



GRI Index for Emmi in Switzerland

As at: August 2015

Emmi's Sustainability Report 3 is based on version G3 of the Global Reporting Initiative (GRI) guidelines. A choice can be made between different application levels in GRI reporting. These range from application level C, which only includes a few elements of GRI reporting, to application level A, which must include reporting on all indicators developed by GRI.

The Emmi Sustainability Report complies with application level C. For the first time Emmi has opted not to have its sustainability reporting certified externally (+). The reason for this decision was the broad desire to produce a compact report focused on the practical implementation of sustainability at Emmi and only report on longstanding conditions (e.g. strategy, organisation) in passing. The Emmi Sustainability Report 3 therefore does not meet the completeness criterion if viewed in isolation, but the c criterion is met if all other available means of communication (older reports, website) are also taken into account. This GRI Index acts as a guide to the relevant information in the various means of communication available. It also contains information that goes beyond what is required by GRI under application level C.

Application Level
Emmi

Sep 2015
Service

Report Application Level	C	C+	B	B+	A	A+
G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Same as requirement for Level B	Same as requirement for Level B	Same as requirement for Level B
G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category	Report Externally Assured Management Approach Disclosures for each Indicator Category
G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.

*Sector supplement in final version

List of abbreviations

SR 3	Third edition of the Emmi Sustainability Report (published in summer 2015)
SR 2	Second edition of the Emmi Sustainability Report (published in autumn 2013)
SR 1	First edition of the Emmi Sustainability Report (published in summer 2011)
AR 2014	Report on financial year 2014 (published in March 2015)
AR 2013	Report on financial year 2013 (published in March 2014)
SP 2014	Emmi Short Profile 2015 (published in May 2015)
n.i.	not specified
n.r.	not relevant

1 Strategy and Analysis

Pre-defined indicators to comply with GRI reporting level C: 1.1

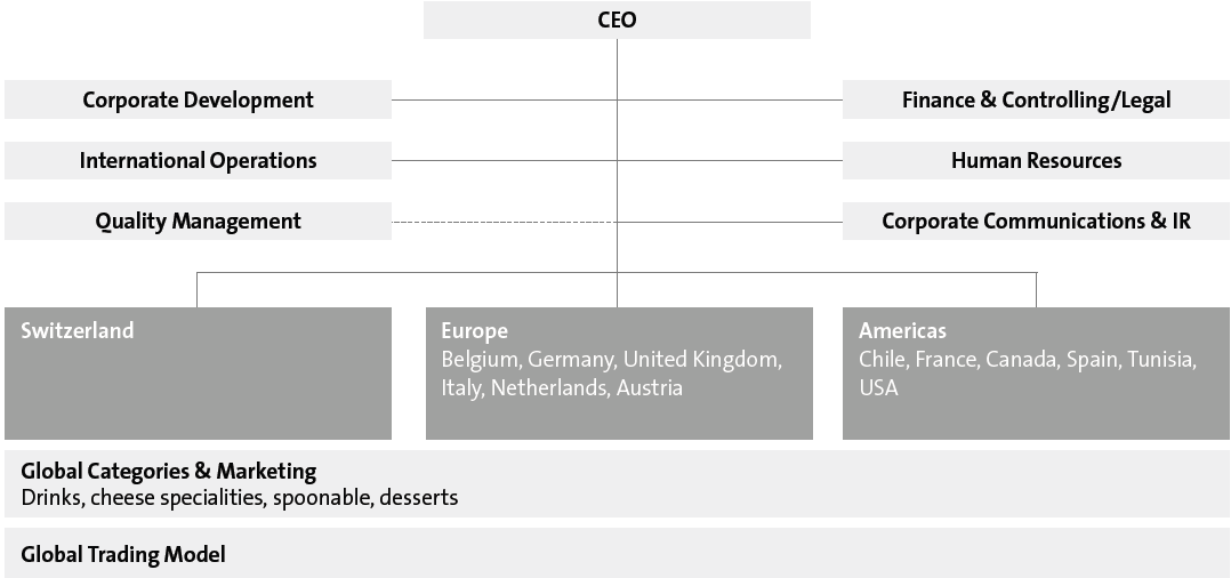
GRI no.	Reporting element	Link	Comments
1.1	Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	SR 3, p. 3	
1.2	Description of key impacts, risks, and opportunities.	AR 2014, p. 73 AR 2013, p. 75	

