustainable use of the earth's ecosystem and sustainable forest management</b>	Use of cardboard packaging for transportation constituted 100% in terms of weight by recycled material or FSC MIX certified material (if required by the type of service and yield)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Requesting that the suppliers of private label products use cardboard packaging made from recycled or FSC certified material	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>		
	WASTE	<b>Improving waste management with a view to the circularity economy</b>	Voluntary adoption of environmental labelling to facilitate the disposal of packaging from private label products	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation of digital supports for information on the environmental labelling of packaging material if it is not feasible to include this information directly on the support system	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>			
Improvement of the percentage of waste recovery with a view to recycle and/or reuse	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>			
Project for the transformation of polystyrene boxes into reusable resources ("second raw material")	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>			
	IMPACTS OF LOGISTICS	<b>Reducing emissions and the impact of means of transportation</b>	Centralising the deliveries from suppliers in the platforms and logistical planning efficiency	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Increasing the level of saturation of vehicles	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Optimising the routes for the transfer of products from the Group platforms	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Enhancement of the integrated systems for planning and tracing the routes for deliveries to Customers	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
			Continuing the plan for the conversion of the fleet with latest generation reduced environmental impact vehicles	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	IMPACTS - INTEGRATION WITH REGARD TO THE STAKEHOLDERS	<b>Open, transparent and constant engagement with the stakeholders</b>	Constant focus on the creation and maintenance of stable relations with the stakeholders based on transparency and responsibility	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
			Application and development of the procedures defining the lines of conduct in the management of information and relations with the media and certain categories of stakeholder	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

**M MARR**  
dove c'è ristorazione



# People in MARR





# 3.1 THE HUMAN RESOURCE MANAGEMENT POLICY

MARR is strongly convinced of the importance of human resources for the Company's development: collaborators adequately trained, strongly motivated and involved in the Company's "spirit" are a necessary condition for reaching the Company's objectives.

The management of human resources focuses on professional growth, guided only by the criterion of merit,

aimed at developing both the professional attitude and ambition of each collaborator. Decisions on the assignment of duties, roles or promotion are taken solely on the basis of the professional profile and the effective skills of each single employee and his/her capacity to contribute to attaining the Company and individual objectives.



**PRINCIPLES OF VALORIZATION OF EMPLOYEES AND COLLABORATORS**

Since October 2019, MARR has had a Human Resource Management Policy, in which it pursues the objective of valorising its Employees and Collaborators on the basis of the following principles:

- **Impartiality**
- **Absence of discrimination**
- **Merit** (principle of equity)

The Company promotes wise management of its personnel aimed at preventing any discrimination whatsoever on the basis of the gender, race, religion, civil status, sexual orientation, age, disability or political convictions of its collaborators.

The foundation on which MARR has constructed this Policy

is the respect of human rights, contained in the Code of Ethics and included in the Organizational Model among the crimes contemplated therein (for example forced labour or racism and xenophobia).

There were no discriminatory incidents reported within the MARR Group.



## 3.2 SKILLS AND WELLBEING

### ■ Recruitment and selection

The qualities that MARR looks for during recruitment are:

- Skills
- Dynamism
- Motivation
- Passion
- Commitment
- Ability to work as part of a team



- **“Lavora con noi”** section of the website for spontaneous candidatures
- **internships and stage** in collaboration with Universities, which advise of any candidates for internships within the Company, both undergraduates and new graduates, also with a view to the future employment
- Participation in events such as the **Career Day** of the University of Bologna to come into contact with undergraduates and new graduates
- Professional Social Networks

When signing their employment contracts, new hires undertake to respect the principles and rules of conduct envisaged by MARR in the following documents:

- The Code of Ethics
- The Procedure for the management of insider and confidential information
- The Anti-Corruption Policy
- The Regulation for the management of relations with channels of information



## Training of personnel and collaborators

Training, which for MARR means a continuous and constant pathway, is one of our fundamental values. The Company ensures that its Employees and Collaborators have access to adequate training and professional growth programmes, as shown in the following summary table:

RELEVANT TOPICS	
<b>TRAINING ON SAFETY IN THE WORKPLACE</b>	<ul style="list-style-type: none"> <li>→ General training on safety in the workplace for all employees and managers in compliance with art. 37, para. 2 of Legislative Decree 81/08 and the criteria of the State Regions Agreement of 21/12/11</li> </ul>
<b>TRAINING FOR SPECIFIC DUTIES</b>	<ul style="list-style-type: none"> <li>→ Safety for users of load-raising elevators</li> <li>→ Firefighting/prevention</li> <li>→ Management of emergencies and first aid</li> <li>→ Training on the use of vertical aerial platforms</li> <li>→ Suitability and registration in the appropriate register for operators involved in the maintenance and management of refrigeration and conditioning systems</li> </ul>
<b>TRAINING ON FOOD SAFETY</b>	<ul style="list-style-type: none"> <li>→ Training on the HACCP self-control plan pursuant to EC Regulations 852/2004 and 853/2004</li> <li>→ Training of food experts and those responsible for handling food products in compliance with that envisaged by the regional laws in force</li> <li>→ Training on the procedures of the Quality System in compliance with standard ISO 9001</li> <li>→ Training on the management of returns in accordance with the MARR Quality System</li> <li>→ Training on the new software of the Quality System OMNIA 2020</li> </ul>
<b>PROFESSIONAL/ COMMERCIAL TRAINING</b>	<ul style="list-style-type: none"> <li>→ Specific training meetings for Managers, Sales Management and Commercial Managers, Operating Managers, sector specialists and Local Credit Managers</li> <li>→ Specific training courses for the new Technical Managers</li> <li>→ E-learning courses on the online MARR Academy platform</li> </ul>

### TRAINING HOURS

The tables below contain the figures concerning total training hours

TRAINING HOURS									
at 31.12	2020			2019			2018		
Breakdown by gender and category	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Managers	8	8	16	8	109	117	3	194	197
Middle managers	4	4	8	39	260	299	122	734	856
White collars	68	112	180	513	1,879	2,392	1,262	2,843	4,105
Blue collars	46	850	896	45	918	963	111	2,054	2,165
<b>Total</b>	126	974	<b>1,100</b>	605	3,166	3,771	1,498	5,825	7,323

AVERAGE HOURS OF TRAINING									
at 31.12	2020			2019			2018		
Breakdown by gender and category	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Managers	8.0	1.1	2.0	8.0	15.6	14.6	3.0	27.7	24.6
Middle managers	0.8	0.1	0.2	7.8	8.1	8.1	24.4	25.3	25.2
White collars	0.3	0.3	0.3	2.3	5.6	4.2	5.5	8.8	7.4
Blue collars	4.2	4.7	4.7	3.5	4.6	4.5	6.9	9.5	9.3
<b>Total</b>	0.5	1.8	<b>1.4</b>	2.4	5.5	4.6	5.9	10.1	8.8

In 2020, the training hours in attendance reduced compared to last year because of the restrictions imposed to counteract the spread of Covid-19.


To the hours of training in classroom, have to be added also hours of online training.



**1,100** TOTAL HOURS OF TRAINING IN ATTENDANCE

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**OF WHICH 1,034** HOURS OF TRAINING CONCERNING SAFETY IN THE WORKPLACE AND FOOD SAFETY



**OVER 2,600** HOURS OF E-LEARNING

This figure was obtained by adding the time spent on the platform by each user during 2020

## MARR Academy

MARR Academy is a “corporate laboratory” created to give impulse to the development of knowing, knowing how to do, knowing how to make do, and is aimed at Employees and Collaborators of the Group with a view to investing in talent, skills and encouraging the workforce, through both traditional training in attendance and distance learning.

In 2020, MARR gave further impulse to training in e-learning mode through the MARR Academy platform:

- 48 new training opportunities
- Over 500 participants





## Professional growth

Although being aware that hiring new human resources with previous professional experience in other companies is necessary in order to further enrich the organization and contribute ideas and innovation, MARR believes that it is very important to offer to the resources already working in the Company the possibility of expressing their own potential and orienting their professional development towards increasing personal satisfaction and motivation on one hand and the contribution that they make to the Company on the other.

This is why in 2019 the programme **“Let’s take care of our future”** was started as a real opportunity to valorise the Employees and Collaborators, with the purpose of:

- Enhancing motivation and the sense of belonging
- identifying the resources with potential and a background (educational and professional) consistent with that needed to undertake increasing responsibilities, also with the support of specific development programmes.

The programme slowed down somewhat in 2020, but it was started again in the spring of 2021 and new training sessions were organised.



## Internal communication

The involvement of people as regards the company objectives and all that concerning the Company is pursued through internal communications as well, which are sent to all of the department and branch heads so that they can share them with their collaborators, also by displaying them on the company message boards in all of the MARR facilities.

In addition, MARR periodically prepares and distributes a house organ (**InforMARR**), which is available to all workers as an opportunity to share the company objectives, initiatives, activities, projects and results.

Periodical meetings are also held, such as the following for example:

- **Commercial convention** (with the involvement of all of the members of the commercial branch and the managers of the main departments),
- **Operating and trade meeting** (with the involvement of the Branch managers, sales management and the managers of the headquarter departments),
- **Meetings known as “Fucina delle Stelle”** (involving the Branch managers and some of the headquarter departments),
- **Specific thematic meetings** involving the resources involved from time to time on the basis of the main theme of the meeting.

These activities are aimed at stimulating participation, developing an increasing sense of belonging and improving motivation and sharing.

## Company welfare

MARR has implemented that envisaged by the applicable collective agreement regarding company welfare..

### PARENTAL LEAVE

The table shows the trade in leave, including the compulsory advance period of maternity and parental leave.

	MATERNITY/PARENTAL LEAVE								
	2020			2019			2018		
Return to work rate	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Number of employees who have taken avail of the leave	2	0	2	3	0	3	2	0	2
Number of employees who have returned to work after taking avail of the leave	2	0	2	1	0	1	1	0	1
Number of employees in service in MARR 12 months after having taken avail of the leave	0	0	0	1	0	1	0	0	0
Return rate after maternity/parental leave	100%	N.A.	100%	33%	N.A.	33%	50%	N.A.	50%

The figures for employees returning from leave and those in service 12 months after returning are indicated in the year during which leave started.

As regards 2020, when the data was extracted (February 2021), leave had not yet ended for some employees, and the rate of retaining their employment status after leave was not yet defined. All returning employees are currently still working in the Group.

In general, with requests for rescheduling working hours by employees in "post maternity" status, the organizational solutions for their possible acceptance are carefully evaluated.

In the period from 2016 to 2020, the Company received twenty-three requests for part-time employment from female employees, in some cases for family reasons in other because of "post maternity", and managed to create the organizational solutions required to accept 87% of the requests.



## Benefits

The Company does not contemplate specific benefits for the workers in general apart from what is provided by the contractual welfare defined by the applicable National Collective Labour Agreement.

Subscription to the complementary health assistance (Fondo Est) is reserved to employees with a permanent contract.

MARR gives its employees the possibility of purchasing this range of products at a discounted rate for personal and family use.

## Trade Union relations

MARR guarantees that all of its workers have the right to elect their own representatives in the methods provided by the laws in force and the National Collective Labour Agreement (CCNL), ensuring that these representatives are not subject to any form of discrimination and can freely communicate with the workers in the workplace.

MARR has periodic meetings with the Trade Unions every year to share relevant information concerning the Company's business activities.

The Trade Unions are given the possibility of displaying their communications in the spaces allocated for the purpose. For its activities with Trade Unions, MARR also makes available meeting rooms and gives permission for the workers and

their representatives to attend, who are free to carry out their duties according to the methods provided in the CCNL.

MARR has relations with the local Trade Unions to share their focus on topics related to safety in the workplace.

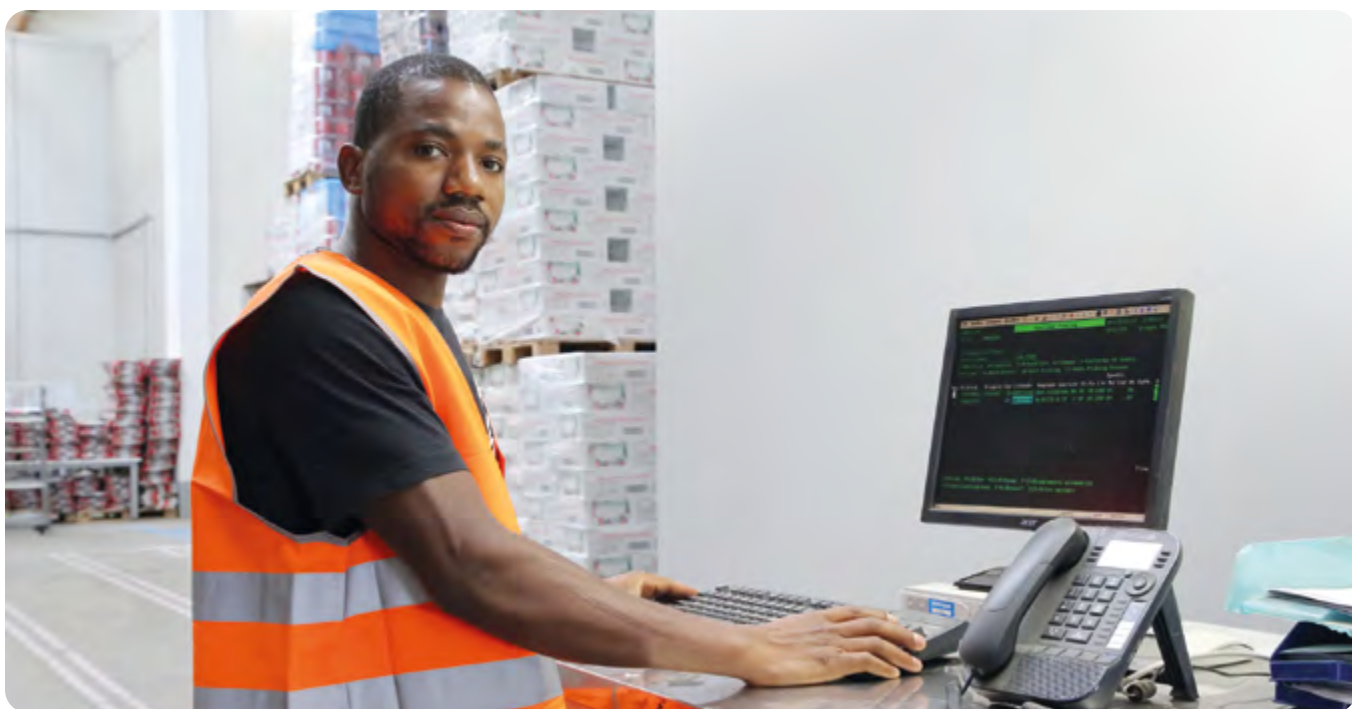
The meeting on safety is organised on an annual basis, and is attended by the competent physician, the Prevention and Protection Service Manager and the Workers' safety representatives, in addition to the Company representatives.