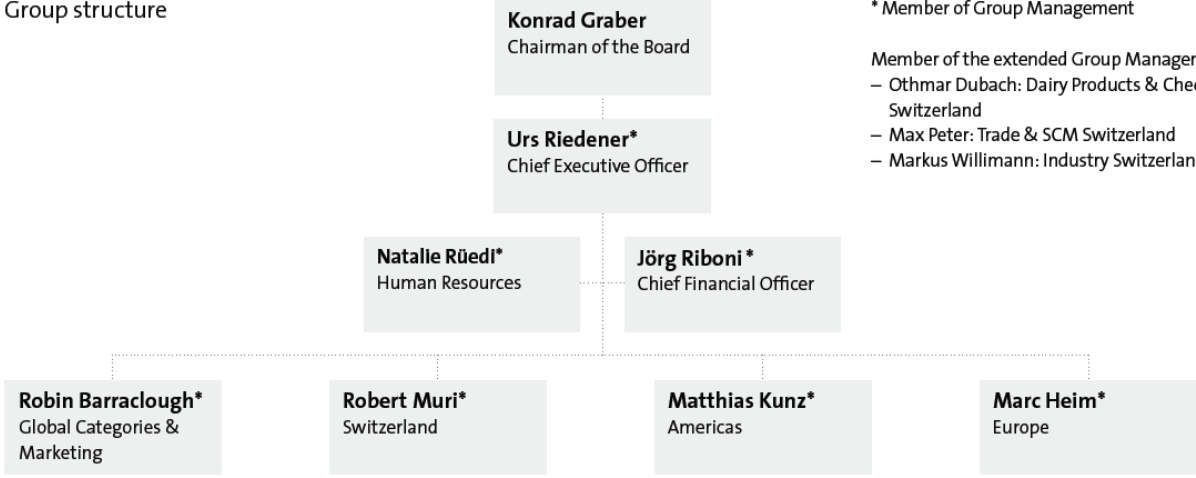
2 Organizational profile

Pre-defined indicators to comply with GRI reporting level C: 2.1 to 2.10

GRI no.	Reporting element	Link	Comments																																																
2.1	Name of the organization	AR 2014 p. 75-78, 84 AR 2013 p. 76-79, 85	<p>Emmi.</p> <p>In the context of this Sustainability Report, this term refers to the holding company Emmi AG as well as its Swiss sites and subsidiaries. An overview of all Swiss Emmi Group and associated companies can be found in the 2014 Annual Report (pages 75 and 84).</p> <p>From a sustainability perspective, however, it makes sense to look at sites (rather than legal entities):</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Number of employees</th> <th>Activitie</th> </tr> </thead> <tbody> <tr> <td>Ostermundigen</td> <td>595</td> <td>Production, central services (Supply Chain Management, quality mngt, security mngt, environmental mngt, IT)</td> </tr> <tr> <td>Emmen</td> <td>536</td> <td>Development and production of fresh products, production and maturation of cheese</td> </tr> <tr> <td>Suhr</td> <td>349</td> <td>Production of dairy products</td> </tr> <tr> <td>Kirchberg</td> <td>326</td> <td>Pre-packaging of cheese, central services (export)</td> </tr> <tr> <td>Lucerne</td> <td>206</td> <td>Headquarter: central services (e.g. sales, marketing, HR)</td> </tr> <tr> <td>Dagmersellen</td> <td>195</td> <td>Production of milk powder and fresh cheese</td> </tr> <tr> <td>Langnau im Emmental</td> <td>160</td> <td>Production of fondue and processed cheese</td> </tr> <tr> <td>Schlieren</td> <td>128</td> <td>Trade</td> </tr> <tr> <td>Bischofszell</td> <td>109</td> <td>Molkerei Biedermann: production of organic dairy and fresh products</td> </tr> <tr> <td>Zollikofen</td> <td>74</td> <td>Baumann Käse: cheese trade Maturation of cheese (Emmentaler AOP)</td> </tr> <tr> <td>Kaltbach</td> <td>50</td> <td>Maturation of cheese, production of goat milk cheese (fresh and matured)</td> </tr> <tr> <td>Landquart</td> <td>41</td> <td>Production and maturation of cheese (Bündner Bergkäse, Swiss type cheese)</td> </tr> <tr> <td>Moudon</td> <td>25</td> <td>Maturation of cheese (Le Gruyère AOP)</td> </tr> <tr> <td>Gossau SG</td> <td>23</td> <td>Maturation of cheese (Appenzeller®, Tilsiter)</td> </tr> <tr> <td>Bever</td> <td>16</td> <td>Lataria Engiadinaisa: Production of cheese, dairy and fresh products</td> </tr> </tbody> </table> <p>Others: Berne (cheese shop «Chäsueb»), Courgenay, Develier (cheese dairies), Flawil, Hunzenschwil (warehouses), Frenkendorf (production of cheese, dairy and fresh products), Koppigen (cheese dairy), Lucerne (maturation of cheese), Maienfeld (warehouse), Olten (cheese shop «Chäsueb»), Quartino (warehouse), Rain (cheese dairy), Rothrist (warehouse), Sarnen, Schlierbach (cheese dairies), Stein (Appenzeller® show cheese dairy), Wittenbach (maturation of cheese), Zofingen (central project office).</p>	Location	Number of employees	Activitie	Ostermundigen	595	Production, central services (Supply Chain Management, quality mngt, security mngt, environmental mngt, IT)	Emmen	536	Development and production of fresh products, production and maturation of cheese	Suhr	349	Production of dairy products	Kirchberg	326	Pre-packaging of cheese, central services (export)	Lucerne	206	Headquarter: central services (e.g. sales, marketing, HR)	Dagmersellen	195	Production of milk powder and fresh cheese	Langnau im Emmental	160	Production of fondue and processed cheese	Schlieren	128	Trade	Bischofszell	109	Molkerei Biedermann: production of organic dairy and fresh products	Zollikofen	74	Baumann Käse: cheese trade Maturation of cheese (Emmentaler AOP)	Kaltbach	50	Maturation of cheese, production of goat milk cheese (fresh and matured)	Landquart	41	Production and maturation of cheese (Bündner Bergkäse, Swiss type cheese)	Moudon	25	Maturation of cheese (Le Gruyère AOP)	Gossau SG	23	Maturation of cheese (Appenzeller®, Tilsiter)	Bever	16	Lataria Engiadinaisa: Production of cheese, dairy and fresh products
Location	Number of employees	Activitie																																																	
Ostermundigen	595	Production, central services (Supply Chain Management, quality mngt, security mngt, environmental mngt, IT)																																																	
Emmen	536	Development and production of fresh products, production and maturation of cheese																																																	
Suhr	349	Production of dairy products																																																	
Kirchberg	326	Pre-packaging of cheese, central services (export)																																																	
Lucerne	206	Headquarter: central services (e.g. sales, marketing, HR)																																																	
Dagmersellen	195	Production of milk powder and fresh cheese																																																	
Langnau im Emmental	160	Production of fondue and processed cheese																																																	
Schlieren	128	Trade																																																	
Bischofszell	109	Molkerei Biedermann: production of organic dairy and fresh products																																																	
Zollikofen	74	Baumann Käse: cheese trade Maturation of cheese (Emmentaler AOP)																																																	
Kaltbach	50	Maturation of cheese, production of goat milk cheese (fresh and matured)																																																	
Landquart	41	Production and maturation of cheese (Bündner Bergkäse, Swiss type cheese)																																																	
Moudon	25	Maturation of cheese (Le Gruyère AOP)																																																	
Gossau SG	23	Maturation of cheese (Appenzeller®, Tilsiter)																																																	
Bever	16	Lataria Engiadinaisa: Production of cheese, dairy and fresh products																																																	

GRI no.	Reporting element	Link	Comments
2.2	Primary brands, products, and/or services	Online product world	<p>Emmi offers a full range of dairy products in Switzerland. These comprise:</p> <ul style="list-style-type: none"> - Dairy products: milk, cream and butter - Cheese - Fresh products: yogurt, milk drinks - Fresh cheese - Milk powder <p>Emmi manufactures both brand products and private label products of retailers and wholesalers in its Swiss production sites. It also produces commodities (mainly butter and milk powder) for the domestic and foreign food industry (e.g. the chocolate industry).</p> <p>In addition to distributing its own products, Emmi also manages a wide range of goods and provides logistics services.</p>

GRI no.	Reporting element	Link	Comments
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint venture.	AR 2014 p. 14, 24	<p>The Emmi holding company has the legal form of a stock corporation. In accordance with the requirements of the Swiss Code of Obligations, the share-holders' meeting is the highest organ. The nine-member Board of Directors has been chaired by Konrad Graber since 2009. Urs Riedener has held the position of CEO since 2008 and heads the ten-member Group Management.</p> <p>The company was restructured with effect from 1 January 2014 to take account of Emmi's increasing internationalisation. Whereas international activities were previously represented at Group Management level via an International business unit, and given equal weighting, they are now represented by the heads of business division Europe and business division Americas, while business division Switzerland now has just one Group Management representative rather than four as previously. These are now part of the Executive Board Switzerland and act as the extended Group Management.</p> <p>Group structure</p>  <pre> graph TD CEO[CEO] --- CD[Corporate Development] CEO --- IO[International Operations] CEO --- QM[Quality Management] CEO --- FCL[Finance & Controlling/Legal] CEO --- HR[Human Resources] CEO --- CCI[Corporate Communications & IR] CEO --- SW[Switzerland] CEO --- EU[Europe Belgium, Germany, United Kingdom, Italy, Netherlands, Austria] CEO --- AM[Americas Chile, France, Canada, Spain, Tunisia, USA] SW --- GCM[Global Categories & Marketing Drinks, cheese specialities, spoonable, desserts] EU --- GCM AM --- GCM GCM --- GTM[Global Trading Model] </pre> <p>Global Categories & Marketing Drinks, cheese specialities, spoonable, desserts</p> <p>Global Trading Model</p>

GRI no.	Reporting element	Link	Comments
2.3	Continuation		<p>Group structure</p>  <pre> graph TD KG[Konrad Graber Chairman of the Board] --- UR[Urs Riedener* Chief Executive Officer] UR --- NR[Natalie Rüedi* Human Resources] UR --- JR[Jörg Riboni* Chief Financial Officer] NR --- RB[Robin Barraclough* Global Categories & Marketing] NR --- RM[Robert Muri* Switzerland] JR --- MK[Matthias Kunz* Americas] JR --- MH[Marc Heim* Europe] </pre> <p>* Member of Group Management</p> <p>Member of the extended Group Management:</p> <ul style="list-style-type: none"> – Othmar Dubach: Dairy Products & Cheese Switzerland – Max Peter: Trade & SCM Switzerland – Markus Willimann: Industry Switzerland
2.4	Location of organization's head-quarters		Lucerne (Switzerland)
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	AR 2014 S. 75-78, 84	Outside of Switzerland, Emmi operates production facilities (Group or associated companies) in Chile, Germany, Italy, Netherlands, Spain, Tunisia and the US.
2.6	Nature of ownership and legal form	SR 3 p. 17 AR 2014 S. 85	<p>Emmi Schweiz AG (holding company) is a stock corporation under Swiss law. Its shares are listed in the Local Caps segment on the SWX Swiss Exchange.</p> <p>The majority of shares (62.6 %) are held by ZMP Invest AG/Lucerne, the Zentralschweizer Milchkäuferverband/Willisau and the MIBA Milchverband der Nordwestschweiz/Basel. They form a group in the sense of Article 20 of the SESTA.</p>

GRI no.	Reporting element	Link	Comments
2.7	Markets served	SR 3 p. 39 AR 2014 p. 69 SP 2014, p. 14-15	Emmi offers a full range of dairy products in its home market of Switzerland. The company also exports Swiss dairy products to around 60 countries. The Group also includes companies in Austria, Belgium, Canada, Chile, France, Germany, Italy, the Netherlands, Spain, Tunisia, the UK and the US. These foreign companies are mainly distribution and trading companies.
2.8	Scale of the reporting organization	AR 2014 p. 1	Key figures: <ul style="list-style-type: none"> - Net sales: CHF 3,404 million (2014) - Number of employees: around 5300 (30 June 2015)
2.9	Significant changes during the reporting period regarding size, structure, or ownership	Media releases	Acquisitions/increases of participations 2013/2014/2015 (until August) <ul style="list-style-type: none"> - January 2013: Acquisition of a 70 % share in AVH dairy trade BV (Bergen, NL) - April 2013: Acquisition of Käserei Studer AG (Hatswil, CH) - December 2013: Acquisition of a 25 % share in The Icelandic Milk and Skyr Corporation (New York, USA) - January 2014: Acquisition of a 50 % share in Mexideli 2000 Holding SA de CV (Mexico-City, MEX) - August 2014: Increase of the participation in Gläserne Molkerei Gruppe (Dechow, DE) from 24 % to 76 %. - December 2014: Increase of the participation in Emmi Fondue AG (Langnau i.E., CH) from 65 % to 99 % - January 2015: Acquisition of the cheese business of J.L. Freeman (Boucherville, CDN) Sold companies <ul style="list-style-type: none"> - April 2013: Sale of a 60 % share in Nutrifrais SA (Plan-les-Outates, CH) - October 2014: Sale of Trentinalatte S.p.A. (Roverè della Luna, IT) - December 2014: Sale of Emmi Penn Yan (Penn Yan, USA) New Group structure as of January 2014 (2.3)

GRI no.	Reporting element	Link	Comments
2.10	Awards received in the reporting period	Media releases	<p>Awards for products 2013/2014/2015 (until August)</p> <ul style="list-style-type: none"> - 2013: Dairy Innovation Award für Emmi good day - 2013: Nantwich International Cheese Show: 5 Auszeichnungen - 2013: World Cheese Awards 2013: 17 Auszeichnungen - 2013: Internationale Buttermeisterschaft – Goldmedaille in der Kategorie Sauerrahm für die Emmi Butter, Siegerpreise in den Kategorien Mildgesäuerten und Süsrahmbutter - 2013: Innovationspreis „Innova Klassiek“ (Niederlande) für Emmi Fondue - 2014: World Cheese Awards 2014: 10 Auszeichnungen <p>Other Awards</p> <ul style="list-style-type: none"> - 2013: Reader’s Digest “most trusted brands in Switzerland“ – 1. place in the category milk products - 2013: Tetra Pak World Top Performer – 1. place for Molkerei Biedermann in the category Tetra-Top-One-Step-Opening-maschine - 2013: Tetra Pak World Top Performer – 2. place for Suhr in the category Tetra-Top-One-Step-Opening-maschine - 2013: ICT Education & Training Award 2013 – 3. place in the category large companies - 2014: Reader’s Digest “ most trusted brands in Switzerland“ – 1. place in the category milk products - 2014: Whole Foods Supplier Award (Cypress Grove Chevre) - 2014: Prodega: Best Partner’14: Gold

3 Report parameters

Pre-defined indicators to comply with GRI reporting level C: 3.1 to 3.8 and 3.10 to 3.12

Report profile

GRI no.	Reporting element	Link	Comments
3.1	Reporting period		2013 und 2014
3.2	Date of most recent previous report		Summer 2013 (second report after summer 2011)
3.3	Reporting cycle		Publication of a sustainability report every second year Annual update on the key sustainability figures
3.4	Contact point for questions regarding the report or its contents		Emmi Corporate Communications & Investor Relations (nachhaltigkeit@emmi.com)

Report scope and boundary

GRI no.	Reporting element	Link	Comments
3.5	Process for defining report content	SR 3 p. 47	<p>This third Sustainability Report of Emmi supplements the first and the second Sustainability Report published in summer 2011 and 2013, which discussed numerous topics in depth.</p> <p>In addition, this Sustainability Report does not include information that is already covered in other publicly accessible publications (in particular, in the Annual Report or on the Emmi website). The most important alternative sources of information are referred to in each section of both this GRI Index and of the Sustainability Report.</p>
3.6	Boundary of the report	SR 3 p. 47 Consolidated companies: AR 2014 p. 75-77 Significant investments: AR 2014 p. 84 Associates and joint ventures: AR 2014 p. 78	<p>The Sustainability Report refers to Emmi in Switzerland, which comprises the Group companies and majority shareholdings in Switzerland, but does not include associated companies and joint ventures.</p> <p>Sample projects at foreign Emmi sites are described in this report by way of supplementary information.</p> <p>It is not currently possible to produce sustainability reports for all Emmi sites. However, the corresponding management systems are in development.</p>
3.7	State any specific limitations on the scope or boundary of the report		see 3.6
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities		see 3.6
3.9	Data measurement techniques and the bases of calculations	SR 3 p. 47 AR 2014 p. 55	<p>The Sustainability Report refers to Emmi in Switzerland, which comprises the Group companies and majority shareholdings in Switzerland, but does not include associated companies and joint ventures.</p> <p>The report focuses mainly on the direct area of influence of the company, i.e. the production and distribution of dairy products, but not on the suppliers.</p>

GRI no.	Reporting element	Link	Comments
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement		None
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	SR 3 p. 47	Reporting on level C (instead of C+)
3.12	GRI Content Index	SR 2 - GRI index SR 1	Sustainability Report 3 (2015): Separate document Sustainability Report 2 (2013): Separate document Sustainability Report 1 (2011): Integral part of the report
3.13	Policy and current practice with regard to seeking external assurance for the report	SR 3 p. 47	GRI Application Level Check This Sustainability Report has not been subjected to any additional external certification. This is because it was produced at the same GRI level as the two previous reports and is merely an update/addition to these two fundamental and comprehensive reports.

4 Governance, Commitments and Engagement

Pre-defined indicators to comply with GRI reporting level C: 4.1 to 4.4, 4.14 and 4.15

Corporate Governance

GRI no.	Reporting element	Link	Comments
4.1	Governance structure of the organization	Corporate Governance chapter of the Annual Report: AR 2014 from p. 23	Nine-headed Board of Directors Ten-headed Group Management Committees: <ul style="list-style-type: none"> - Controlling Committee - Market Committee - Committee for Personnel Matters - Agricultural Council
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	Corporate-Governance-Kapitel des Geschäftsberichts: AR 2014 from p. 23	The Chairman of the Board of Directors has no operational duties.
4.3	Number of members of the highest governance body that are independent and/or non-executive members	Corporate-Governance-Kapitel des Geschäftsberichts: AR 2014 from p. 23	All members of the Emmi Board of Directors are non-executive members. Christian Arnold-Fässler, Hans Herzog and Thomas Oehen-Buhlmann are members of the Board of the Central Switzerland Milk Producers Cooperative (ZMP), which supplies a large proportion of its milk to Emmi. ZMP, via its subsidiary ZMP Invest AG, Lucerne, holds a majority stake in Emmi. Josef Schmidli, former Chairman of the Zentralschweizer Milchkaufverband (ZMKV), produces a significant proportion of his cheese for Emmi. ZMKV is a minority shareholder in Emmi.

GRI no.	Reporting element	Link	Comments
4.4	Mechanisms for shareholders and employees to provide recommendations or direction	<p>Corporate Governance chapter of the Annual Report: AR 2014 p. 38</p> <p>Employee proposals: SR 3 p. 10, 14, 17</p>	<p><u>Employee proposals</u></p> <p>Employee participation is part of Emmi's corporate strategy. It is referred to as Emmi Operational Excellence (EOE). EOE is not a project but denotes a holistic corporate philosophy that ensures all Emmi business units are optimally geared to customer requirements. This includes eliminating (right down to the smallest detail) all non-value-adding work steps in production, development and administration. The aim is to create a more intelligent organisation. This is based on innovative changes to the value chain and the players involved in it and on promoting a partnership-based self-image among employees and managers.</p> <p>Declared aims of EOE:</p> <ul style="list-style-type: none"> - To create an established ongoing improvement process - To prevent loss and waste - To make optimal use of all resources - To develop the organisation and its employees - To boost competitiveness - To achieve sustainable increases in efficiency <p>The original basis for EOE is the Japanese KAIZEN life and work philosophy, which has been developed into a management system. Switzerland's first KAIZEN manager was trained at the pilot site in Kirchberg in 2010. The site also received the Swiss Lean Award in 2011. EOE is now established at all Swiss Emmi sites and is characterised by strong commitment on the part of all employees with a corresponding impact on costs in particular.</p>

GRI no.	Reporting element	Link	Comments
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	AR 2014 p. 37	<p>Variable remuneration of Group Management can account for up to one-third of total remuneration and consists of the following three components:</p> <ul style="list-style-type: none"> - Group performance (weighting 40 %) - business area performance (weighting 40 %) - achievement of individual performance targets (weighting 20 %). <p>The measurement of business performance is based on the three pillars of sales, income and market share. For service areas, the relevant targets also relate to the ongoing development of the appropriate area with a view to providing the core business with even better support.</p>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided		n.i.
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics		n.i.