MARR is also involved with the Trade Unions in the province of Rimini in the event of outsourcing departments or services, informing the workers involved and their representatives with 30 days' notice.

### EMPLOYEES COVERED BY LOCAL COMPLEMENTARY AGREEMENTS

%	2020	2019	2018
% of employees covered by complementary agreements	0	2.07	4.47

The local contracts in force until 2019 have expired and have not been renewed (as had occurred in 2019 in the case of some contracts that were in force in 2018).



## Turnover

INCOMING PERSONNEL												
Breakdown by gender and age	2020				2019				2018			
	Women	Men	Tot	% Recruited by age range	Women	Men	Total	% Recruited by age range	Women	Men	Tot	% Recruited by age range
<= 29 years	3	14	17	20%	16	53	69	32%	19	34	53	31%
30 - 50 years	10	35	45	54%	52	73	125	58%	37	58	95	56%
>= 51 years	6	16	22	26%	12	11	23	11%	13	8	21	12%
Total	19	65	84		80	137	217		69	100	169	
<b>% recruited by gender</b>	<b>23%</b>	<b>77%</b>			37%	63%			41%	59%		

OUTGOING PERSONNEL												
Breakdown by gender and age	2020				2019				2018			
	Women	Men	Tot	% ceased by age range	Women	Men	Tot	% ceased by age range	Women	Men	Tot	% ceased by age range
<= 29 years	5	18	23	18%	15	37	52	22%	10	21	31	19%
30 - 50 years	15	42	57	45%	58	70	128	54%	26	57	83	51%
>= 51 years	10	38	48	38%	23	36	59	25%	17	32	49	30%
Total	30	98	128		96	143	239		53	110	163	
<b>% terminated by gender</b>	<b>23%</b>	<b>77%</b>			40%	60%			33%	67%		

### Reason for leaving:

	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Voluntary redundancy (excluding retirement)	8	41	49	15	37	52	12	38	50
Retirement	0	0	0	0	0	0	0	0	0
Dismissal	1	5	6	15	22	37	2	13	15
Other	21	52	73	66	84	150	39	59	98

TURNOVER									
%	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Turnover rate	11.9	15.1	14.2	26.7	16.3	19.4	16.3	14.9	15.3

It must be noted that in calculating the index, the terminations do not consider either the employees on fixed-term contracts who have been re-hired on permanent contracts or the employees terminated by AS.CA and re-hired by MARR as a result of the lease of the going concern. These employees are included among the incoming and outgoing personnel in the respective tables "Incoming personnel" and "Outgoing personnel".

Compared to previous years, and because of the need to implement the consistent management of operating costs regarding the market situation as a result of the

pandemic, the turnover rate in 2020 is less influenced by recruitments and employment terminations during the year in order to deal with the needs of seasonal employment.

In addition to the reorganisation as a result of the integration of the activities of AS.CA into MARR, 2020 was also affected by the completion of the outsourcing of the operating activities within the MARR Sanremo branch and the outsourcing of the activities previously carried out at the Carnemilia facility.



# 3.3 PROTECTION OF DIVERSITY AND EQUAL OPPORTUNITIES

## Gender equality and equal opportunities

Starting at the recruitment and selection process, and also throughout its employment relations with its collaborators, personnel management is conducted in a manner that ensures gender equality and is based on equal opportunities.

## Composition of the governing bodies

BOD: 7 members, 3 women and 4 men



In 2015, the Marisa Bellisario Foundation awarded MARR the

### “Mela Rosa”

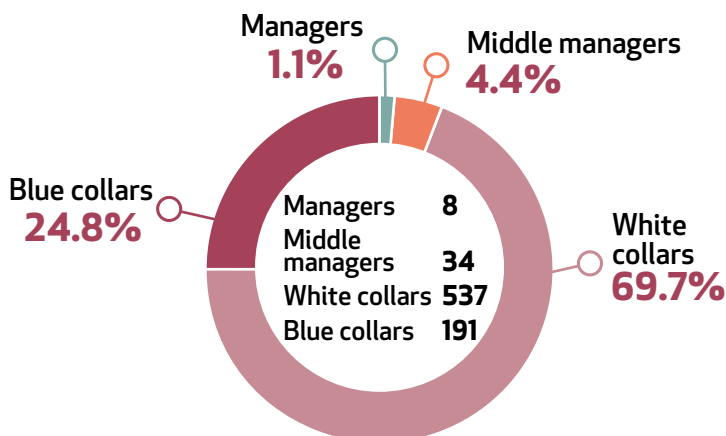
award for having encouraged **FEMALE TALENT IN TOP MANAGEMENT POSITIONS**

### COMPOSITION OF THE GOVERNING BODIES

Breakdown by gender and age	2020				2019				2018			
	Women	Men	Tot	% BOD by age range	Women	Men	Tot	% BOD by age range	Women	Men	Tot	% BOD by age range
<= 29 years	0	0	0	0%	0	0	0	0%	0	0	0	0%
30 - 50 years	0	0	0	0%	0	0	0	0%	0	1	1	11%
>= 51 years	3	4	7	100%	3	6	9	100%	3	5	8	89%
Total members of the governing bodies	3	4	7		3	6	9		3	6	9	
<b>% BOD by gender</b>	<b>43%</b>	<b>57%</b>			<b>33%</b>	<b>67%</b>			<b>33%</b>	<b>67%</b>		

### OUR PEOPLE 2020

#### PERSONNEL BREAKDOWN BY EMPLOYEE CATEGORY



#### FEMALE PRESENCE IN THE STAFF

**29%**

226 Women 544 Men



#### EMPLOYEES UNDER THE AGE OF 50 YEARS

**56.1%**

## SUBDIVISION BY GENDER, AGE AND EMPLOYEE CATEGORY (QUALIFICATION)

	2020				2019				2018			
<b>MANAGERS</b>	Women	Men	Tot	%Managers by age range	Women	Men	Tot	%Managers by age range	Women	Men	Tot	%Managers by age range
<= 29 years	0	0	0	0%	0	0	0	0%	0	0	0	0%
30 - 50 years	0	2	2	25%	0	2	2	25%	0	2	2	25%
>= 51 years	1	5	6	75%	1	5	6	75%	1	5	6	75%
Total Managers	1	7	8		1	7	8		1	7	8	
<b>% Managers by gender</b>	<b>12%</b>	<b>88%</b>			12%	88%			12%	88%		
<b>MIDDLE MANAGERS</b>	Women	Men	Tot	% Middle Managers by age range	Women	Men	Tot	% Middle Managers by age range	Women	Men	Tot	% Middle Managers by age range
<= 29 years	0	0	0	0%	0	0	0	0%	0	0	0	0%
30 - 50 years	1	7	8	24%	1	11	12	32%	2	10	12	35%
>= 51 years	4	22	26	76%	4	21	25	68%	3	19	22	65%
Total Middle Managers	5	29	34		5	32	37		5	29	34	
<b>% Middle Managers by gender</b>	<b>15%</b>	<b>85%</b>			14%	86%			15%	85%		
<b>WHITE COLLARS</b>	Women	Men	Tot	% White collars by age range	Women	Men	Tot	% White collars by age range	Women	Men	Tot	% White collars by age range
<= 29 years	11	28	39	7%	14	30	44	8%	20	22	42	8%
30 - 50 years	112	191	303	57%	134	194	328	58%	132	194	326	59%
>= 51 years	86	109	195	36%	80	112	192	34%	78	107	185	33%
Total white collars	209	328	537		228	336	564		230	323	553	
<b>% White collars by gender</b>	<b>39%</b>	<b>61%</b>			40%	60%			42%	58%		
<b>BLUE COLLARS</b>	Women	Men	Tot	% Blue collars by age range	Women	Men	Tot	% Blue collars by age range	Women	Men	Tot	% Blue collars by age range
<= 29 years	0	10	10	5%	1	19	20	9%	1	20	21	9%
30 - 50 years	4	66	70	37%	5	73	78	36%	6	77	83	36%
>= 51 years	7	104	111	58%	7	109	116	55%	9	120	129	55%
Total blue collars	11	180	191		13	201	214		16	217	233	
<b>% Blue collars by gender</b>	<b>6%</b>	<b>94%</b>			6%	94%			7%	93%		
<b>TOTAL</b>	Women	Men	Tot	% Total by age range	Women	Men	Tot	% Total by age range	Women	Men	Tot	% Total by age range
<= 29 years	11	38	49	6,4%	15	49	64	8%	21	42	63	8%
30 - 50 years	117	266	383	49,7%	140	280	420	51%	140	283	423	51%
>= 51 years	98	240	338	43,9%	94	247	339	41%	91	251	342	41%
Total employees, of whom:	226	544	770		247	576	823		252	576	828	
<b>% Total by gender</b>	<b>29%</b>	<b>71%</b>			30%	70%			30%	70%		

The percentage of the less represented gender is about 30% and has remained stable in recent years.

## Breakdown of service seniority

### BREAKDOWN BY TERM OF CONTRACT

	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
<b>Breakdown by gender</b>									
Permanent contract	218	515	733	226	536	762	210	505	715
Temporary contract	8	29	37	21	40	61	42	71	113

### BREAKDOWN BY PART-TIME/FULL-TIME WORK

	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
<b>Breakdown by gender</b>									
Number of full time employees	184	534	718	200	567	767	199	570	769
Number of part-time employees	42	10	52	47	9	56	53	6	59

### BREAKDOWN BY ACADEMIC QUALIFICATION

	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
<b>Breakdown by gender</b>									
University degree	38	73	111	41	76	117	38	71	109
High school diploma	163	271	434	161	250	411	169	247	416
Junior high school diploma	19	190	209	22	203	225	23	213	236
Other	6	10	16	23	47	70	22	45	67

### SENIORITY OF SERVICE

	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
<b>Breakdown by gender and category</b>									
Managers	34.9	17.4	19.6	33.9	16.4	18.6	32.9	15.6	17.8
Middle managers	18.7	15.6	16.0	17.7	14.5	14.9	16.7	14.9	15.1
White collars	13.1	11.7	12.2	12.1	11.2	11.6	11.8	11.4	11.6
Blue collars	7.8	14.2	13.8	7.5	13.3	12.9	7.8	13	12.7



#### HOURS WORKED BY EMPLOYEES IN 2020

**1,022,072**

number of effective working hours in 2020 (including overtime hours)



## Remuneration system

MARR believes in the right to equal pay for equal duties and results and recognises remunerations in respect of the limits established by the collective agreement.

The remuneration policy is based on the responsibilities attributed, professional skills and capabilities and performance evaluation, so as to recognise the results achieved.

MARR has adopted a system of variable incentives linked to MBO (Management By Objectives) for the resources with ma-

anagerial responsibilities or who fill roles directly and specifically supporting the achievement of the main company objectives, with the assigning of annual objectives, both individual and corporate, prevalently of a quantitative nature.

Payment of the incentive is in the measure exactly corresponding to the extent to which the objectives have been achieved, after periodical verifications and final checks.

## Ratio between women's and men's salaries and remuneration

The following is the ratio between the basic salary (as per the CCNL) and overall remuneration for women and men, although it must be pointed out that, for this calculation, the salary of the Manager in the position of Director has not been considered for the Managers category.

It must be taken into account that the figures are shown in their complexity and reflect the impacts of part-time work (42 women and 10 men) and differing levels of qualification present within the same contractual category.

### RATIO BETWEEN WOMEN'S / MEN'S BASIC SALARIES

%	2020	2019	2018
<b>Breakdown by category</b>	Tot	Tot	Tot
Managers	100.0	100.0	100.0
Middle managers	100.0	100.0	100.0
White collars	93.3	92.9	92.5
Blue collars	95.8	95.4	95.0

### RATIO BETWEEN WOMEN'S / MEN'S REMUNERATION

%	2020	2019	2018
<b>Breakdown by category</b>	Tot	Tot	Tot
Managers	63.5	71.5	81.0
Middle managers	80.9	83.0	84.1
White collars	84.3	83.0	82.3
Blue collars	95.5	94.6	95.3





## 3.4 HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS

### Worker safety

MARR believes it is important to ensure the psycho-physical wellbeing of its employees and collaborators and has undertaken to ensure **safe, healthy and comfortable environments**, in respect of the health and safety laws in force.

The Company's approach envisages increasing the responsibility of the competent departments and department and branch managers regarding safety in the workplace.

Given the articulation of the company nationwide, in order to ensure constant monitoring and surveillance, the management of safety in the workplace is based on a system of proxies, attributing consistent powers of organisational management.

The Prevention and Protection Service Manager (RSPP) and the Company Physician are both appointed and attributed responsibilities defined by the reference laws and regulations.

The position of **Prevention and Protection Service Manager (RSPP)** is entrusted to an external consultant, who also has the duty of suggesting aspects for improvement as regards health and safety in the workplace.

The main duties of the RSPP include:

- Identifying the risk factors
- Assessing the risks and identifying the safety, prevention and protection measures and the systems to control these measures
- Proposing programmes for worker information and training

The position of **Company Physician** is entrusted to physicians coordinated by an external hospital. Their main duties include:

- Collaborating in risk assessments
- Scheduling and carrying out health surveillance activities
- Informing the company of the suitability of workers for specific working duties
- Visiting the work environments to verify and assess their suitability in terms of the health and psycho-physical integrity of the workers

#### MARR periodically carried out

- Obligatory medical check-ups are carried out periodically to verify that workers appointed to perform duties involving particular risks (e.g. elevator truck drivers and heavy lorry drivers) are not addicted to alcohol or drugs
- Alcohol tests on workers who perform transport activities with company cars and light lorries
- Periodic checks on all workers, carried out according to the protocols indicated by the Company physician

### Potential risks associated to working for MARR

MARR adopts all of the prevention and protection measures necessary to reduce to a minimum the exposure to the potential risks that workers may be subject to in carrying out their working activities, and which have been identified as the following four:

- Noise, vibrations, chemical, explosive atmospheres and microclimate
- Manual handling of loads and repetitive movements
- Work-related stress (workload, hours, planning of duties, role, decision-making independence, interpersonal relations, etc.)
- Video-terminal

MARR has planned a programme of initiatives concerning safety in the workplace through the purchase of defibrillators to be installed in all of the distribution centres of the Group and the "Man on the ground" system for maintenance workers operating in isolation or in solitary.

### DVR (Risk assessment document)

The potential risks are identified\* through periodical inspections by the RSPP in all operating units, are shared with the Company Physician and with the Workers' Safety Representative (RLS) and approved by the Employer. Each of the specific risks is assessed by specialist technicians.

On the basis of the findings of the risks assessments, MARR equips its own workers with specific Individual Protection Devices (IPD) on the basis of their duties.