GRI no.	Reporting element	Link	Comments
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	Code of Conduct	<p>Five Corporate Values:</p> <ul style="list-style-type: none"> - We are Emmi! - We act market-oriented! - We know how! - We are proactive, and not afraid of hard work! - We are continually developing! <p>The Code of Conduct of the Emmi Group comprises the following topics:</p> <ul style="list-style-type: none"> - Quality - Security, health - Environment - Fair working conditions - Equality - Integrity - Laws
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance	AR 2014 p. 73	
4.10	Processes for evaluating the highest governance body's own performance		<p>In Emmi Group Management, certain aspects of sustainability are incorporated explicitly in the objectives of the Head of Human Resources and the Head of Retail & Supply Chain Management.</p> <p>The objectives of those management members responsible for production areas also explicitly include targets to improve efficiency. These are achieved largely through conservation of resources.</p>

Commitments to external initiatives

GRI no.	Reporting element	Link	Comments
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization		Emmi has so far not made any reference to the Rio Principles in its strategy and guiding principles.
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses		Directly, Emmi currently does not support any third-party sustainability initiatives.
4.13	Memberships in associations and/or national/international advocacy organizations		Emmi is a member of various industry associations in the dairy and food industries, including the Swiss butter, milk and milk powder sector organisations (BOB, BOM and BSM), the Federation of Swiss Food Industries (fial), the interest groups representing the Swiss agricultural industry (IGAS) and Swiss mountain products (IG Schweizer Bergprodukte), variety organisations (AOC/AOP Käse), Swiss Cheese Marketing AG (SCM) and the Swiss Dairy Industry Association (VMI). Emmi is also active in the political arena, in particular in food and agricultural policy via state commissions and other formal and informal committees.
4.14	List of stakeholder groups engaged by the organization	SR 2 p. 16	
4.15	Basis for identification and selection of stakeholders with whom to engage		The stakeholder groups relevant to Emmi are the result of the company's business model (employees, customers and suppliers) and its importance for the local, regional and national economy (local communities; local, cantonal and national authorities). The importance of stakeholder groups is reflected, among other things, in Emmi's organisation.
4.16	Approaches to stakeholder engagement	SR 1 p. 46	
4.17	Key topics and concerns that have been raised through stakeholder engagement	SR 1 p. 46	

GRI Nr. 5 Management approach and performance indicators

Pre-defined indicators to comply with GRI reporting level C: Ten G3 core indicators

Economic performance indicators

Pre-defined indicators to comply with GRI reporting level C: At least one economic performance indicator

Aspect: Economic performance

GRI no.	Reporting element	Link	Comments	
EC1	Direct economic value generated and distributed	Financial report AR 2014 from p. 43	<u>2014</u>	<u>2013</u>
			Directly generated financial value	
			a) Revenue (net sales)	3,404 3,298
			Distributed value	
			b) Operating expenses	847 819
			c) Salaries (personnel expenses)	405 398
			d) Payments to capital providers (dividend)	20 20
			(financial result)	-11 -16
			e) Payments to public bodies (taxes)	29 30
			f) Community investments	k.A. k.A.
			Retained financial value	
			(Allocation to free reserves)	80 85
			(Carried forward to new account)	1 3
			<u>Comments:</u>	
			In CHF million	
			Key figures of the Emmi Group (not Emmi in Switzerland)	

GRI no.	Reporting element	Link	Comments
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change		With regard to the procurement of agricultural raw materials (milk, coffee, fruits, sugar), climate-related crop failures have financial implications for Emmi. As scientific research conducted to date into climate change does not permit any reliable conclusions to be drawn regarding agricultural income trends, Emmi does not currently calculate the potential financial implications of climate change.

GRI no.	Reporting element	Link	Comments																																																																																																																																																																																																								
EC3	Coverage of the organization's defined benefit plan obligations	Personalvorsorgeeinrichtungen: AR 2014 S. 69-70	<p>20 Employee benefit schemes</p> <table border="1"> <thead> <tr> <th></th> <th>Nominal value ECR 31.12.2014</th> <th>Waiver of usage 31.12.2014</th> <th>Other value adjustments 31.12.2014</th> <th>Balance sheet 31.12.2014</th> <th>Balance sheet 31.12.2013</th> <th colspan="2">Result from ECR in personnel expenses</th> </tr> <tr> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>2014</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Employer contribution reserve (ECR)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Pension schemes without excess/insufficient cover (domestic)</td> <td>1,489</td> <td>–</td> <td>–</td> <td>1,489</td> <td>1,489</td> <td>–</td> <td>–</td> </tr> <tr> <td>Pension schemes with excess cover (domestic)</td> <td>556</td> <td>–</td> <td>–</td> <td>556</td> <td>556</td> <td>–</td> <td>–</td> </tr> <tr> <td>Total</td> <td>2,045</td> <td>–</td> <td>–</td> <td>2,045</td> <td>2,045</td> <td>–</td> <td>–</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th></th> <th>Excess/insufficient cover as per Swiss GAAP FER 26 31.12.2014</th> <th>31.12.2014</th> <th>Economic benefit/obligation for the company 31.12.2013</th> <th>Change vs. previous year or taken to the income statement in the FY</th> <th>Contributions limited to the period ¹⁾</th> <th colspan="2">Pension expenses in personnel expenses</th> </tr> <tr> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>2014</th> <th>2013</th> </tr> </thead> <tbody> <tr> <td>Economic benefit/economic obligation and pension expenses</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Welfare funds</td> <td>41,859</td> <td>–</td> <td>–</td> <td>–</td> <td>–</td> <td>–</td> <td>28</td> </tr> <tr> <td>Pension schemes without excess/insufficient cover (domestic)</td> <td>–</td> <td>–</td> <td>–</td> <td>–</td> <td>18,870</td> <td>18,870</td> <td>17,966</td> </tr> <tr> <td>Pension schemes without excess/insufficient cover (abroad)</td> <td>–</td> <td>–</td> <td>–</td> <td>–</td> <td>834</td> <td>834</td> <td>924</td> </tr> <tr> <td>Pension schemes with excess cover (domestic)</td> <td>96</td> <td>–</td> <td>–</td> <td>–</td> <td>117</td> <td>117</td> <td>50</td> </tr> <tr> <td>Total</td> <td>41,955</td> <td>–</td> <td>–</td> <td>–</td> <td>19,821</td> <td>19,821</td> <td>18,968</td> </tr> </tbody> </table> <p>¹⁾ Including result from employer contribution reserves or comparable items in connection with pension schemes abroad.</p> <table border="1"> <thead> <tr> <th colspan="4">Breakdown of pension expenses 2014</th> </tr> <tr> <th></th> <th>Domestic</th> <th>Abroad</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Contributions to pension plans at cost to the companies</td> <td>18,987</td> <td>834</td> <td>19,821</td> </tr> <tr> <td>Contributions to pension plans from employer contribution reserves</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Total contributions</td> <td>18,987</td> <td>834</td> <td>19,821</td> </tr> <tr> <td>Change in ECR due to asset performance, value adjustments, etc.</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Contributions and change to employer contribution reserves</td> <td>18,987</td> <td>834</td> <td>19,821</td> </tr> <tr> <td>Increase in economic benefit to the company due to excess cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Reduction in economic obligations of the company due to insufficient cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Total change in economic impact arising from excess/insufficient cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Pension expenses in personnel expenses for the period</td> <td>18,987</td> <td>834</td> <td>19,821</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">Breakdown of pension expenses 2013</th> </tr> <tr> <th></th> <th>Domestic</th> <th>Abroad</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Contributions to pension plans at cost to the companies</td> <td>18,044</td> <td>924</td> <td>18,968</td> </tr> <tr> <td>Contributions to pension plans from employer contribution reserves</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Total contributions</td> <td>18,044</td> <td>924</td> <td>18,968</td> </tr> <tr> <td>Change in ECR due to asset performance, value adjustments, etc.</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Contributions and change to employer contribution reserves</td> <td>18,044</td> <td>924</td> <td>18,968</td> </tr> <tr> <td>Increase in economic benefit to the company due to excess cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Reduction in economic obligations of the company due to insufficient cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Total change in economic impact arising from excess/insufficient cover</td> <td>–</td> <td>–</td> <td>–</td> </tr> <tr> <td>Pension expenses in personnel expenses for the period</td> <td>18,044</td> <td>924</td> <td>18,968</td> </tr> </tbody> </table>		Nominal value ECR 31.12.2014	Waiver of usage 31.12.2014	Other value adjustments 31.12.2014	Balance sheet 31.12.2014	Balance sheet 31.12.2013	Result from ECR in personnel expenses								2014	2013	Employer contribution reserve (ECR)								Pension schemes without excess/insufficient cover (domestic)	1,489	–	–	1,489	1,489	–	–	Pension schemes with excess cover (domestic)	556	–	–	556	556	–	–	Total	2,045	–	–	2,045	2,045	–	–		Excess/insufficient cover as per Swiss GAAP FER 26 31.12.2014	31.12.2014	Economic benefit/obligation for the company 31.12.2013	Change vs. previous year or taken to the income statement in the FY	Contributions limited to the period ¹⁾	Pension expenses in personnel expenses								2014	2013	Economic benefit/economic obligation and pension expenses								Welfare funds	41,859	–	–	–	–	–	28	Pension schemes without excess/insufficient cover (domestic)	–	–	–	–	18,870	18,870	17,966	Pension schemes without excess/insufficient cover (abroad)	–	–	–	–	834	834	924	Pension schemes with excess cover (domestic)	96	–	–	–	117	117	50	Total	41,955	–	–	–	19,821	19,821	18,968	Breakdown of pension expenses 2014					Domestic	Abroad	Total	Contributions to pension plans at cost to the companies	18,987	834	19,821	Contributions to pension plans from employer contribution reserves	–	–	–	Total contributions	18,987	834	19,821	Change in ECR due to asset performance, value adjustments, etc.	–	–	–	Contributions and change to employer contribution reserves	18,987	834	19,821	Increase in economic benefit to the company due to excess cover	–	–	–	Reduction in economic obligations of the company due to insufficient cover	–	–	–	Total change in economic impact arising from excess/insufficient cover	–	–	–	Pension expenses in personnel expenses for the period	18,987	834	19,821	Breakdown of pension expenses 2013					Domestic	Abroad	Total	Contributions to pension plans at cost to the companies	18,044	924	18,968	Contributions to pension plans from employer contribution reserves	–	–	–	Total contributions	18,044	924	18,968	Change in ECR due to asset performance, value adjustments, etc.	–	–	–	Contributions and change to employer contribution reserves	18,044	924	18,968	Increase in economic benefit to the company due to excess cover	–	–	–	Reduction in economic obligations of the company due to insufficient cover	–	–	–	Total change in economic impact arising from excess/insufficient cover	–	–	–	Pension expenses in personnel expenses for the period	18,044	924	18,968
	Nominal value ECR 31.12.2014	Waiver of usage 31.12.2014	Other value adjustments 31.12.2014	Balance sheet 31.12.2014	Balance sheet 31.12.2013	Result from ECR in personnel expenses																																																																																																																																																																																																					
						2014	2013																																																																																																																																																																																																				
Employer contribution reserve (ECR)																																																																																																																																																																																																											
Pension schemes without excess/insufficient cover (domestic)	1,489	–	–	1,489	1,489	–	–																																																																																																																																																																																																				
Pension schemes with excess cover (domestic)	556	–	–	556	556	–	–																																																																																																																																																																																																				
Total	2,045	–	–	2,045	2,045	–	–																																																																																																																																																																																																				
	Excess/insufficient cover as per Swiss GAAP FER 26 31.12.2014	31.12.2014	Economic benefit/obligation for the company 31.12.2013	Change vs. previous year or taken to the income statement in the FY	Contributions limited to the period ¹⁾	Pension expenses in personnel expenses																																																																																																																																																																																																					
						2014	2013																																																																																																																																																																																																				
Economic benefit/economic obligation and pension expenses																																																																																																																																																																																																											
Welfare funds	41,859	–	–	–	–	–	28																																																																																																																																																																																																				
Pension schemes without excess/insufficient cover (domestic)	–	–	–	–	18,870	18,870	17,966																																																																																																																																																																																																				
Pension schemes without excess/insufficient cover (abroad)	–	–	–	–	834	834	924																																																																																																																																																																																																				
Pension schemes with excess cover (domestic)	96	–	–	–	117	117	50																																																																																																																																																																																																				
Total	41,955	–	–	–	19,821	19,821	18,968																																																																																																																																																																																																				
Breakdown of pension expenses 2014																																																																																																																																																																																																											
	Domestic	Abroad	Total																																																																																																																																																																																																								
Contributions to pension plans at cost to the companies	18,987	834	19,821																																																																																																																																																																																																								
Contributions to pension plans from employer contribution reserves	–	–	–																																																																																																																																																																																																								
Total contributions	18,987	834	19,821																																																																																																																																																																																																								
Change in ECR due to asset performance, value adjustments, etc.	–	–	–																																																																																																																																																																																																								
Contributions and change to employer contribution reserves	18,987	834	19,821																																																																																																																																																																																																								
Increase in economic benefit to the company due to excess cover	–	–	–																																																																																																																																																																																																								
Reduction in economic obligations of the company due to insufficient cover	–	–	–																																																																																																																																																																																																								
Total change in economic impact arising from excess/insufficient cover	–	–	–																																																																																																																																																																																																								
Pension expenses in personnel expenses for the period	18,987	834	19,821																																																																																																																																																																																																								
Breakdown of pension expenses 2013																																																																																																																																																																																																											
	Domestic	Abroad	Total																																																																																																																																																																																																								
Contributions to pension plans at cost to the companies	18,044	924	18,968																																																																																																																																																																																																								
Contributions to pension plans from employer contribution reserves	–	–	–																																																																																																																																																																																																								
Total contributions	18,044	924	18,968																																																																																																																																																																																																								
Change in ECR due to asset performance, value adjustments, etc.	–	–	–																																																																																																																																																																																																								
Contributions and change to employer contribution reserves	18,044	924	18,968																																																																																																																																																																																																								
Increase in economic benefit to the company due to excess cover	–	–	–																																																																																																																																																																																																								
Reduction in economic obligations of the company due to insufficient cover	–	–	–																																																																																																																																																																																																								
Total change in economic impact arising from excess/insufficient cover	–	–	–																																																																																																																																																																																																								
Pension expenses in personnel expenses for the period	18,044	924	18,968																																																																																																																																																																																																								

GRI no.	Reporting element	Link	Comments
EC4	Significant financial assistance received from government	<p>Information on the legal framework of the Swiss milk sector (german)</p> <p>Regulation about the milk price support (german)</p> <p>Federal Act on the import and export of products from agricultural commodities (german)</p> <p>Overview recipients «Verkäusungszulage»</p> <p>Overview recipients «Schoggigesetz»</p>	<p>The aim of the Swiss milk market organisation is to keep milk production and processing in Switzerland at the highest possible level even though the milk price is significantly higher than in neighbouring countries.</p> <p>To achieve this aim, the Swiss milk market organisation has various tools at its disposal. The cheese subsidy and export subsidies for processed products (“Chocolate Act”) are relevant in the context of EC4.</p> <p>Emmi received just under CHF 45 million in cheese subsidy from the federal government in 2014 and is thus the biggest recipient. This is because Emmi also processes more milk into cheese than all other Swiss cheese dairies (around 290 million tonnes). Emmi does not keep this cheese subsidy, however. Under the Swiss ordinance on supporting milk prices (Milchpreisstützungsverordnung), all milk users must “pass on the cheese subsidy within one month to the producers from whom they purchased the milk processed into cheese”. Compliance with this ordinance is monitored. Emmi also reports the cheese subsidy included in the milk price separately in its milk payment invoices as required by law.</p> <p>The “Chocolate Act” serves to offset the higher raw materials prices in Switzerland. Emmi also exports products that benefit from these measures to compensate for raw materials prices (in particular Emmi Caffè Latte). Of the total of CHF 70 million in export subsidies paid out by the federal government in 2014, Emmi received around CHF 3.3 million. The payments do not go to Emmi, however, but to dairy farmers in the form of a higher milk price (A milk price for milk products with compensation for raw materials prices).</p>