\*in compliance with Legislative Decree 81/08 and subsequent amendments and integrations

### DUVRI (Interference Risk Assessment Document)

Prepared with regard to the services outsourced to third companies (e.g. logistics and handling services, and processes carried out within the units), and updated with suitable contracts for the definition of the parties' duties, obligations and responsibilities.

The performance of "on-call" services or, in any case, access of third parties to branch/unit premises are governed by specific procedures.

## Controls

With regard to non-compliance with the law within the Company, MARR carries out a series of specific checks on the safety of the workplaces:

- Work contracts for goods handling in the storage facilities of the MARR units, with the drafting and verification of a DUVRI
- Routine and non-routine maintenance of the buildings owned or rented
- Procedures relative to damages caused at branches by service companies
- The updating of standards
- Relations with the Prevention and Protection Service Manager and with the Company physician

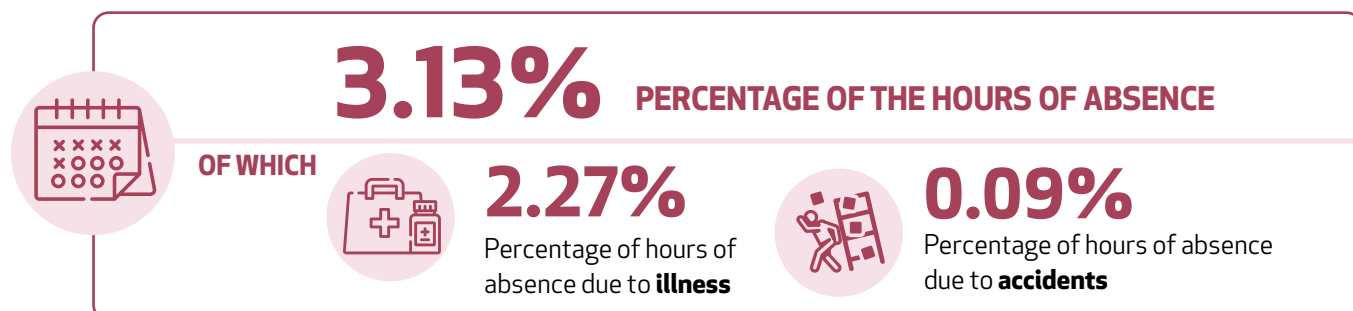


## Absenteeism

This table summarises the percentage figures regarding levels of absenteeism in 2020, calculated as follows:

- Total hours' absence / total working hours (excluding leave, permits and furlough)
- Total hours' illness / total working hours (including absences due to quarantine because of possible exposure to Covid-19)
- Total hours' injuries / total working hours (including injuries coming to/from work)

	LEVEL OF ABSENTEEISM IN %								
	2020			2019			2018		
Breakdown by gender	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Absences	3.55	2.96	<b>3.13</b>	4.09	2.76	3.15	4.53	3.20	3.58
due to illness	1.96	2.39	<b>2.27</b>	2.22	2.06	2.11	2.16	1.84	1.93
due to injury	0.02	0.12	<b>0.09</b>	0.07	0.09	0.08	0.14	0.33	0.27



The remaining hours' absences were because of other reasons (for example permits for donating blood, bereavement, etc.)

## Accidents report

The table contains the figures for the total number of accidents during the last three years:

ACCIDENTS									
Breakdown by gender	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Total accidents	2	6	<b>8</b>	2	7	9	3	6	9
of which accidents while travelling	2	2	<b>4</b>	1	2	3	0	2	2
of which serious accidents	0	0	<b>0</b>	0	0	0	0	0	0

MARR periodically prepares an "accident report" which is examined and analysed during the periodical meeting on safety (Ex art. 35 of Legislative Decree 81/2008), attended by the figure envisaged by the laws in force (Employer or person authorised by them, RSPP, RLS and Company Physician) and others whose attendance may be useful.

The following table specifies the indices of severity and frequency, calculated as follows:

- **Severity index** = (number of accident days x 1,000) / (number of hours worked in the year)  
calendar days rather than working days are considered in calculating the severity index
- **Frequency index** = (number of accidents x 1,000,000) / (number of hours worked in the year)

ACCIDENT INDICES									
Breakdown by gender	2020			2019			2018		
	Women	Men	Tot	Women	Men	Tot	Women	Men	Tot
Frequency index	0	5.384	<b>3.914</b>	2.336	4.600	3.960	7.191	3.671	4.646
Severity index	0	0.288	<b>0.209</b>	0.019	0.066	0.053	0.350	0.528	0.478



Injuries going to and from work are not considered in calculating the indices; furthermore, the total number of days of accidents arising and closing in different years are counted in the year in which the accident in question occurred.

The trend shown in the table highlights a reduction in 2019 compared to the previous year, which was confirmed in overall terms in 2020.

It must be noted that there were no fatal accidents in the three years.

It should be noted that 3 temporary workers were employed in 2020, for a total of 318 hours, and that there were no injuries in the workplace involving these workers.





# Quality in MARR



# 4.1 PRODUCT QUALITY AND SAFETY

## Product hygiene and safety

The many food emergencies and the growing attention to people's health and well-being have placed in the limelight the safety and quality of the products sold by MARR, as fundamental aspects, matters of ethics and duty which guide MARR in the practice of its business through the adoption of precise policies for safety and quality.

Food safety must not be understood only as respect for a pre-requisite of the product which testifies to its suitability for consumption, but it must be considered from a wider and more modern viewpoint which involves many

additional factors such as origin, traceability, the exclusion of organisms and substances considered suspect, and correct information given to the consumer on the label and by other communication means. The Group has opted for qualitative disclosure only.

In the period covered by the report, there were no significant non-compliances regarding impacts on the health and safety of the private label products or those processed in the MARR facilities.

## HACCP Self-Audit System

To guarantee food safety in the production and distribution processes, MARR has introduced the analysis of the dangers and risks linked to the various categories of merchandise, as well as the production processes that are carried out at its own operating units. The danger analyses and risk assessments are carried out on the basis of the experience of the organisation's HACCP Team, a multi-disciplinary group with specific knowledge and skills vested with the authority necessary to intervene in the Company's processes. The risk assessment is carried out according to the HACCP (Hazard Analysis and Critical Control Points) criteria, with specific procedures defined to control critical points.

The analysis of the risk factors was carried out according to the information obtained on the products distributed and processed, especially taking into consideration the features of the products, their origin and the national and Community reference standards. The Company also analyses past data on the control and verification activity carried out by MARR's Quality Assurance and Control Management, as well as information circulated by the category associations and by the EFSA (European Food Safety Authority).

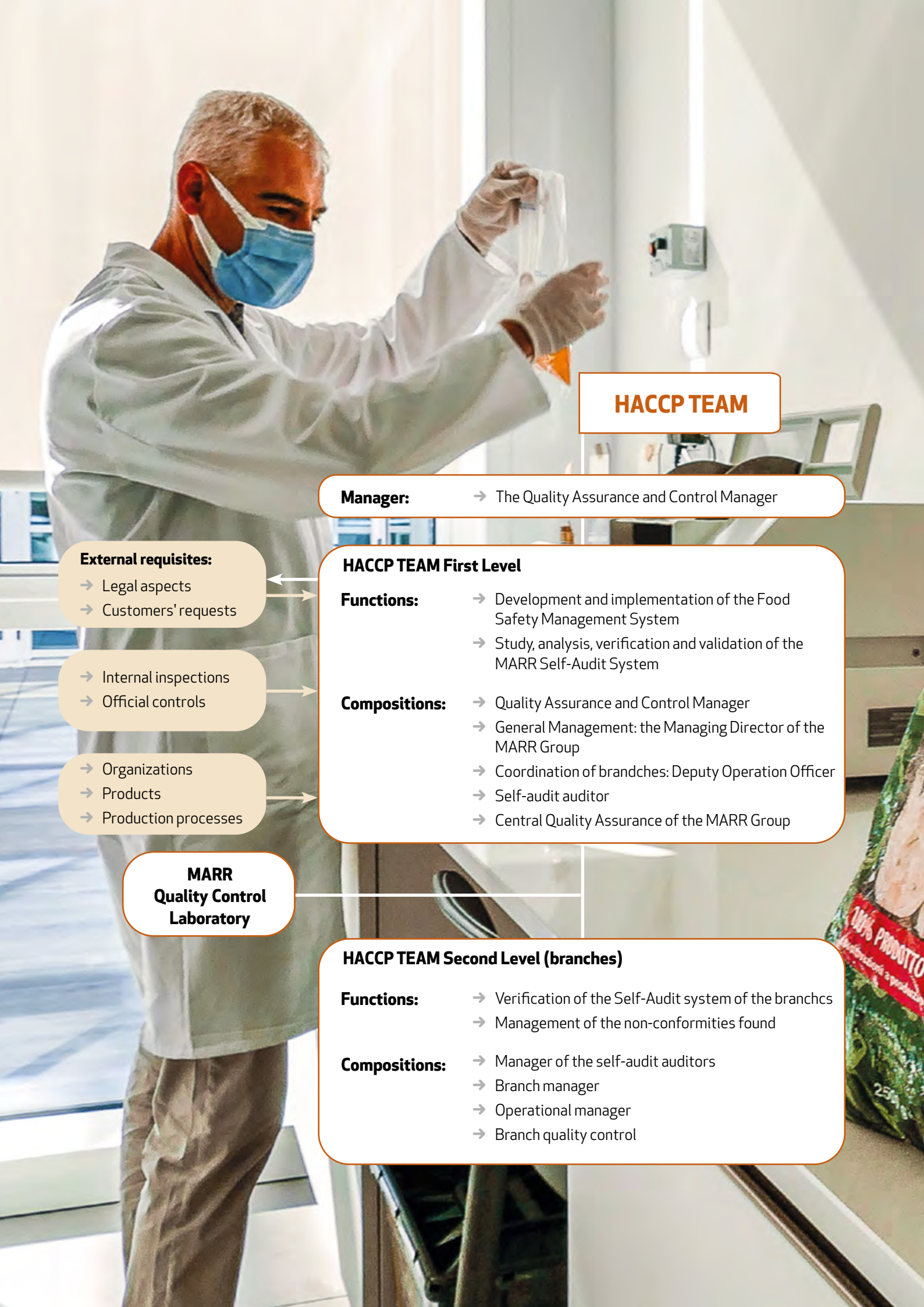
The application of the HACCP Self-Audit system at the operating sites and Platforms is based on specific performance indicators aimed at assessing the compliance of the structures and equipment, the management of goods and the conduct of personnel.



### STRUCTURE OF THE HACCP SELF-AUDIT SYSTEM

- In compliance with the Codex Alimentarius and the laws in force
- ISO 22000 certified (in addition to the Quality System ISO 9001)
- Prepared and validated by a multi-disciplinary group within the company (first level HACCP Team)
- Involves the top management of the Branches and Distribution Centres and the Self-Audit and Quality System Auditors (second level HACCP Team)





## HACCP TEAM

**Manager:** → The Quality Assurance and Control Manager

### External requisites:

- Legal aspects
- Customers' requests

- Internal inspections
- Official controls

- Organizations
- Products
- Production processes

**MARR  
Quality Control  
Laboratory**

### HACCP TEAM First Level

**Functions:**

- Development and implementation of the Food Safety Management System
- Study, analysis, verification and validation of the MARR Self-Audit System

**Compositions:**

- Quality Assurance and Control Manager
- General Management: the Managing Director of the MARR Group
- Coordination of branches: Deputy Operation Officer
- Self-audit auditor
- Central Quality Assurance of the MARR Group

### HACCP TEAM Second Level (branches)

**Functions:**

- Verification of the Self-Audit system of the branches
- Management of the non-conformities found

**Compositions:**

- Manager of the self-audit auditors
- Branch manager
- Operational manager
- Branch quality control





## Analyses and controls



**OVER 5,000 SAMPLES ON WHICH OVER  
OVER 60,000 ANALYTICAL DETERMINATIONS  
WERE CONDUCTED**

### SAMPLE ANALYSES

- Conducted by the main reference external accredited laboratories
- Conducted by the MARR Quality Control Laboratory

CONTROLS AND ANALYSES			
(number)	2020	2019	2018
<b>Total analyses</b>	<b>5,683</b>	7,894	7,873
of which:			
Internal laboratory analyses	992	1,693	1,528
External analyses	4,691	6,201	6,345

The figure for the “total analyses” corresponds to the number of samples examined, each of which may undergo several analytical determinations, and these amounted to 60,486 in 2020 and 34,214 in 2019 (the number of analytical determinations conducted in 2018 is not available).

The reduction in the number of “total analyses” is correlated to the lesser quantity of goods handled and thus sampled, as a result of the restrictions imposed because of the Covid-19 pandemic. However, because of the inclusion in the sampling schedules of multi-residual analysis aimed mainly at fresh and preserved fruit and vegetable products, there was an increase in the number of analyses conducted compared to 2019.

### INSPECTIONS OF THE FACILITIES AND PLATFORMS OF THE GROUP

- Conducted by qualified internal auditors (Self-regulation inspections included in the table)
- Conducted by external personnel from Companies specialising in the auditing of operators in the food sector

SELF-REGULATION INSPECTIONS			
(number)	2020	2019	2018
<b>Total self-regulation inspections</b>	<b>74</b>	113	112

The reduction in the number of self-regulation inspections was caused by the restrictions imposed on movements, especially during the initial period of total lockdown.

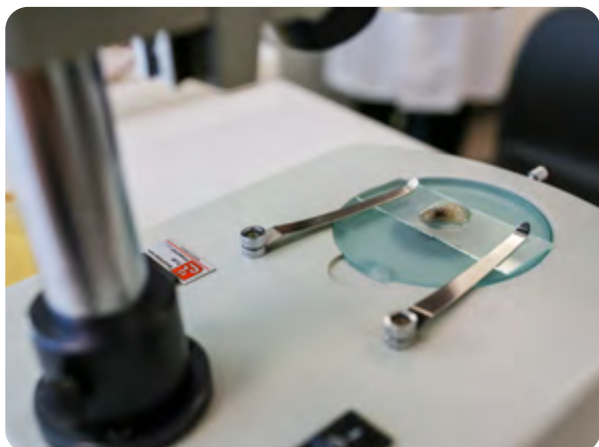
## Food Safety Committee

MARR has set up a **Food Safety Committee**, an internal team appointed to manage crises, constituted by the Quality Assurance and Control Department and the Grocery, Meat and Seafood Divisions, which intervenes in the case of an accidental event or any situation which could imply non-observance of product safety or serious non-compliance with the provisions of law and/or the internal provisions on quality.



the main duties performed by  
**THE FOOD SAFETY  
COMMITTEE**

- To immediately put into practice the procedures for the withdrawal and/or recall of a product when necessary
- To inform the competent health authorities
- To inform consumers of the reason for the withdrawal, when contemplated and necessary
- To transmit to the competent authorities all information useful for tracing the product
- To collaborate with the authorities and with other operators of the food supply chain to prevent, mitigate and/or eliminate the risks



## Company Management System

The Company Management System is aimed at ensuring the safety and traceability of products in all process phases and is certified according to ISO 22000 and ISO 22005 standards.



**COMPANY MANAGEMENT  
SYSTEM**  
for food safety

- Process control, from the procurement, logistics and service provision processes to the sale processes, monitoring specific indicators (non-compliance, returned goods, complaints and destruction of goods) and intervening in the case of discrepancies in pursuit of continuous improvement
- The layout of the structures and periodic action to maintain the structural features necessary to ensure respect for the safety requisites
- The procurement, through the product divisions, of genuine, good quality products that can guarantee high safety standards
- Continuous training at all levels, promoting the initiatives aimed and increasing a pro-food safety mentality
- The application of self-audit procedures at the Group's operating units, in respect of the applicable requisites

# 4.2 PRODUCT LABELLING AND CONSUMER INFORMATION

Information on the characteristics of the products is provided by the operators by labelling, packaging, the technical sheets and material for communication prepared by the Marketing department after approval by the competent technical departments and published on the online Catalogue. The technical sheets, which contain the main information on the products, are verified prior to publication.

All advertising and promotional communications prepared by the commercial department are verified by the Quality Assurance and Control Office before being published if they contain information on the product characteristics.

The labels for products marketed under supplier brands are sample checked when the foods are received, on the

basis of a specific procedure in the Quality System.


The Group does not believe the reporting of the number of these checks to be significant.

For products imported from other countries and MARR's private label products, the contents of the label and eventual claims (health and nutritional) are approved by the Quality Assurance and Control Office.

The procedures described above are implemented in the event of discrepancies.

During the year in question, there were no non-compliances in terms of information, labelling and marketing communications for the brand products referred to in article 8 of EU Regulation no. 1169/2011.





**MAZZANCOLLE TROPICALI  
SGUSCIATE CON CODINO  
ECUADOR**  
CONGELATE SINGOLARMENTE

**Litopenaeus vannamei** - Allevate in ECUADOR. Da conservarsi a temperatura non superiore a -18°C. Il prodotto una volta scongelato non deve essere ricongelato, va conservato in frigorifero e consumato entro 24 ore, previa cottura.

<b>INGREDIENTI</b> Mazzancolle Tropicali 95%, acqua, sale. Antiossidanti: metabisolfito di sodio (E223) e citrato di sodio (E331), aromi.	<b>DICHIARAZIONE NUTRIZIONALE</b> <small>Valori nutrizionali medi per 100g di prodotto.</small>										
<b>PEZZATURA CON CODINO</b> <u>[21/25/26/30]</u>	<table border="0"> <tr> <td>Energia</td> <td>222 kJ / 53 kcal</td> </tr> <tr> <td>Grassi di cui grassi saturi</td> <td>0,5 g / 0 g</td> </tr> <tr> <td>Carboidrati di cui zuccheri</td> <td>0 g / 0 g</td> </tr> <tr> <td>Proteine</td> <td>12 g</td> </tr> <tr> <td>Salte</td> <td>1,3 g</td> </tr> </table>	Energia	222 kJ / 53 kcal	Grassi di cui grassi saturi	0,5 g / 0 g	Carboidrati di cui zuccheri	0 g / 0 g	Proteine	12 g	Salte	1,3 g
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Proteine	12 g										
Salte	1,3 g										

CONGELATO IL:


DA CONSUMARSI PREFERIBILMENTE ENTRO IL:

LOTTO:


CONGELATO IL:

DA CONSUMARSI PREFERIBILMENTE ENTRO IL:

LOTTO:



IMBALLAGGIO  
BUSTA INTERNA




MATERIALE  
LDPE 4



RACCOLTA  
PLASTICA


SEGUI LE INDICAZIONI DEL TSO COMUNE PER LA GESTIONE DELLA RACCOLTA DIFFERENZIATA



MARR  
per l'ambiente



riciclabile



non disperdere nell'ambiente

PESO NETTO (SENZA GLASSATURA) 1000g

MARR

Prodotto per MARR S.p.A., Via Spagna 20, 47021 - Rimini (Italia)  
da Industrial Pesquera Santa Priscila S.A., km 5,5 Via Daule, Guayaquil, Guayas, Ecuador  
N. autorizzazione: 24

Prodotto per MARR S.p.A., Via Spagna 20, 47021 - Rimini (Italia)  
da Industrial Pesquera Santa Priscila S.A., km 5,5 Via Daule, Guayaquil, Guayas, Ecuador  
N. autorizzazione: 24

Ingredienti: Carne bovina, sale, spezie, aromi, conservanti.

Conservare a temperatura non superiore a -18°C. Il prodotto una volta scongelato non deve essere ricongelato, va conservato in frigorifero e consumato entro 24 ore, previa cottura.

MARR S.p.A. - Via Spagna 20, 47021 - Rimini (Italia)  
Tel. +39 0541 200000 - Fax +39 0541 200001  
www.marr.it

DELLA NOSTRA  
TERRA

Prosciutto di Parma

Indicazione di Origine Protetta  
CON OSSI 8 mesi

## 4.3 MARR CERTIFICATIONS

In achieving its objectives, the MARR Group has always aimed at improving the management of quality, safety in the workplace and food safety and also personnel management and training.

Since 2013, the environment has become increasingly central in terms of management, and in this regard, the Group has adopted the "Quality, Safety and Environment"

Policy and integrated the ISO 14001 certification on environmental management systems.

These are some of the steps taken towards greater awareness of its role and consistently with the intention of having an active role in promoting a sustainable future.

### MARR certifications



**ISO 9001**  
Quality Management System (from 1998)



**ISO 14001**  
Environmental Management Systems (from 2013)



**ISO 22000**  
Food Safety Management System (from 2008)



**ISO 22005**  
Traceability System for Food Processing Companies (from 2007)



**CERTIFICATION FOR MARKETING OF ORGANIC PRODUCTS**  
(from 2012)



**SUSTAINABLE FISHING MSC CERTIFICATION**  
(chain of custody) (from 2018)



**SUSTAINABLE FISH CHAIN CONTROL SYSTEM** (from 2018)



**ASC CERTIFICATION**  
Aquaculture Certification (chain of custody) (from 2019)



**SUPPLIER CONTROL SYSTEM FOR ANIMAL WELFARE**  
(laying hens supply chain) (from 2019)

The certifications can be viewed and downloaded from our webpage:

<https://www.marr.it/en/group/quality>



### MARR's commitment towards food quality and safety

- 1** Maintaining the certifications obtained by the Organization and obtaining any other new schemes of interest.
- 2** Increasing the skills and training of personnel promoted by specific training programmes with the aim of ensuring the proper application of the procedures of the Quality, Safety and Environment Management System and increasing the awareness of the role of each of them in ensuring rapid and effective responses to Clients and the authorities.
- 3** Specific training on food safety in order to enhance the culture of quality and safety within the company.





**MARR**  
due ed. ristorazione

La natura  
ci guida

100% VEICOLO A METANO

GRUPPO CREMONINI

# MARR for the environment







With reference to environmental aspects, MARR adopts the Quality System procedure entitled “Control and Management of Environmental Aspects”, which describes the methods for the management of operations and activities linked to environmental aspects deemed important, including the activities for the supervision and management of environment emergencies.

There are no operating sites within or close to protected areas or highly biodiverse areas within the scope of the company’s business.

This chapter describes the initiatives and projects in the four environmental sectors of most significance to MARR:

- managing packaging and waste
- impacts of logistics
- consumption of electricity and combustibles and emissions
- water consumption

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**MARR also promotes the prevention of pollution and a minimum use of the available resources, adopting preventive measures.**



# 5.1 MANAGEMENT OF PACKAGING AND WASTE

## ■ Packaging

The activities of the Group are fundamentally based on the distribution and handling of goods, and the management of packaging is thus a significant topic for MARR, which aims to reduce them by optimising the management process, focusing on packaging materials that have a reduced environmental impact, facilitating their disposal and promoting the use of certified packaging and cellulose materials from sources managed responsibly.

### DURING THE PROCUREMENT PHASE

During the procurement of packaging from others, its characteristics are defined also from the viewpoint of increasing sustainability, encouraging the use of recycled and recyclable materials.

Secondary packaging, including MARR branded cardboard boxes, and packaging for the products marketed are selected to facilitate the separation, differentiated collection and disposal of the components. The secondary packaging used by MARR responds to the requirements defined in the relative technical environmental compliance laws. Those for transport marked with the "MARR PER L'AMBIENTE" logo are made **100% by weight from recycled materials**.

The cardboard packaging which, due to type of performance and resistance, cannot be made 100% using recycled fibres is **certified FSC MIX** and marked with the relative logo. The packaging marked with the FSC logo is realised partly from raw materials originating from forests managed responsibly according to rigorous environmental, social and economic standards.

During the course of 2021, MARR has modified the information concerning disposal on the cardboard boxes for transport with the information envisaged in Legislative Decree 116/2020 regarding packaging and waste, the entry into force of which has been delayed until 1 January 2022.





### DURING THE DELIVERY PHASE

MARR’s attention to packaging is also manifested by the Client and for years, one of the objectives of the Group has been to implement solutions to reduce the encumbrance caused by packaging and, as a result, favour the reduction of waste by the Client.

Being a distribution company, mainly of food products, MARR has a central role in the fight against food waste and incentivises production line synergies, trying to reduce waste both upstream, rationalising orders to suppliers, and downstream, adopting solutions to avoid as much as possible clients having to deal with this problem.






In particular, MARR’s commitment is expressed through:

- Offering products with innovative packaging providing a high service content and suited to the requirements of the Client
- Ensuring frequent deliveries to the Client through an efficient logistical network

Furthermore, customer orders are assembled minimising the use of secondary packaging to that strictly necessary to ensure that the protection and product conservation requirements are met. In repackaging, packaging of different dimensions is used, suited to the quantity and dimensions/weight of the products contained in it.

#### MATERIALS USED BY WEIGHT AND VOLUMES

	UM	2020	2019	2018
<b>Total packaging, of which:</b>	t	<b>1,728.89</b>	2,575.63	2,405.54
Paper and cardboard 	t	1,426.19	1,995.92	1,855.00
Plastic and polystyrene 	t	263.80	518.95	497.38
Labels 	t	38.90	60.77	53.16

For the calculation of Labels<sup>2</sup> tons, we considered a conventional weight as 1 gram for each label.

### The packaging used is mainly renewable materials

Of the total packaging, the non-recyclable packaging used includes polystyrene, labels and some plastic materials, with a total weight in 2020 of 231.85 tonnes (374.53 tonnes in 2019)<sup>3</sup>.

2) It should be noted that the figures is only related MARR S.p.A..

3) Figure not available for 2018.

The decrease in materials used is closely linked to the reduction in turnover and quantities of products handled by the Group during the course of 2020. The unit consumption index, which includes the weight of the labels, remains constant, as shown below:

MATERIALS USED BY WEIGHT AND VOLUMES				
	UM	2020	2019	2018
<b>Total packaging consumed</b>	t	<b>1,728.89</b>	2,575.63	2,405.54
Tons of product handled	t	326,709.87	498,842.10	492,853.84
Packaging per ton of product handled	t/t	0.005	0.005	0.005

## Environmental labelling of brand products

For most of the brand products, the use of plastic packaging is envisaged, constituted by recyclable materials and/or cardboard constituted by fibre originating from certified sources that are managed responsibly.

MARR has elected to include environmental labelling to facilitate the disposal and recovery of packaging **on a voluntary basis** for all of its private label products and communicated its decision to the relevant suppliers in July 2019, asking them to adjust to this decision before the entry into force of Legislative Decree no. 116 of 3 September 2020.



- An illustration summarising the table instructing clients how to dispose of the packaging
- The wording "Follow the instructions of your local authority for managing differentiated collection"
- The logo of the Mobius cycle for recycling where applicable
- The logo "do not dispose of in the environment"
- The "FSC" brand (where possible, if there is paper/cardboard packaging)
- Any other logos identifying the type of material used (for example: "ok compost" for compostable packaging)



MARR also intends to implement through its website and digital supports the communication of information on environmental labelling to facilitate the disposal and recovery operations by operators regarding the packaging and materials used in the facilities for wrapping meat and fish products, should it not be possible to place the recycling logos and information envisaged by Decree 116/2020 directly onto the packaging material, such as plastic film for labelling plastic containers, vacuum packaging or netting for mussels for example.



## Waste

The percentage of waste destined for recovery is currently 75% and one of the Company’s objectives is to increase this constantly through projects and partnerships with service companies favouring improved management, assessing the needs and criticalities of each Group structure and implementing innovative initiatives with a view to creating “secondary raw materials” from waste.



# 75%

## OVER 1,600 TONNES OF WASTE RECOVERED

MARR intends to further enhance the differentiated collection of waste by increasing the percentage of its recovery, recycling and reuse.



WASTES PRODUCED				
	UM	2020	2019	2018
<b>Total wastes produced</b>	kg	<b>2,236,444.20</b>	3,267,830.00	3,298,981.10
of which hazardous		46,997.00	62,500.00	78,128.60
of which non-hazardous		2,189,447.20	3,205,330.00	3,220,852.50



WASTES DESTINED FOR RECOVERY				
	UM	2020	2019	2018
<b>Wastes destined for recovery</b>	kg	<b>1,670,919.20</b>	2,493,669.00	2,480,273.60
of which hazardous		45,054.00	59,249.00	75,488.60
of which non-hazardous		1,625,865.20	2,434,420.00	2,404,785.00



WASTES DESTINED FOR DISPOSAL				
	UM	2020	2019	2018
<b>Wastes destined for disposal</b>	kg	<b>565,525.00</b>	774,161.00	818,707.50
of which hazardous		1,943.00	3,251.00	2,640.00
of which non-hazardous		563,582.00	770,910.00	816,067.50

The figures provided represent the portion of waste disposed of by Companies in the Group through private disposal firms. The waste disposed of by the local authorities, in respect of the laws in force and after payment of the relative Waste Disposal Tax (TA.RI.) is not yet quantifiable. The trend highlighted is directly correlated to the business volume and the quantities of products handled by the Group, and therefore shows a reduction in 2020, attributable to the impact caused by the pandemic.



TOTAL WASTES PRODUCED				
	UM	2020	2019	2018
<b>Total wastes produced</b>	t	<b>2,236.44</b>	3,267.83	3,298.98
Tons of product handled	t	326,709.87	498,842.10	492,853.84
Waste per ton of product handled	t/t	0.007	0.007	0.007

The unit index of waste per tonne of product handled is constant over the three years.

Being aware of the criticalities involved in disposing of polystyrene boxes used for the marketing of fresh seafood products, MARR is committed to searching for solutions through comparison with suppliers and assessing alternatives to polystyrene, conducting tests on packaging that is more easily recyclable by the end user (for example poly laminates

of cardboard and plastic disposable of with paper or boxes made from vegetable based bioplastics). The initiatives MARR has planned for coming years include a project for the recovery and reuse of polystyrene boxes to transform them into “secondary raw material”, in other words to convert them from waste into a material that can be used again.