Aspect: Market presence

GRI no.	Reporting element	Link	Comments
EC5	Range of ratios of standard entry level wage compared to local minimum wage		The 2011 passed and 2014 confirmed Sedex Members Ethical Trade Audit found that wages and compensation at Emmi for normal working hours comply with the legal minimum or the benchmark figures in the sector. The minimum standard monthly salary at Emmi is CHF 3,800. This does not include the 13th month's salary or a business performance-related bonus.
EC6	Policy, practices, and proportion of spending on locally-based suppliers	SR 3 p. 11, 19-20	n.r. for Emmi in Switzerland
EC7	Procedures for local hiring and proportion of senior management hired from the local community		n.r. for Emmi in Switzerland

Aspect: Indirect economic impacts

GRI no.	Reporting element	Link	Comments
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit		Emmi invests largely in its own infrastructure and does not provide services for public benefit. In the area of energy, Emmi seeks dialogue with local communities (e.g. Wärmeverbund Mösl) or in the case of energy supply projects works closely with local energy providers (e.g. ewl energie wasser luzern and Emmi in Emmen, GEVAG Untervaz and Emmi in Landquart, ewz and LESA in Bever).
EC9	Understanding and describing significant indirect economic impacts		There has to date been no analysis of the indirect economic impact of Emmi in Switzerland.

Environmental performance indicators

Pre-defined indicators to comply with GRI reporting level C: At least one environmental performance indicator

Aspect: Materials

GRI no.	Reporting element	Link	Comments
EN1	Materials used by weight or volume	Most important (raw) materials: SR 3 p. 19-20 SR 2 p. 24-27	
EN2	Percentage of materials used that are recycled input materials		Emmi in Switzerland does not currently calculate the percentage of materials used that are recycled input materials.

Aspect: Energy

GRI no.	Reporting element	Link	Comments
EN3	Direct energy consumption by primary energy source	SR 3 p. 32	Remark: The amounts of energy in the sustainability reports of Emmi are not as dictated by GRI indicated in joules, but in watt-hours. Reasoning: The Federal Office (BAFU) for the Environment requires the reporting by in watt-hours.
EN4	Indirect energy consumption by primary source	SR 3 p. 32	see EN3
EN5	Energy saved due to conservation and efficiency improvements	SR 3 p. 32-33, 9, 15, 23, 24	see EN3
EN6	Initiatives to provide energy-efficient or renewable energy based products and services	SR 3 p. 32-33, 9, 15, 23, 24	see EN3

GRI no.	Reporting element	Link	Comments
EN7	Initiatives to reduce indirect energy consumption	SR 3 p. 32-33, 9, 15, 23, 24	see EN3

Aspect: Water

GRI no.	Reporting element	Link	Comments																
EN8	Total water withdrawal by source		<p><u>Water withdrawal by source</u></p> <table border="1"> <thead> <tr> <th></th> <th>Local authorities</th> <th>Groundwater</th> <th>Own Sources</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>57 %</td> <td>40 %</td> <td>3 %</td> </tr> <tr> <td>2013</td> <td>57 %</td> <td>40 %</td> <td>3 %</td> </tr> <tr> <td>2012</td> <td>57 %</td> <td>40 %</td> <td>3 %</td> </tr> </tbody> </table>		Local authorities	Groundwater	Own Sources	2014	57 %	40 %	3 %	2013	57 %	40 %	3 %	2012	57 %	40 %	3 %
	Local authorities	Groundwater	Own Sources																
2014	57 %	40 %	3 %																
2013	57 %	40 %	3 %																
2012	57 %	40 %	3 %																
EN9	Water sources significantly affected by withdrawal of water	SR 3 p. 24	<p>The Emmi facilities in Switzerland draw fresh water from their own sources (Kirchberg, Moudon) and from the ground water.</p> <p>At the Dagmersellen and Suhr sites, groundwater is extracted for cooling processes and then returned to the subsurface.</p>																
EN10	Percentage and total volume of water recycled and reused	SR 3 p. 33	<p>Emmi aims for maximum multiple use of water at all of its facilities.</p> <p>At Kaltbach and Moudon, stalactite water from the cheese-ageing caves is collected and reused.</p>																

Aspect: Biodiversity

GRI no.	Reporting element	Link	Comments
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		None of Emmi's production sites are located in protected areas.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas		There has to date been no investigation of the impact of Emmi's business activities on biodiversity. Excluding primary production, however, the impact is assumed to be low.
EN13	Habitats protected or restored		Since none of Emmi's production sites in Switzerland are located in or have ever been located in protected areas, there is no requirement to protect or restore natural habitats.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity		Emmi in Switzerland does not currently have any guidelines, objectives or commitments in respect of biodiversity.
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations		There has to date been no investigation of Emmi's impact on biodiversity. Excluding primary production, however, the impact is assumed to be low.

Aspect: Emissions, effluents, and waste

GRI no.	Reporting element	Link	Comments
EN16	Total direct and indirect greenhouse gas emissions	SR 3 p. 35	
EN17	Other relevant indirect greenhouse gas emissions		The Emmi facilities in Switzerland do not emit relevant volumes of other greenhouse gases.

GRI no.	Reporting element	Link	Comments
EN18	Initiatives to reduce greenhouse gas emissions	SR 3 p. 32-33, 35, 9, 10, 15, 18, 21, 23, 24, 26, 28	Emmi has defined reducing greenhouse gas emissions as one of the four priority areas of its commitment to sustainability. In this report, all measures and projects that have led to a reduction in greenhouse gas emissions are marked with the corresponding symbol.
EN19	Emissions of ozone-depleting substances		At Emmi's Swiss facilities, refrigeration systems and refrigerants containing HCFCs are being replaced by more environmentally friendly alternatives.
EN20	NO, SO, and other significant air emissions		Emmi's facilities generate NOx and SOx emissions through gas and oil firing. These are audited in accordance with the legal requirements (Ordinance on Air Pollution Control). No other significant air pollution is emitted by the Emmi facilities in Switzerland.
EN21	Total water discharge		The Dagmersellen site has a full on-site wastewater treatment plant.
EN22	Total weight of waste	SR 3 p. 34, 31	
EN23	Significant spillsn		Emmi's Swiss facilities do not release any harmful materials into the environment.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous		Hazardous waste is handled by Emmi in Switzerland in accordance with the Ordinance on the Handling of Hazardous Waste (VeVa) and in each case is transported with the legally required disposal documentation for hazardous waste bearing the correct waste code, and properly disposed of by legitimate companies.
EN25	Size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff		Emmi's Swiss facilities do not discharge any waste water into bodies of water. All sites are connected to the municipal sewer system.

Aspect: Products and services

GRI no.	Reporting element	Link	Comments
EN26	Initiatives to mitigate environmental impacts of products and services	Packaging: SR 3 p. 10, 15, 17-18	<p>Outside of production, Emmi's products have a significant environmental impact through:</p> <ul style="list-style-type: none"> - transport - packaging (waste) <p>Waste, including of packaging materials, is one of the four priority areas of Emmi's commitment to sustainability. In this report, all measures and projects that have helped to prevent waste are marked with the corresponding symbol (⊕).</p> <p>The indicators above, EN1 to EN25, refer to environmental improvements in production.</p>

GRI no.	Reporting element	Link	Comments
EN27	Percentage of products sold and their packaging materials that are reclaimed		<p><u>Primary packaging</u></p> <p>Emmi does not accept returns of any primary packaging. Consumers can, however, return the following packaging materials used for Emmi products free of charge at retailers or municipal collection points:</p> <ul style="list-style-type: none"> - Cardboard - Glass - PE <p>The collected materials are either recycled or sent for thermal recovery at waste incineration plants.</p> <p><u>Secondary packaging</u></p> <p>Reusable containers are largely used for secondary packaging. For logistics reasons, thousands of products share only nine secondary packaging formats (e.g. A1, A2, H1, H2, H3, Tetra Top, milk crates holding 6 bottles).</p> <p>Stocks averaging approximately 1.3 million own containers and around 650 containers belonging to the retailers Coop and Migros are held at all Emmi locations in Switzerland. In addition, a further 1.3 million Emmi containers are with customers or in the supply chain.</p> <p>Emmi also uses cardboard secondary packaging where reusable containers are not suitable. As with primary packaging, disposal of this single-use packaging is via municipal collections.</p>

Aspect: Compliance

GRI no.	Reporting element	Link	Comments
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations		None

Aspect: Transport

GRI no.	Reporting element	Link	Comments
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations	Logistics: SR 3 p. 25-26, 10 Mobility: SR 3 p. 15	In line with the sustainability motto for 2014 (intelligent mobility), Emmi employees were encouraged to examine their personal mobility patterns (in particular their journey to work) and optimise them where necessary. Prizes for the best projects submitted were awarded in January 2015 in the annual sustainability competition.