# 5.2 IMPACTS OF LOGISTICS

Considering the impact of the fleet of vehicles that is used daily for dispatches and deliveries, **MARR has decided to act to reduce this impact in two directions:**

- On one hand progressively renewing the fleet of vehicles and introducing vehicles powered by alternative fuels or fuels with a reduced environmental impact (gas, latest generation Euro 6 and electrical)
- On the other further developing procedures for the optimisation of the logistical processes, also aimed at reducing the number of vehicles circulating on the road to improve viability and contribute towards the reduction in atmospheric emissions

## A brief look at the fleet



**Over 300 trucks**  
low environmental impact  
(LNG and CNG, euro 6, electric)

FLEET



\*LNG = Liquefied Natural Gas  
\*\*CNG = Compressed Natural Gas

### ELECTRICAL VEHICLES



Deliveries in the historical centre of Rome are made using completely electrical vehicles.

### LIQUEFIED NATURAL GAS (LNG)



In 2019, 5 new vehicles powered by liquefied natural gas (LNG) were put into operation for distribution from the logistical platforms to the distribution centres.





# Roots Tracking and TMS (Transport Management System)

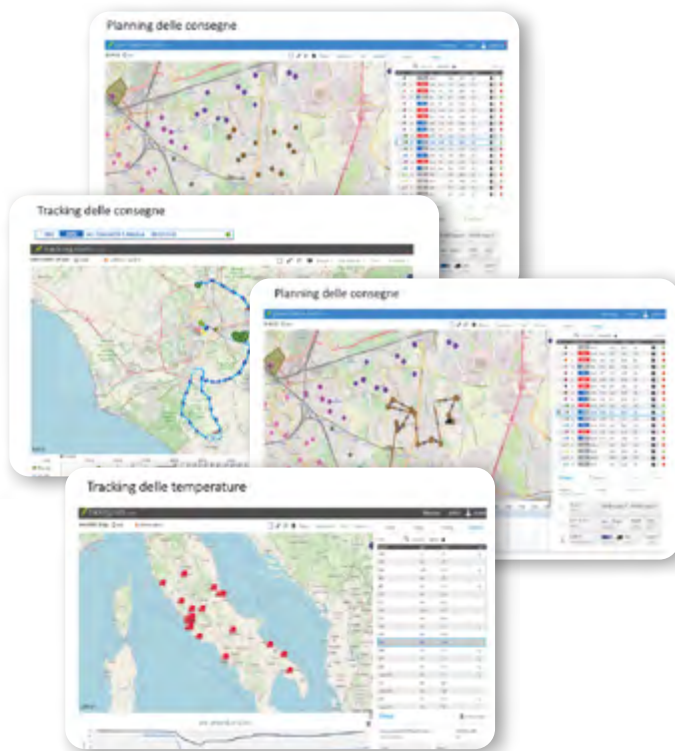


MARR has **2** systems integrated in support of logistics

MARR has two systems integrated in the company operations process, which constitute two tools in support of logistics.

## 1. ROOTS TRACKING

This is a system for monitoring vehicles from their departure from the distribution centres until delivery and enables the position of the vehicle to be tracked in real time and to advise the client of any delays. It also enables the constant monitoring of the temperature in the refrigerated compartments of the vehicles in order to ensure the control of the cold chain.

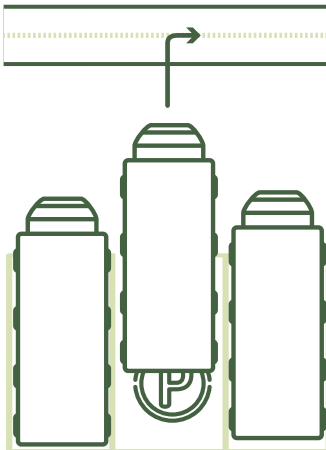



## 2. TRANSPORT MANAGEMENT SYSTEM

This is a system for planning journeys, using a road map software structured so as to define the optimal "delivery route" for each vehicle.


ADVANTAGES OF TMS

Minimising the number of vehicles used




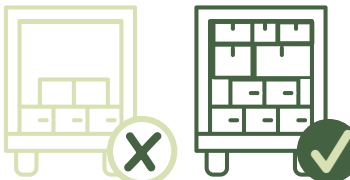

**Minimising the distance** in terms of km travelled

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**Minimising journey times**

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**Selecting** the vehicle with the range commensurate to the load and route to be followed


**Optimising** the level of filling of each vehicle (compatibly with the limits imposed by the traffic code on the roads) so that they travel with full loads

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**Satisfying** the specific requests of each Client

## Emissions caused by transport

**Indirect emissions consequent to the Group's activity**, from sources that are not owned by the Company<sup>4</sup>



	EMISSIONS – SCOPE 3			
	UM	2020	2019	2018
<b>Total emissions</b>	t CO <sub>2</sub> e	<b>15,394.27</b>	22,365.39	23,401.44
Road transport by logistics suppliers	t CO <sub>2</sub> e	15,394.27	22,365.39	23,401.44

The Scope 3 only includes the emissions generated by fuel for transport on road by others, excluding the Agents with warehouses and transfer between Branches. The Group plans to implement progressively a reporting system such as to ensure the completeness of the information concerning the transport of goods.

The indirect emissions of Scope 3 taken into consideration are the emissions generated by the carriers, the service companies of which MARR takes avail for the distribution of its products and do not include the AS.CA S.p.A., New Catering S.r.l. and SiFrutta S.r.l. data.

It must be pointed out that the above impact is correlated to the kilometres travelled by the

transporters both for supplies from the Platforms to Clients (National Account) and to the MARR branches and from the latter to the Client (Street Market)<sup>5</sup>.

In 2020, the reduction in volumes and restrictions imposed on the foodservice sector, on one hand, together with the commitment by MARR to ensure high service levels and closeness to its customers, have determined a reduction in Secondary transport (from MARR to customers) of 6.6% in deliveries per journey and of 10.3% in weight transported per journey.

This has had a negative impact of the saturation of vehicles and thus on emissions per hundredweight of product, and also on the capacity of the transport companies to invest.



<sup>4</sup> The emissions were estimated taking as benchmark a standard journey with average mileage and average weight transported for the year in question, multiplied by the total number of journeys made, assuming that all of the vehicles are powered by diesel fuel. The source of the coefficients used for conversion into CO<sub>2</sub> is the GHG Protocol (2015).

<sup>5</sup> Stretches by sea for the branches on the islands, the kilometres covered by the carriers of our agents with warehouses and transfers between branches have not been taken into account.

# 5.3 CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS

Over the years, MARR has planned energy modernisation activities in the various Group structures and has carried out various interventions to increase the efficiency of energy consumption, mainly in the goods conservation, storage and handling processes which are the Group’s logistical core business. It has also implemented awareness activities aimed at the employees and operators to reduce the consumption of electricity in offices and warehouses.

## DIRECT ENERGY CONSUMPTION



ENERGY CONSUMPTION				
	UM	2020	2019	2018
Methane gas for heating	m <sup>3</sup>	<b>264,568.32</b>	274,204.25	316,527.00
Diesel oil for heating offices and for processing	l	68,372.00	118,807.00	124,399.00
Petrol for generators	l	-	-	30.00
Diesel oil for generators and sundry services	l	7,201.00	6,566.00	7,225.00
Electricity from the mains supply	KWh	54,047,388.00	59,889,309.00	58,916,697.00
In-house produced electricity	KWh	358,736.00	368,898.00	373,869.00




ENERGY CONSUMPTIONS EXPRESSED IN GJ				
	UM	2020	2019	2018
<b>Total consumptions</b>	GJ	<b>207,918.17</b>	231,111.59	229,280.26
of which:				
Methane gas for heating	GJ	9,334.23	9,666.52	11,120.86
Diesel oil for heating offices and for processing	GJ	2,462.53	4,279.03	4,453.77
Petrol for generators	GJ	-	-	0.92
Diesel oil for generators and sundry services	GJ	259.36	236.49	258.67
Electricity from the mains supply	GJ	194,570.60	215,601.51	212,100.11
In-house produced electricity	GJ	1,291.45	1,328.03	1,345.93

**ELECTRICITY CONSUMPTION**

MARR is committed to using electricity originating

**100%** from renewable sources by **2025**



There has been a slight reduction in the consumption of methane gas and electricity; this trend can be attributed to less activities as a result of Covid-19.

The decrease in consumption of diesel oil for heating offices and product processing is due to the reduced consumption at the Carnemilia facility, the activities of which were outsourced during the course of 2020.



## ELECTRICITY CONSUMPTION

	UM	2020	2019	2018
<b>Total electricity consumption</b>	KWh	<b>54,406,124.00</b>	60,258,207.00	59,290,566.00
of which:				
from renewable sources		358,736.00	368,898.00	373,869.00



The energy consumption from renewable sources indicated in the table regards only the photovoltaic systems of the MARR distribution centres in Sicily and Bologna.

Figure representing the quantity of energy provided by the supplier which is from renewable sources is at moment unknown.

## UNIT ENERGY CONSUMPTION INDEX

The total consumption of **electricity** acquired from the grid is given as a ratio to the tons of fresh and frozen product handled and conserved by the Group inasmuch as mainly used for the cooling and freezing systems and therefore deemed more significant.



## ELECTRICITY CONSUMPTION

	UM	2020	2019	2018
Electricity consumption (from the mains supply)	GJ	<b>194,570.60</b>	215,601.51	212,100.11
Tons of fresh and frozen product handled	t	193,670.71	287,915.26	281,677.62
Unit index of energy consumption	GJ/t	1.00	0.75	0.75

Despite the consumption of electricity decreasing in terms of absolute value, the unit consumption index shown in the table appears to have increased compared to previous years. The reduction in product quantity handled because of the effects of the Covid-19 pandemic, together with the need to continue in any event to ensure a continuous service for customers, have made a proportional reduction in consumption temporarily impossible to achieve.

## DIESEL OIL

Consumption of **diesel oil** for heating is shown in relation to the tons of fresh and frozen product handled and conserved at the branches which use said energy resources (MARR Turin, MARR Venice, MARR Dolomites and Carnemilia) considering that a prevalent part of the diesel oil used is linked to the production of the hot water necessary for meat processing, such as fileting, portioning, etc.



## DIESEL OIL CONSUMPTION

	UM	2020	2019	2018
Diesel oil consumption	GJ	<b>2,462.53</b>	4,279.03	4,453.77
Tons of fresh and frozen product handled	t	20,412.29	30,552.80	29,922.76
Unit index of diesel oil consumption	GJ/t	0.12	0.14	0.15

The unit consumption index for diesel oil shows a downward trend over the years.

<sup>6</sup> To identify the kg of product handled, reference is made to the kg of product that leaves the Group's storage structures (sold and transferred from the platforms to the branches and by these to the customers).



## EMISSIONS OF GHG AND OF POLLUTING SUBSTANCES INTO THE ATMOSPHERE

**Direct Emissions** coming from sources owned and controlled by the Company<sup>7</sup>:



DIRECT EMISSIONS – SCOPE 1				
	UM	2020	2019	2018
<b>Total emissions</b>	t CO <sub>2</sub> e	<b>725.14</b>	872.93	968.42
of which:				
Methane gas	t CO <sub>2</sub> e	524.87	540.69	621.62
Diesel oil for heating	t CO <sub>2</sub> e	181.19	314.84	327.70
Petrol	t CO <sub>2</sub> e	-	-	0.07
Diesel oil for generators and sundry services	t CO <sub>2</sub> e	19.08	17.40	19.03

**Indirect emissions not materially produced by the Company** and not directly under its control:



EMISSIONS – SCOPE 2				
	UM	2020	2019	2018
<b>Total emissions</b>	t CO <sub>2</sub> e	<b>19,403.01</b>	21,500.26	21,151.09
Electricity from the mains supply	t CO <sub>2</sub> e	19,403.01	21,500.26	21,151.09



OZONE DAMAGING SUBSTANCES <sup>8</sup>				
	UM	2020	2019	2018
HFC - HFC/HFO	Kg	<b>2,865.60</b>	6,401.40	4,956.50

The emissions of ozone damaging substances derive from anomalies in the functioning of plants and the relative repairs to maintain the cold chain for the conservation of the foodstuffs.

In this regard, it must be noted that the reduction shown above is correlated to the revamping of the plants and the implementation of systems for detecting gas leaks, in addition to the reduced occurrence of specific faults that may involve greenhouse gas leaks.



UNIT CONSUMPTION INDEX FOR EMISSIONS OF GREENHOUSE GASES <sup>9</sup>				
	UM	2020	2019	2018
Emissions of ozone damaging substances (HFC-HFC/CF <sub>4</sub> )	t CO <sub>2</sub> e	<b>9,690.97</b>	23,726.27	18,351.68
Tons of fresh and frozen product handled	t	153,954.05	233,305.15	227,370.26
Unit index of greenhouse gas emissions	tCO <sub>2</sub> e/t	0.06	0.10	0.08

<sup>7</sup> The source of the coefficients used for the conversion into tCO<sub>2</sub>e is the ISPRA 2019 figure (for 2020), ISPRA 2018 (for 2019) and the ISPRA 2017 figure (for 2018).

<sup>8</sup> Annual data communicated within the month of May by ISPRA (National Institute for Environmental Protection and Research)

<sup>9</sup> As an indicator for calculating the carbon intensity, we have deemed it reasonable to consider the tons of fresh and frozen product handled (and therefore conserved) by the MARR branches and by the subsidiaries New Catering and SiFrutta, excluding the systems of the subsidiary AS.CA and of the three MARR branches inasmuch as they use ammoniac systems that do not produce CO<sub>2</sub>e.







## 5.4 WATER CONSUMPTION

### ■ Water used for glazing

In December 2014, EU Regulation 1169/2011 became applicable, concerning disclosure to the consumer of information on food products. This regulation establishes that for seafood products under ice, the label must indicate only the net weight and that the glazing must not be considered, in the same way as cardboard or wrapping.

#### What is glazing?

The glazing of frozen or deep frozen seafood products is a conservation method used to protect them with a uniform surface area of ice obtained from drinking water.





**THE PURPOSES OF GLAZING**

- Preventing oxidation and rancidity that may occur during storage
- Protecting the food from “cold burns” that would be visible as ordinary burns, making the product no longer marketable
- Avoiding dehydration, and thus loss in weight due to loss of liquids

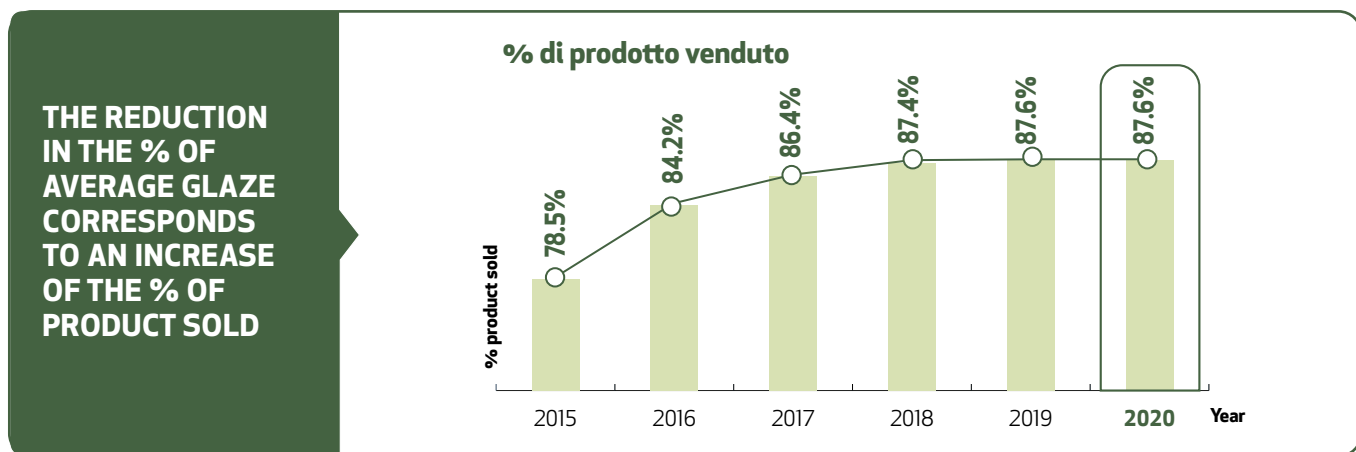
In 2015, MARR implemented a process of supplying seafood products for which the percentage of glazing, if any, is solely that technically necessary to protect the product

**SAVING OF WATER AS A CONSEQUENCE OF REDUCTION OF PERCENTAGE OF GLAZE FROM 2015**

about **-10% REDUCTION OF WATER USED**

**OVER 9,000t OF WATER SAVED IN 6 years**

**= 1,125 TANK TRUCKS OF THE FIRE BRIGADE**



**The marketing of seafood products with minimal glazing enables greater environmental sustainability**

- Reduction in the use of water
- Reduction in the use of energy
- Reduction in emissions due to transport
- Reduction in storage space
- Reduction in the use of packaging material





## Management of water resources

With specific regard to the management of water resources, it must be noted that their use can be subdivided into four different types of consumption: hygiene services, washing the work rooms, product processing areas and cooling systems where condensation is produced through evaporation condensers.

While in the first three cases only water originating from local aqueducts is used, considering the need to guarantee that the water supplied is drinkable in compliance with the sanitary certifications, in the case of cooling using evaporation condensers, the local wells are also used, if there are any.

In order to limit the consumption by the company of water resources to essential consumption, a monitoring system has been implemented with manual checks aimed at limi-

ting consumption, optimising the resources and reducing waste, even in the event of faults in the water pipes and plants. The recording frequency has been determined on the basis of the criticality of each utility.

In its path to improving the management of water resources, MARR has invested in monitoring and controlling the quality of the discharge waters by laboratory analysis to verify their compliance with the dispositions of Legislative Decree 152/06 and has rationalised the consumption of detergents and disinfectants which directly impact the discharge waters, strictly sticking to the methods and concentrations stated in the sanitisation procedures. It has also begun awareness activities aimed at the employees and operators to reduce the consumption of drinking water.

## Discharge waters

Discharge waters, except for those from hygiene services, are monitored through self-control procedures and also by the authorities responsible with regard to the discharge authorisations or AUA (Sole Environmental Authorisation).

MARR does not draw water supplies from hydrographic basins in areas with water shortages.



WATER WITHDRAWN BY SOURCE							
	UM	2020		2019		2018	
		Soft water	Other types of water	Soft water	Other types of water	Soft water	Other types of water
<b>Total volume, of which:</b>	m <sup>3</sup>	<b>156,501</b>	-	212,092	-	226,334	-
of which from surface waters	m <sup>3</sup>	0	-	0	-	0	-
of which from groundwater	m <sup>3</sup>	37,127	-	55,907	-	79,607	-
of which from sea water	m <sup>3</sup>	0	-	0	-	0	-
of which water produced	m <sup>3</sup>	0	-	0	-	0	-
of which third-party water resources	m <sup>3</sup>	119,374	-	156,185	-	146,727	-

The parameters for the subdivision of water between from fresh and other types is as follows:  
 - fresh water (= < 1,000 mg/l of total dissolved solids)  
 - other types of water (> 1,000 mg/l of total dissolved solids)

It must be pointed out that the drawing of underground water is represented by the use of water (industrial use only) drawn from local wells, if any. The third-party water

resources shown are represented by the use (both civil and industrial) of water drawn from aqueducts.

Until 2017, the volume of water discharged was estimated to be equal to the volume of water drawn, as there were no load measurers for the discharge points, and part of the discharges is by "evaporation" in the correspondence of the refrigeration plants equipped with evaporation towers. It is therefore believed that the values of the discharges thus

calculated are in excess of that actually discharged. Since 2018, a load measurement system has been operative, installed on the evaporation tower of the MARR Milan branch, and the difference highlighted between the volumes of water drawn and the volumes of water discharged represents the portion of water discharged by "evaporation" at said branch.



WATER DISCHARGED				
	UM	2020	2019	2018
<b>Total volume, of which</b>	m <sup>3</sup>	<b>153,947</b>	209,538	226,334
discharged into sewer systems	m <sup>3</sup>	104,226	168,847	162,749
discharged into surface waters	m <sup>3</sup>	49,721	40,691	60,137

The Group has begun an assessment regarding the definition of suitable methods that would enable a reasonable estimate of overall consumption levels. It has also planned to expand the adoption of technical solutions in order to carry out a more accurate measurement of the volume of water discharged at each deposit or operating centre.

## Unit index for the use of water resources

The following table shows the unit index calculated as a ratio of the consumption of water resources and the total tons of product handled during the year, given that the former are used in processing and in washing and sanitisation procedures.



UNIT INDEX FOR THE USE OF WATER RESOURCES				
	UM	2020	2019	2018
<b>Total volume of water withdrawal</b>	m <sup>3</sup>	<b>156.501</b>	212,092	226,334
Tons of product handled	t	326.709	498,842	492,853
Index of the use of water resources	m <sup>3</sup> /t	0.48	0.43	0.46

With a reduction in consumption because of the reduction in activities and less consumption of water used for cooling the refrigeration systems, the unit index of use of

water resources shows an increase compared to previous years due to the impact of the Covid-19 pandemic, as stated in the preceding paragraphs.

## Chemical substances

We represent below the information relative to the chemical substances used by the Company for the functioning and management of the refrigeration systems.

We point out that the data of the subsidiaries are not available; however, it is maintained that their impact on the total is not significant.



CHEMICAL SUBSTANCES				
	UM	2020	2019	2018
Ammonia for refrigeration	kg	-	-	300
"Antifreeze" chemical products for the refrigeration circuits	kg	<b>3,370</b>	66	660
Chemical products for water treatment	kg	<b>19,725</b>	25,285	21,661







# Supply Chain



## 6.1 LOCALISATION OF THE SUPPLIERS

### 80%

OF SUPPLIERS  
ARE LOCATED  
IN ITALY

### 62%

OF PURCHASES  
FROM ITALIAN  
SUPPLIERS

The following table shows the percentage of expenditure concentrated on local suppliers (we would point out that in this Report, "local" is intended as domestic, Italian).

LOCAL SUPPLIERS			
€ thousand	2020	2019	2018
<b>Total expenditure for procurement</b>	<b>830,227</b>	1,341,699	1,325,825
- of which, from national suppliers	517,515	811,339	795,258
% of the total	62	60	60

The value of the purchases<sup>11</sup> made by the Group from Italian suppliers represents 62% of the total procurements.

The purchase of seafood products, which represents the most significant portion of the products purchased from overseas, is strongly influenced by the origin of the raw material, which inevitably leads to procurement from other countries (for example: shrimp from Argentina, octopus from Mexico or Morocco, squid from India, etc.) and the fact that Italy is not self-sufficient enough to satisfy the demand for fish products and fish farming. These considerations are also partly valid for meat, a sector in which Italy is not self-sufficient enough to satisfy the domestic demand, except in terms of fresh poultry products.



<sup>11</sup> The figure for total procurement expenditure represents the cost for the purchase of goods without taking into account related charges or other purchase adjustments, therefore it does not actually coincide with the cost for the purchase of goods indicated in the Explanatory Notes to the MARR Consolidated Financial Statements for the period.

# 6.2 SUPPLIER EVALUATION

The product suppliers of the MARR procurement chain and the service providers are selected, assessed and qualified according to methods and criteria defined in specific procedures of the Quality System, in accordance with the ISO 9001 standard and are directly involved in the quality and sustainability control of their own products.

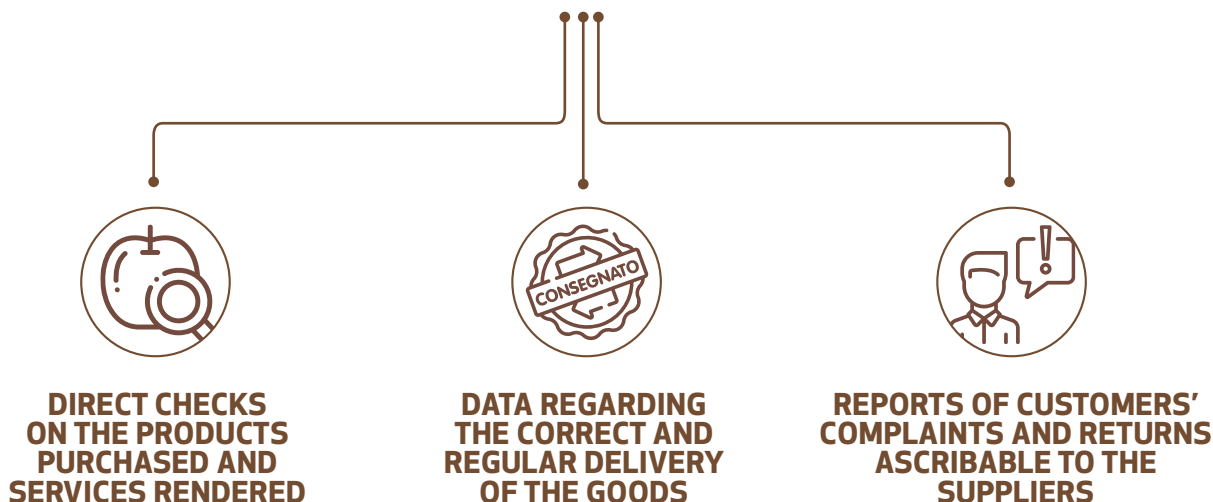
MARR encourages the creation of stable and long-term relations with its suppliers and has taken action aimed at improving the control over the respect of its own principles by the entire supply chain.

In the supply agreements, suppliers are required to respect the MARR Code of Ethics and the principles contained therein so as to fully share in its values.

Suppliers are also subject to verification procedures to ensure that they respect the safety and quality characteristics envisaged by the **“Suppliers Assessment and Qualification”** procedure of MARR’s Quality System includes verification of system and product certifications held by suppliers, including the SA 8000 certificate regarding the Social Responsibility scope.



Many elements are considered for said assessment, including:



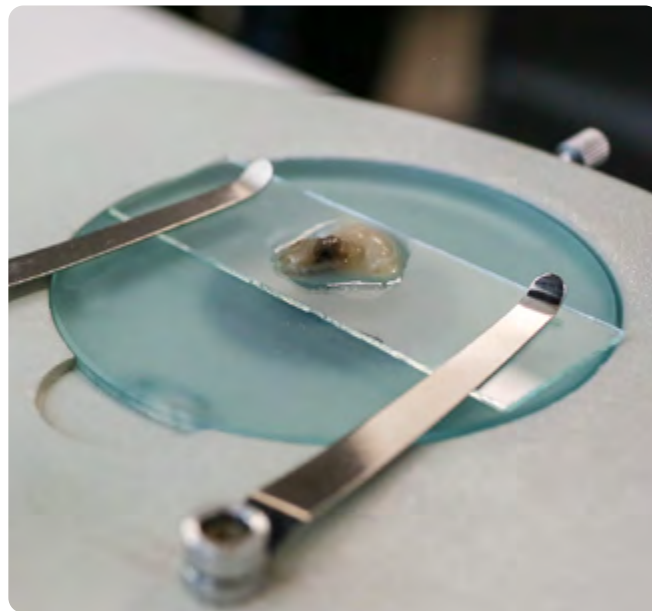


## Control procedures

The products purchased are checked on arrival and during processing/storage at the MARR establishments and platforms. The controls on arrival are carried out by skilled personnel trained in the test procedures and the specific control plans for the execution of the verifications.

The main controls involve:

- Visual inspection to verify the state of conservation, the packaging of the product and the hygienic state of the vehicle
- Labelling checks carried out on samples of packaged products to verify the presence of the information required by EU Regulation 1169/2011
- Temperature controls on perishable and frozen products (the temperatures of reference and the tolerance limits are indicated in specific self-regulatory instructions)
- Check on compliance with the order and on the correctness of the accompanying documents



- Analytical, microbiological and chemical checks on the basis of specific samples for each type of product.



The List of Qualified MARR Suppliers and their ratings are periodically updated on the basis of their performance and any non-compliances in their supplies and complaints from customers.

Any suppliers that obtain a less than completely positive assessment are requested by MARR to adopt provisions and corrective action to remedy the shortcomings found.

If seriously critical situations occur relative to supplies, immediate action is taken against the supplier (letters of warning, audits at the production plants, sampling and analytic testing of the products, up to the suspension of the purchases), in order to eliminate the problems encountered and ensure the compliance of the products with the specified requirements.

## 6.3 ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS

MARR has stated that it is against any form of child labour, forced labour and has adopted measures to ensure the respect of human rights throughout the supply chain, especially through the request made in the supply agreements of a specific Declaration of Commitment to Social Responsibility, by signing which the supplier guarantees the respect of all of the principles of the SA8000 standard.