Aspect: Overall

GRI no.	Reporting element	Link	Comments
EN30	Total environmental protection expenditures and investments		It is not possible to ascertain all of Emmi's environmental expenditure and investments. This is because very few of the measures implemented that benefit the environment are actual environmental protection measures. Rather, the Group largely implements optimisation measures, for example to lower the use of a resource. Emmi therefore believes that disclosure of the financial expenditure on and investments in environmental protection would not be correct.

Product responsibility performance indicators

Aspect: Customer health and safety

GRI no.	Reporting element	Link	Comments																												
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement		<p>Life cycle stages, in which the health and safety impacts of products and services are assessed for improvement:</p> <table border="0" data-bbox="1263 564 2134 1425"> <thead> <tr> <th></th> <th style="text-align: center;"><u>Yes</u></th> <th style="text-align: center;"><u>No</u></th> </tr> </thead> <tbody> <tr> <td>Development of product concept (Emmi Product Development)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>R & D (Emmi Product Development)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>Certification (Emmi Quality Management)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>Manufacturing and production (durch Emmi Qualitätsmanagement)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>Marketing and promotion (clients)</td> <td></td> <td></td> </tr> <tr> <td>Storage distribution and supply (Emmi Quality Management)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>Use and service (Emmi Quality Management)</td> <td style="text-align: center;">x</td> <td></td> </tr> <tr> <td>Disposal, reuse, or recycling (disposal partners)</td> <td style="text-align: center;">x</td> <td></td> </tr> </tbody> </table>			<u>Yes</u>	<u>No</u>	Development of product concept (Emmi Product Development)	x		R & D (Emmi Product Development)	x		Certification (Emmi Quality Management)	x		Manufacturing and production (durch Emmi Qualitätsmanagement)	x		Marketing and promotion (clients)			Storage distribution and supply (Emmi Quality Management)	x		Use and service (Emmi Quality Management)	x		Disposal, reuse, or recycling (disposal partners)	x	
	<u>Yes</u>	<u>No</u>																													
Development of product concept (Emmi Product Development)	x																														
R & D (Emmi Product Development)	x																														
Certification (Emmi Quality Management)	x																														
Manufacturing and production (durch Emmi Qualitätsmanagement)	x																														
Marketing and promotion (clients)																															
Storage distribution and supply (Emmi Quality Management)	x																														
Use and service (Emmi Quality Management)	x																														
Disposal, reuse, or recycling (disposal partners)	x																														

GRI no.	Reporting element	Link	Comments
PR2	Incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle		<p>Complaints about Emmi products manufactured in Switzerland are recorded and processed by a central consumer services unit.</p> <p>Emmi is not aware of any incidents resulting in lasting damage to the health or safety of consumers. Health effects for which complaints were received included allergic reactions (e.g. to herbs in cheese rinds), consumption of spoiled products or toothache due to bits of stone in products containing fruit (e.g. apricot yogurt).</p>

Aspect: Product and service labeling

GRI no.	Reporting element	Link	Comments																		
PR3	Type of product and service information required by procedures	LKV	<p>Emmi procedure instructions regarding labelling or information accompanying products:</p> <table border="1" data-bbox="1272 472 2114 775"> <thead> <tr> <th></th> <th>Yes</th> <th>No</th> </tr> </thead> <tbody> <tr> <td>Origin of product components</td> <td>X</td> <td></td> </tr> <tr> <td>Composition, particularly with regard to substances that may have an impact on the environment or society</td> <td>X</td> <td></td> </tr> <tr> <td>Safe use of the product</td> <td>X</td> <td></td> </tr> <tr> <td>Disposal of the product and impact on the environment/society</td> <td>X</td> <td></td> </tr> <tr> <td>Other</td> <td></td> <td></td> </tr> </tbody> </table> <p>All Emmi products are compliant with relevant Swiss legislation (DHA ordinance on food labelling and pricing (LKV)).</p>		Yes	No	Origin of product components	X		Composition, particularly with regard to substances that may have an impact on the environment or society	X		Safe use of the product	X		Disposal of the product and impact on the environment/society	X		Other		
	Yes	No																			
Origin of product components	X																				
Composition, particularly with regard to substances that may have an impact on the environment or society	X																				
Safe use of the product	X																				
Disposal of the product and impact on the environment/society	X																				
Other																					
PR4	Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling		n.i.																		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	SR 2 p. 19, 22, 36	<p>Emmi maintains close contact with its customers and consumers. Customer care is handled primarily via the sales and marketing departments. Where Emmi not only supplies customers with brand products but also manufactures private label products for them, the product development and production units are of course also involved in customer communication.</p> <p>Emmi maintains contact with end consumers via a market research department and a central consumer services unit that handles all consumer issues relating to all Emmi products manufactured in Switzerland.</p>																		

Aspect: Marketing communications

GRI no.	Reporting element	Link	Comments
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications		n.i.
PR7	Incidents of non-compliance with regulations and voluntary codes concerning marketing communications		n.i.

Aspect: Customer privacy

GRI no.	Reporting element	Link	Comments
PR8	Substantiated complaints regarding breaches of customer privacy and losses of customer data		n.i.

Aspect: Compliance

GRI no.	Reporting element	Link	Comments
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services		n.i.

Labor Practices and decent work performance indicators*

Aspect: Employment

GRI no.	Reporting element	Link	Comments
LA1	Total workforce by employment type, employment contract, and region	SR 3 p. 43 AR 2014 p. 18	
LA2	Total number and rate of employee turnover by age group, gender, and region	SR 3 p. 44	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR 1 p. 39 - 41	

Aspect: Labor/management relations

GRI no.	Reporting element	Link	Comments
LA4	Percentage of employees covered by collective bargaining agreements		Emmi's employment conditions apply to all Emmi employees in Switzerland.
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements		As a listed company Emmi must adhere to the Swiss stock exchange's reporting requirements in respect of ad hoc disclosure. Internally, information regarding relevant operational changes is generally disseminated via line management. In the case of significant changes, the timing of the communication is chosen to ensure that the employees/business units/sites affected can be informed in person where possible and in particular before other stakeholders (i.e. outside the trading hours of the Swiss stock exchange).

Aspect: Occupational health and safety

GRI no.	Reporting element	Link	Comments
LA6	Percentage of total workforce represented in formal joint management–worker health and safety committees		n.i.
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of workrelated fatalities	SR 3 p. 45	<p>Extract from Emmi's Code of Conduct</p> <p><u>Safety, health</u></p> <p>Emmi is committed to work structures that promote health, and supports corresponding preventive measures. Employees make every endeavour to ensure the safety and health of themselves and third parties, in order to prevent damage. Corresponding provisions under Emmi's health and safety management policy and in particular its hygiene concept must be strictly followed.</p> <p>.....</p> <p>Injuries on first-aid-level are not included in the statistics on p. 64 of the SR 2.</p> <p>The official statistics of the „SUVA“ do not require these incidents. However, from the perspective of Emmi these „near accidents“ are very important for the prevention work. For this reason, Emmi records such incidents. The aim is to learn from the experience of the employees (institutionalisation of an appropriate exchange of experience in the production plants).</p>

GRI no.	Reporting element	Link	Comments
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members	SR 2 p. 62 SR 1 p. 41	<p>Under the case management process, Emmi seeks individual solutions that allow employees who are unfit for work over a longer period due to illness or accident to be integrated through beneficial activity. The aim of active care is to ensure effective reintegration. Employees are supported by their line manager and the health manager (HR representative) at their site. The health manager coordinates all activities in cooperation with the internal and external parties concerned. Long-term absences are when employees are unfit for work over a longer period due to illness or accident with complex symptoms and unclear findings.</p> <p>One option is to provide a sheltered workplace. <u>Sheltered workplaces</u> are jobs with no performance pressure and are defined using a form for each Emmi site in Switzerland. The aim is to encourage optimal reintegration. They are available at all times provided they are not already occupied by another ill/injured employee.</p> <p>Sheltered workplaces may take the following form:</p> <ul style="list-style-type: none"> a) An ill/injured employee is given a job adapted to their state of health (burden, working hours, equipment, support, etc.). Their doctor issues the approval for reintegration via a sheltered workplace using the sheltered workplace form. If necessary, the current holder of the sheltered workplace (healthy employee) must be temporarily redeployed, returning to the role once the ill/injured employee has recovered. b) An ill/injured employee acts as assistant to another employee in an existing job, which is double-staffed during the reintegration phase (auxiliary work).