### ■ Declaration of Commitment to Social Responsibility



**SOCIAL  
RESPONSIBILITY**

- Not to use or sustain the use of child labour
- Not to use or sustain the use of forced labour
- Guarantee a safe and healthy workplace, to adopt adequate measures to prevent accidents and damage to health by minimising the causes of danger ascribable to the work environment, and to respect everything contemplated by the laws in force on Health and Safety at Work
- Respect laws and regulations on freedom of association and on the right to collective contracting
- Not adopt or sustain discrimination in recruitment, remuneration, access to training, promotion, dismissal and retirement, based on race, class, national origin, religion, invalidity, gender, sexual orientation, trade union membership or political affiliation
- Not use or sustain or tolerate the use of physical punishment, mental or physical coercion or verbal abuse
- Conform to the work timetable contemplated by the laws in force and by the collective contracting of the category
- Respect the National Collective Labour Agreement of reference also as regards the remuneration paid



**SOCIAL  
RESPONSIBILITY**

Regarding the fish sector, which in some countries is subject to a greater risk of violation of human rights and failure to respect reasonable working conditions for individuals, there are specific supply agreements in place and also checks in the country of origin, as specified in the paragraph on sustainable fishing on page 110.







## 6.4 RECOGNISING THE VALUE OF “GREEN” AND LOCAL PRODUCTS

Within the scope of its activity of the distribution of foodstuffs and non-food to the out-of-home food consumption, MARR has put into practice several methods to guarantee its customers an extremely wide range of products conforming to minimum environmental criteria, as contemplated by Italian Ministerial Decree no. 65 of 10/03/2020 (NAP GPP - “Minimum environmental criteria for the service of canteens and the supply of food commodities”).

These include organic products, PGI and DPO products, traditional agro-food products, certified biologically grown products and fair-trade products and products of animal origin from production lines limiting the use of antibiotics and promoting criteria of increased animal welfare during farming.

To promote environmental and social sustainability, MARR, with adequate programming, can also supply, in addition to products originating from entirely domestic production lines (Made in Italy Line) products with special production features, such as, for example: short chain and KM 0 products. Through suitable planning, fruit and vegetables from social farming can also be supplied.

These products allow the canteens operators (canteens, schools, hospitals) to adopt a **Green Public Procurement policy** consistent with the National Action Plan on GPP (NAP GPP) and they allow the professionals of commercial catering (restaurants, hotels, tourist resorts) to promote ecological catering measures and sustainable tourism.



Over 2,000  
Green Products  
conforming  
to Green Public  
Procurement

## Categories of Green Products



Products  
complying  
to GPP

Products which enable the implementation of a policy of Green Purchases (Green Public Procurement) consistent with the National Action Plan for GPP (NAP GPP) and comply with one or more of the environmental sustainability requirements provided by MD n.65 dated 10 March 2020.



PGI products

The Protected Geographical Identification mark, better known by the acronym PGI, is a legal protection mark attributed by the European Union to the agricultural products and foodstuffs originating in a specific region and country. The PGI products quality, reputation and characteristics can be traced to geographical origin and at least production or transformation or processing must be done inside the delimited area.



PDO products

The Protected Designation of Origin mark, better known by the acronym PDO, is a mark for the legal protection of the denomination that the European Union attributes to those agricultural products and foodstuffs for which the stages of the production process are realised in a delimited geographical area and for which the production process is in compliance with a set of specifications of production. All the production, transformation and processing of the product must occur within the delimited area.



Traditional  
Agri-food  
products

Traditional Agri-Food Products are products included in a list kept by the Ministry of farming, food and forestry policies (Decree no. 350 of 8 September 1999) in collaboration with the regional authorities. The characteristics of the products and the methods of processing, conservation and seasoning must be proven over time on the basis of local customs and must be uniform and constant and also registered the local Chamber of commerce for industry, handicraft and agriculture.

## Categories of Green Products non food



Sustainable  
management  
of forests

The goal of FSC and PEFC certification, two of the most widespread forestry certification systems worldwide, is to identify the conduction of ecosystems based on sustainability principles. The products deriving from wood (paper, packaging, etc.) countermarked by these labels are certified independently and originate from forests managed in a manner such as to respect the social, economic and environmental requirements of current and future generations.



Organic products

Organic agriculture is a type of agriculture involving the entire farming ecosystem, which uses the natural fertility of the soil in a limited number of interventions, promotes biodiversity in the environment and excludes the use of synthesis products (except those specifically allowed by European Union law) and genetically modified organisms.



Fair trade products

Fair Trade products constitute a concrete and sustainable alternative for the international trading, on a tangible market, by people for people in which the work ethic provides dignity and a future to millions of workers, especially in southern hemisphere countries. Fair Trade has the primary objective of balancing relations with countries with less developed economies, improving market access through adequate wages and dignified working conditions.



Organic aquaculture products

Organic aquaculture promotes the farming of fresh and salt water fish, shrimps, molluscs, and algae, through organic and certified techniques, developed in compliance with relative laws and specific standards. The basic aspects of organic fish farming are: to guarantee that the marine organisms entirely live in the farming facility, maintaining the stress levels involved in farming at zero or close to zero, also thanks to the reduced impact of man on the animals' lives, not using hormonal additives in the fish or food based on oils or fish-based flour and GMO.



Sustainable fishing products

Sustainable fishing products respond to specific environmental sustainability criteria; the fishing zones are managed in such a way as to guarantee the respect of the existing reserves of fish, considering their reproductive capability and biodiversity. Products bearing these certifications (for example MSC – Marine Stewardship Council – certification) originate from fishing zones governed through advanced management programs.



Ecolabel products

The EU Ecolabel (EC Regulation no. 66/2010) is the European Union label for ecological quality which rewards the best products from an environmental viewpoint, which are thus differentiated from their competitors on the market, maintaining high performance standards.



Compostable disposable products

Disposable compostable products are those in compliance with UNI EN 13432:2002 standard, in other words those on which biodegradability and suitability for transformation into compost has been tested to reduce their environmental impact.

# MARR green fingerprint

# MARR





## Selected suppliers that satisfy social/environmental criteria

The table shows the total number of suppliers with which the Company has operated in the last three years, with indication of those selected according to social and/or environmental criteria, i.e. suppliers of green products or ISO14001, EMAS (EU Eco-management and audit system). Organic, MSC (Marine Stewardship Council), Global GAP (standard of good agricultural practices), Dolphins safe, Friend of the sea and/or SA8000 certified suppliers:

SELECTED SUPPLIERS THAT SATISFY SOCIAL/ENVIRONMENTAL CRITERIA			
(number)	2020	2019	2018
<b>Total suppliers</b>	<b>2,083</b>	2,212	2,211
of which: selected according to social/environmental criteria	681	536	357
% of the total	33%	24%	16%

We would point out that because of the market situation in 2020, the total number of suppliers of food products has inevitably reduced compared to previous years.

There are no significant changes in the supply chain, except for a reduction in the number of suppliers because of the market situation in 2020.



## ■ Made in Italy and Della Nostra Terra



over  
**3,000**  
MADE IN ITALY  
products

MARR aims to increasingly enhance and expand its partnerships and direct relations with local small or farming businesses, giving them the chance to access the domestic foodservice market and contributing towards their development.

During 2020, MARR started various activities with the purpose of valorising the domestic socio-economic fabric and supporting the domestic farming production lines and local communities at a difficult time, enhancing these partnerships.



over  
**1,000**  
products of the line  
"DELLA NOSTRA TERRA"



The Made in Italy range unveiled in June 2020 is a tangible example of this and includes meat and fish products and fruit and vegetables using Italian raw materials.

Early in 2021, MARR unveiled the "Selezione Della Nostra Terra" range, which includes the food products of excellence under the DPO and PGI brands or included in the list of regional TAP to support the domestic farming production line and valorise local specialities as expressions of the culture and traditions typical of our country.



# 6.5 SUSTAINABLE FISHING AND FISH FARMING



MARR is a leading company in the sale of fresh and frozen seafood products, with procurement channels involving suppliers operating in various countries of the world and is well aware of the risks linked to the depletion of marine resources caused by illegal or unregulated fishing practices and, in some countries, the risk of the violation of human rights and failure to respect dignified labour conditions for the workers.

For this reason, MARR has developed its own management regulations for sustainable fishing on a voluntary basis and certified by a major international authority and a programme of checks in the countries at most risk, encouraging the protection of fish stocks and the respect of human rights and dignified working conditions for people.



- Encouraging sustainable development in the fishing sector
- Combating illegal and unregulated fishing
- Respecting human rights in the country of origin
- Supplying fish products capable of satisfying the quality, safety and labelling requirements in compliance with the applicable laws and regulations

To check on suppliers' observance of the requisites of the supply agreements, MARR carries out programmed inspections at the production plants located in third countries. Said inspections are carried out by MARR's internal auditors and by external inspectors of private certification bodies, and they are defined in specific control plans.

The Company expressly requires that its suppliers respect the laws in each country and compliance with the international guidelines for ensuring the respect of human rights and labour (**Universal Declaration of Human Rights and International Labour Organization Convention**). These requirements are included in the controlling check lists used by the auditors in the sustainable fishing supply chain.



**Objective achieved in MARCH 2021**

MARR has undertaken to **expand its supplier verification activities to the fish farming sector by the end of 2022**, in accordance with the control programme for the "Sustainable fishing supply chain", in order to ensure the respect of the criteria of animal welfare defined for fish, and specifically:

- Density of farming
- Quality of water
- Transport conditions and time
- Butchering processes



## MSC and ASC

In the sustainable fishing and fish farming sector, MARR has also been awarded MSC and ASC certifications for the chain of custody. The MSC brand is the most widespread and known system of guaranteeing sustainable fishing internationally.

MARR's commitment is to make MSC, ASC or equivalent certified references available to its customers and to encourage these products, contributing towards protecting the marine environment and rewarding businesses that commit to sustainable fishing and fish farming practices.



## Impact on procurement

MARR believes that anthropic activities conducted invasively and incompatibly with ecosystems may have a negative effect on the procurement dynamics.

In particular, the procurement of fish products may be affected by changes in the fishing campaigns due to a diminished availability of the fished product or restrictions imposed for the protection of marine resources. As a result of climate change, the availability and procurement of vegetables and products of animal origin may also change because of the altered environmental conditions in the current production areas.





## 6.6 ANIMAL WELFARE



Animal Welfare is also an area of interest to MARR, in line with the increasing awareness of its Customers and consumers on this topic.

Focus in this regard is aimed at the objective of making products of animal origin available in the MARR range that are safe from a

hygiene and health viewpoint, guaranteed from an organoleptic viewpoint and in terms of traceability, produced in production lines respecting the dignity and wellbeing of animals which are an integral part of the supply requirements and included in the supply contracts stipulated.

MARR does not directly manage any production line of animal origin, but has undertaken to ensure that its suppliers respect the laws in force in animal welfare and progressively implement specific animal welfare criteria in addition to the minimum standards required by the law.

MARR has implemented a schedule of inspections to assess compliance with the animal welfare standards subscribed by the suppliers, also in collaboration with control and certification bodies operating internationally in the sector and accredited, and has committed to renew these inspections for the triennium 2022-2024.



## Principles and criteria of animal welfare

MARR recognises that animals are living beings and believes that animal welfare does not only depend on the physical health of the animal but also on its mental state and capacity to express species-specific behaviour, in harmony with the environment.

For animal welfare, good farming practices and adequate shelter, hygiene, feeding and health must all be guaranteed.

### FIVE FREEDOMS FOR THE PROTECTION OF ANIMAL WELFARE

The farms and management systems must satisfy the needs of the animals, in respect of the **“Five Freedoms”** listed in the **1965 Brambell Report** and recalled in the **“Farm Animal Welfare Council”** of 1979.

- 01 Freedom from hunger, thirst and malnutrition, ensuring that the animals have access to fresh water and a diet that keeps them in good health
- 02 Freedom from environmental distress, ensuring that the animals have a suitable living space including shelter and a comfortable rest area
- 03 Freedom from pain, injuries and illness, preventing them or diagnosing and treating them quickly
- 04 Freedom to manifest species-specific behavioural characteristics, providing adequate space and structures and the companionship of animals of the same species
- 05 Freedom from fear and stress, ensuring that the animals are kept in conditions and care which do not cause psychological suffering

## Eggs and egg products from uncaged and organic farming

In 2019, MARR defined a set of regulations to be applied to the supply chain of products of animal origin, obtaining the certification of the supply chain of egg-laying hens in the same year (**Supplier control system for animal welfare - egg-laying hens**).

In compliance with its own regulation, MARR has conducted a series of inspections at the egg-laying hen farms it procures supplies from, conducted by external auditors, to verify that the animal welfare conditions contemplated by the laws in force are respected and that the improvements can be implemented.

MARR has also undertaken **awareness campaigns** and communications aimed at the sales force and customers in order to encourage the use of eggs and egg products from uncaged, open-air or organic farms which will continue in coming years.

In June 2020, MARR received the **Good Egg** award from the international association CIWF (Compassion in World Farming), which for over 50 years has been encouraging farming methods that respect animal welfare.



### Objective by 2025

MARR is committed to suspending the sale of eggs and egg products deriving from hens raised in cages and in combined systems by 2025.







# Integration and engagement with the other stakeholders



# INTEGRATION AND ENGAGEMENT WITH THE OTHER STAKEHOLDERS

MARR believes that a priority topic is maintaining solid relations based on constant dialogue and engagement of all of the stakeholders, as an expression of the responsibility that the Group has towards the social context in which it operates and interacts.

MARR undertakes to constantly inform all of the stakeholders engaged, directly or indirectly, in its own activities.

In this context, it has defined some lines of conduct and adopted procedures and regulations for managing relations with the stakeholders, especially the financial community and the media, based on transparency, correctness, rectitude, completeness and impartiality.



## Regulation for managing media relations

The Company has adopted a Regulation that defines the bodies and subjects responsible for managing media relations and authorising the publication of press releases and the spreading of information to the press to encourage transparency and uniformity of information.



## Procedure for managing insider and confidential information

The Company has adopted a specific Procedure for managing insider and confidential information, which all of the subjects identified therein must follow.



## MARR policy for managing engagement with the shareholders and other stakeholders

The Board of Directors has approved a Policy for the management of engagement with the shareholders and other financial stakeholders to render more systematic the operating methods which guarantee the exhaustive and prompt spreading of information on the Company activities.





# 7.1 SHAREHOLDERS AND FINANCIAL COMMUNITY



The Company has for some time implemented operating methods with the aim of ensuring constant engagement with the shareholders, financial investors, socially responsible investors, analysts and in general operators on the financial market.

The disclosure of information to the investors and the market is mainly ensured by periodical press releases, at least meeting the company's disclosure obligations, meetings with the financial analysts and the constant updating of the information available on the Company website.

In particular, the Investor Relation (IR) department deals relations with the shareholders, the operators on the financial market and the analysts and also ensures the availability on the Company website of all of the information (reports, significant operations, operating

procedures and regulations, including all documents regarding shareholders' meetings and the relative minutes) useful, also to the public, in assessing and monitoring the Governance of the Company.

The IR department also periodically organises (and in any event whenever required by the mandatory periodical disclosures) meetings with analysts and investors, which are also usually attended by the Chief Executive Officer.

To favour increased awareness of the brand and its recognisability, the Company has started a programme to increase its own organised presence on two specific social networks with two different and complementary targets, these being Instagram (oriented more towards customers and suppliers) and LinkedIn (with a more professional target, and thus also oriented towards possible shareholders and non-professional investors).



# 7.2 LOCAL COMMUNITIES

Local communities play an important role for MARR, given that they are correlated to the activities of the other stakeholders, such as customers, suppliers, employees and collaborators.

Closeness to the communities is considered to be vital for the Company and is expressed on one hand by engagement with the local bodies and on the other through participation in local social and cultural events.

The careful management of the products, warehouses and supplies and procurement planning minimises waste.

Any excesses of unsold food products are donated to foundations, communities and other local associations involved in improving the conditions of the poor or disadvantaged

During 2020, a very particular year in this regard, given that the frequent lockdowns and closures of catering businesses were not easy to forecast in terms of procurement policy, MARR donated the excesses to more than 30 bodies nationwide, including religious institutes and national associations of social benefit.

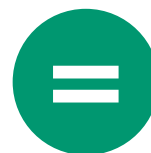


## Some of the main institutions involved



## Donations

over **40t** of food



about **100,000** meals donated

(considering an average meal weight of 400 g)

## 7.3 AUTHORITIES AND CONTROL BODIES

MARR operates in strict respect of the laws applicable to the sector it belongs to and collaborates with the authorities responsible for controls in the event of inspections.

The Group is subject to numerous verifications by the authorities and official control bodies.

These controls consist of sampling and official analysis of the products distributed and inspections conducted by the Veterinary Services and Food Hygiene and Nutrition Services of the competent local health authorities. Checks and inspections are also carried out by other bodies, such as the Carabinieri for the Protection of Health and Safety, the Forestry Authority and Coast Guard and the bodies responsible for checking the measures to protect the health of the workers.

As a listed company, MARR is also subject to checks by the Supervisory Body (CONSOB) of the operator of the Italian stock exchange, Borsa Italiana, and is bound to respect the parameters imposed by the reference segment STAR (Segmento Titoli Alti Requisiti) of Borsa Italiana.



## 7.4 CATEGORY ASSOCIATIONS




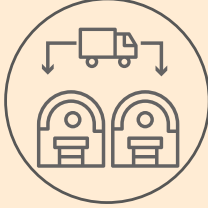
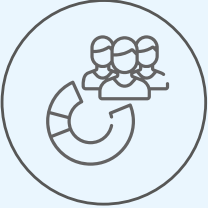
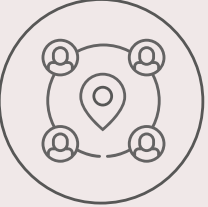
MARR encourages open engagement with the category associations, focusing very closely on the instances it receives. These associations are also a tool used by MARR for updating and controlling compliance with the laws and regulations in force, considering the activity carried out by them of real time updates aimed at associate companies for the emanation of rules and regulations or other measures governing the activities of the sector.

### Associations





**TABLE SUMMARISING HOW MARR INTERACTS AND ENGAGES WITH EACH OF THE STAKEHOLDERS**

STAKEHOLDER	METHOD OF ENGAGEMENT
<b>EMPLOYEES AND COLLABORATORS</b> 	<ul style="list-style-type: none"> <li>→ E-mail</li> <li>→ Newsletter (InforMARRci)</li> <li>→ House organ (InforMARR)</li> <li>→ Social Channels</li> <li>→ Periodical meetings</li> <li>→ Video call</li> <li>→ Message boards</li> <li>→ MARR Portal</li> <li>→ MARR Academy</li> </ul>
<b>COMMERCIAL CATERING CUSTOMERS</b> 	<ul style="list-style-type: none"> <li>→ Newsletter (InforMARRnews)</li> <li>→ MyMARR App</li> <li>→ Social Channels</li> <li>→ Online catalogue</li> <li>→ Local branches</li> <li>→ Local events</li> <li>→ Sales workforce</li> <li>→ Advertising in specialist publications</li> </ul>
<b>CANTEENS CUSTOMERS</b> 	<ul style="list-style-type: none"> <li>→ Newsletter (InforMARRnews)</li> <li>→ App myMARR</li> <li>→ Social Channels</li> <li>→ Online catalogue</li> <li>→ Key Account</li> <li>→ Dedicated events</li> <li>→ Advertising in specialist publications</li> </ul>
<b>SUPPLIERS</b> 	<ul style="list-style-type: none"> <li>→ Supply agreements</li> <li>→ Documents</li> <li>→ Regulation for Sustainable Fishing</li> <li>→ Animal Welfare Regulation</li> <li>→ Online catalogue</li> <li>→ Periodical meetings</li> </ul>
<b>FINANCIAL COMMUNITY</b> 	<ul style="list-style-type: none"> <li>→ Press releases</li> <li>→ Investor Relators department</li> <li>→ Periodical meetings</li> <li>→ Social Channels</li> </ul>
<b>LOCAL COMMUNITIES</b> 	<ul style="list-style-type: none"> <li>→ Local branches</li> <li>→ Local events</li> <li>→ Donations</li> <li>→ Contributions</li> <li>→ Sponsorships</li> <li>→ Gifts</li> </ul>

STAKEHOLDER

METHOD OF ENGAGEMENT

**AUTHORITIES AND CONTROL BODIES**



- Supplies to Public Administrations
- Interaction with the control bodies during inspections and also informally through meetings based on requests for clarifications, comparison and opinions

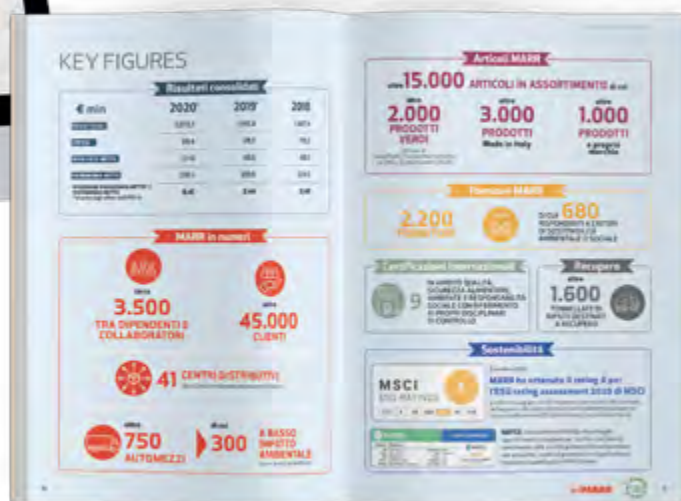
**CATEGORY ASSOCIATIONS**



- Participation in webinars and videoconferences
- Local events
- Newsletter and disclosure updates
- Periodical communications



**Corporate website  
Sustainability Report**  
(two digital tools for all stakeholders)



# TABLE OF CORRELATIONS AND INDEX OF THE GRI CONTENTS

LIST OF GRI INDICATORS	CHAPTER, REFERENCE PARAGRAPH AND NOTES
<b>GRI 101: Reporting principles (Foundation) 2016</b>	Read and accepted as stated in the methodological note
<b>GRI 102: General Disclosures 2016</b>	
<b>1. PROFILE OF THE ORGANIZATION</b>	
102-1 Name of the organization	Methodological note
102-2 Activities, brands, products and services	Chapter 1 – MARR profile - 1.4 The logistical and distribution network and Group structure
102-3 Location of headquarters	Chapter 1 – MARR profile - 1.4 The logistical and distribution network and Group structure
102-4 Location of operations	Chapter 1 – MARR profile - 1.4 The logistical and distribution network and Group structure
102-5 Ownership and legal form	Chapter 1 – MARR profile 1.5 Governance
102-6 Markets served	Chapter 1 – MARR profile 1.1 MARR operating context
102-7 Scale of the organization	Chapter 1 – MARR profile 1.1 MARR operating context 1.3 Brands, products and services 1.6 Financial performance
102-8 Information on the employees and other workers	Chapter 3 – People in MARR
102-9 Supply chain	Chapter 1 – MARR profile Chapter 6 - Supply chain
102-10 Significant changes to the organization and its supply chain	Chapter 6 Supply chain 6.4 Recognising the value of “green” and local products
102-12 External initiatives	Chapter 1 – MARR profile 1.5 Governance Chapter 6 Supply chain 6.3 Ethical and sustainable procurement and respect of human rights 6.5 Sustainable fishing and fish farming 6.6 Animal welfare
102-13 Membership of associations	Chapter 7 – Integration and engagement with the other stakeholders 7.4 Category associations
<b>2. STRATEGY</b>	
102-14 Declaration by a top manager	Letter to the stakeholders
102-15 Key impacts, risks and opportunities	Chapter 1 – MARR profile 1.5 Governance Chapter 3 – People in MARR 3.4 Health and safety of employees and collaborators Chapter 6 Supply chain 6.3 Ethical and sustainable procurement and respect of human rights 6.5 Sustainable fishing and fish farming



LIST OF GRI INDICATORS	CHAPTER, REFERENCE PARAGRAPH AND NOTES
<b>3. ETHICS AND INTEGRITY</b>	
102-16 Values, principles, standards and rules of conduct	Chapter 1 – MARR profile 1.5 Governance
102-17 Mechanisms for engaging consultancies and reporting criticalities regarding ethical matters	Chapter 1 – MARR profile 1.5 Governance
<b>4. GOVERNANCE</b>	
102-18 Governance structure	Chapter 1 – MARR profile 1.5 Governance
<b>5. ENGAGEMENT OF STAKEHOLDERS</b>	
102-40 List of stakeholders groups	Chapter 2 – Sustainable development paths and objectives 2.1 Identification of the stakeholders and materiality analysis
102-41 Collective contracting agreements	Chapter 3 – People in MARR 3.2 Skills and wellbeing
102-42 Identifying and selecting stakeholders	Chapter 2 – Sustainable development paths and objectives 2.1 Identification of the stakeholders and materiality analysis
102-43 Approach to stakeholders engagement	Chapter 2 – Sustainable development paths and objectives 2.1 Identification of the stakeholders and materiality analysis
102-44 Key topics and concerns raised	Chapter 2 – Sustainable development paths and objectives 2.2 Material topics, commitments, initiatives and sustainability projects
<b>6. REPORTING PRACTICES</b>	
102-45 Subjects included in the consolidated financial statements	Methodological note
102-46 Definition of the contents of the report and topic perimeters	Methodological note
102-47 List of material topics	MARR's commitment and sustainable development objectives Chapter 2 – Sustainable development paths and objectives 2.2 Material topics, commitments, initiatives and sustainability projects
102-50 Reporting period	Methodological note
102-51 Date of the most recent report	Methodological note
102-52 Reporting cycle	Methodological note
102-53 Contact point for questions regarding the report	Methodological note
102-54 Claims of reporting in accordance with the GRI Standards	Methodological note
102-55 GRI content index	Content Index (Table of correlations and index of the GRI contents)
102-56 External assurance	The 2020 Sustainability Report is not subject to Assurance

## LIST OF GRI INDICATORS

## CHAPTER, REFERENCE PARAGRAPH AND NOTES

### ECONOMIC CONTEXT

#### ANTI-COMPETITION PRACTICES

##### GRI 103: Management Approach 2016

#### GRI 206: Anti-competitive Behaviour 2016

206-1 Legal action for anti-competitive and anti-trust behaviour and monopolies

Chapter 1 – MARR profile

1.5 Governance

Anti-corruption policy

#### ECONOMIC IMPACT AND VALUE GENERATED

##### GRI 103: Management Approach 2016

#### GRI 201: Economic Performance 2016

201-1 Economic value directly generated and distributed

Chapter 1 – MARR profile

1.6 Financial performance

### SOCIAL CONTEXT

#### HUMAN RESOURCE MANAGEMENT

##### GRI 103: Management Approach 2016

#### GRI 102: General Disclosures 2016

102-8 Information on employees and other workers

#### 401: Employment 2016

401-1 Total number and turnover rate by age group, gender and region

Chapter 3 – People in MARR

3.2 Skills and wellbeing

3.3 Protection of diversity and equal opportunities

401-2 Benefits for permanent workers not provided for fixed-term or part-time workers

401-3 Parental Leave

#### TRAINING OF PERSONNEL AND COLLABORATORS

##### GRI 103: Management Approach 2016

#### GRI 404: Training and Education 2016

404-1 Average training hours per employee per year

Chapter 3 – People in MARR

3.2 Skills and wellbeing

#### PROTECTION OF DIVERSITY

##### GRI 103: Management Approach 2016

#### GRI 405: Diversity and Equal Opportunity 2016

405-1 Diversity within the governance bodies and workforce

Chapter 3 – People in MARR

3.3 Protection of diversity and equal opportunities

405-2 Ratio between basic salary and remuneration for men and women by category and operating qualification

#### HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS

##### GRI 103: Management Approach 2016

#### GRI 403: Occupational Health and Safety 2018

403-5 Training of workers on matters of occupational health and safety

Chapter 3 – People in MARR

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403-9 Accidents and indices of accidents, professional illness, days' lost, absenteeism and number of fatal work-related accidents

3.4 Health and safety of employees and collaborators

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<b>PRODUCT LABELLING AND INFORMATION</b>	
<b>GRI 103: Management Approach 2016</b>	
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<b>VALORISATION OF LOCAL AND TYPICAL PRODUCTS</b>	
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204-1 Percentage of expenditure on local suppliers	Chapter 6 Supply chain 6.1 Localisation of suppliers
<b>SOCIAL COMMITMENT / COOPERATION - IMPACTS / INTEGRATION WITH REGARD TO THE STAKEHOLDERS</b>	
<b>GRI 103: Management Approach 2016</b>	
<b>GRI 413: Local Communities 2016</b>	
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301-1 Materials used by weight and volume

Chapter 5 – MARR for the environment  
5.1 Packaging and waste management

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306-2 Management of significant impacts caused by waste  
(Waste by type and methods of disposal)

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#### CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES

##### GRI 103: Management Approach 2016

##### GRI 302: Energy 2016

302-1 Energy consumption within the Group  
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Chapter 5 – MARR for the environment  
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304-1 Operating sites owned, leased, managed in (or adjacent to) protected area and areas with a high biodiversity value outside protected areas

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305-1 Direct GHG emissions (Scope 1)  
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## SUSTAINABILITY REPORT 2020



### **MARR S.p.A.**

via Spagna 20 - 47921 Rimini  
[www.marr.it/en/home](http://www.marr.it/en/home)

Share capital	€ 33,262,560 fully paid up divided into n. 66,525,120 ordinary shares Company subject to the management and coordination of Cremonini S.p.A.
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Reg. of Companies of Rimini	01836980365 di Rimini

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[https://www.instagram.com/marr\\_spa/](https://www.instagram.com/marr_spa/)

The Sustainability Report 2020 can be downloaded in electronic format from the link:



<https://www.marr.it/en/sostenibilita/bilancio-di-sostenibilita>

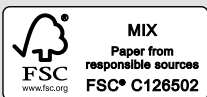
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