GRI no.	Reporting element	Link	Comments
LA8 cont.			<p>Activity programmes are offered for people on long-term absence due to illness or accident. This is how Emmi encourages motivation, faster reintegration and and care and support with regard to mental health.</p> <p>The line manager of an ill/injured employee is responsible for the <u>activity programmes</u>. They must be provided with possible, adapted activities in their own business unit. In such cases the health manager at the Emmi site liaises with insurance companies/doctors, advises the line manager/employee in question and monitors the projects (data protection, etc.). The programme must not place any burden on the employee but should merely act as motivation. The length of activities is to be assessed on a case-by-case basis (time factor/burden).</p> <p>Activity programmes may take the following form:</p> <ul style="list-style-type: none"> - Having a morning snack with work colleagues - Taking part in events/information meetings - Taking part in meetings to maintain knowledge levels (possibly taking suitably adapted duties and tasks home if the employee is able and keen to do so) - Taking a tour of the department - Maintaining contact with work colleagues - Taking part in a lunch - Travelling in delivery lorries - Attending sporting events
LA9	Health and safety topics covered in formal agreements with trade unions		n.i.

Aspect: Training and education

GRI no.	Reporting element	Link	Comments
LA10	Average hours of training	SR 3 p 12	<p>Employee development is one of the four priority areas in Emmi's commitment to sustainability. In this report, all measures and projects that have contributed to employee development are marked with the corresponding symbol (📌).</p> <p>Emmi supports internal and external training and development programmes. Consultation services are also provided for employees. These may include assistance in the following areas:</p> <ul style="list-style-type: none"> - Support with clarifying concrete development objectives - Identification of the right programme for development objectives - Suggestions on the structure of workplace development measures - Team-specific programmes <p>Emmi's internal development programme covers the following topics:</p> <ul style="list-style-type: none"> - New employees - New managers - Specialist production training - Interdisciplinary training - Project management - Specific topics relating to professional training - Various programmes on work organisation and methods - Systems training - Modular leadership and management development
LA11	Programs for skills management and lifelong learning	Entwicklungsangebot SR 2 S. 60	see LA10

GRI no.	Reporting element	Link	Comments
LA12	Percentage of employees receiving regular performance and career development reviews	SR3 p. 12	<p>Successful HR work requires professional management. For Emmi, this includes:</p> <ul style="list-style-type: none"> - clear goal orientation - comprehensive competence management - overall satisfaction <p>Emmi provides its managers with the HR tools they need to implement this management cycle.</p> <p>In the Management by Objectives (MbO) process, objectives are set/agreed at the beginning of a cycle. Where possible, the objectives are defined by means of the following:</p> <ul style="list-style-type: none"> - Evaluation parameter - What am I being assessed on? What do we consider as satisfied or exceeded? - Measures/procedures - How can I influence the achievement of objectives? - Date <p>The following levels of objective are taken into account:</p> <ul style="list-style-type: none"> - Performance objectives Derived from strategic requirements such as cost management top-down in an objective-setting process. What is to be achieved? - Behavioural objectives Derived from Emmi's values and their importance to the relevant function. How do I conduct myself? - Development objectives A transparent and sustainable process should also be sought with regard to developing employees' skills. <p>Objectives are reviewed and discussed periodically and in an appropriate manner in line with each business unit's management cycle. Evaluations are based on the agreed objectives.</p>

Aspect: Diversity and equal opportunity

GRI no.	Reporting element	Link	Comments
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	SR 3 S. 43	<p>Extract from Emmi's Code of Conduct:</p> <p><u>Equality</u></p> <p>Emmi ensures non-discriminatory places of work. In particular, discrimination on the basis of skin colour, age, gender, nationality or religion is taboo at Emmi.</p>
LA14	Ratio of basic salary of men to women by employee category		<p>Extract from Emmi's Code of Conduct:</p> <p><u>Fair working conditions</u></p> <p>We ensure that all employees receive a fair salary for their work. Both salaries and working hours are in line with at least the valid legal requirements at the place of work.</p>

Human rights performance indicators

Note: Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).

Aspect: Investment and procurement practices

GRI no.	Reporting element	Link	Comments
HR1	Percentage and total number of significant investment agreements that include human rights clauses		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).
HR2	significant suppliers and contractors that have undergone screening on human rights		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).
HR3	employee training on policies and procedures concerning aspects of human rights that are relevant to operations		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).

Aspect: Non-discrimination

GRI no.	Reporting element	Link	Comments
HR4	Incidents of discrimination		n.i.

Aspect: Freedom of association and collective bargaining

GRI no.	Reporting element	Link	Comments
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).

Aspect: Child labor

GRI no.	Reporting element	Link	Comments
HR6	Operations identified as having significant risk for incidents of child labor	SR 1 p. 26	The report on the Sedex Members Ethical Trade Audit shows that the minimum age of Emmi employees is 15 years. Employees of this age are exclusively apprentices.

Aspect: Forced and compulsory labor

GRI no.	Reporting element	Link	Comments
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).

Aspect: Security practices

GRI no.	Reporting element	Link	Comments
HR8	Security personnel trained in the organization's policies or procedures concerning aspects of human rights		Human rights factors were externally verified by SGS as part of the SMETA (Sedex Members Ethical Trade Audit).

Aspect: Indigenous rights

GRI no.	Reporting element	Link	Comments
HR9	Incidents of violations involving rights of indigenous people		n.r. for Emmi in Switzerland

Society performance indicators

Aspect: Community

GRI no.	Reporting element	Link	Comments
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities		There are currently no programmes at Emmi in Switzerland that evaluate the impact of operating activities on the communities and regions.

Aspect: Corruption

GRI no.	Reporting element	Link	Comments
SO2	Percentage and total number of business units analyzed for risks related to corruption		n.i.
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures		n.i.
SO4	Actions taken in response to incidents of corruption		n.i.

Aspect: Public policy

GRI no.	Reporting element	Link	Comments
SO5	Public policy positions and participation in public policy development and lobbying		<p>Emmi only issues public statements on political issues if they affect the company directly. These usually involve matters relating to agricultural policy.</p> <p>In the case of relevant political issues Emmi also plays an active role in shaping the opinions of political and business decision-makers. The company is also actively included in the political decision-making process on a regular basis (e.g. consultation processes).</p>
SO6	Value of financial and in-kind contributions to political parties, politicians, and related institutions		Emmi does not provide financial support for political parties or politicians in Switzerland. However, numerous Emmi employees are active at various levels of the Swiss political system in addition to their jobs.

Aspect: Anti-competitive behavior

GRI no.	Reporting element	Link	Comments
SO7	Number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices		<p>Emmi was not subject to any complaints/sanctions due to non-competitive behaviour during the reporting period.</p> <p>Competition law issues are handled with great care at Emmi in Switzerland:</p> <ul style="list-style-type: none"> - The Group has a “cartel law” regulation, which governs conduct in competition. - The Code of Conduct, which is binding for all employees in Switzerland from the end of 2013, includes requirements on compliance with legislation and cartel law. - Employees for whom competition law is relevant receive regular training from the Emmi Legal department.

Aspect: Compliance

GRI no.	Reporting element	Link	Comments
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations		n.i.