



# ALL COMMITTED TO BUILDING A SUSTAINABLE FUTURE

# #allcommitted

In the introduction (pp. 4–9), Verallia UK (formerly Allied Glass, which was acquired in November 2022) is included as described in the 2022 Universal Registration Document (URD) published on 29 March 2023. However, starting on page 10, the acquisition of Verallia UK is not included in the 2022 RSE report in respect of all of the indicators, according to chapter 2 of the 2022 URD.

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Our CSR performance



“As a leader in our industry, we must be the ones to drive transformation.”

**We asked Patrice Lucas, CEO of Verallia, and Wendy Kool-Foulon, CSR Director and General Counsel, about the three axes of Verallia’s social and environmental policies.**

**Glass food packaging is already part of a circular economy. Why does Verallia want to do more, and how does it intend to do so?**

**PATRICE LUCAS:** As a leader in our industry, we bear a great responsibility. We must be the ones to drive transformation, going further and faster by promoting a circular economy and making glass packaging more eco-friendly. As such, we are taking steps, and encouraging our partners to take steps, to use more recycled glass as a raw material and thus consume fewer resources. We have set extremely high targets, such as using 66% recycled glass in our furnaces by 2030.

**WENDY KOOL-FOULON:** To do so, we must increase the collection of used glass. Many countries, particularly in Europe, already have well established systems for doing so, but it is less common in some countries where we operate, such as Brazil. That is why we are taking concrete action. We have the *Vidro Vira Vidro* programme, which places glass collection bins throughout São Paulo and Rio Grande do Sul, and various awareness campaigns aimed at the general public. We are also promoting a circular economy by encouraging the reuse of glass. We even published our first white paper: “Reimagining reuse for the circular economy of glass: Stakeholder Perspectives

Series.”<sup>1</sup> Last but not least, on an internal level, we are investing in facilities to improve our cullet treatment methods and capacity.

**Given the current state of climate change, you have chosen to abide by the Paris Accord's most ambitious goal: keeping global warming below 1.5°C. Why is that?**

**P.L.:** In addition to a circular economy, the 1.5°C target is another part of our purpose: Reimagine glass for a sustainable future. It reflects our desire to drive change in the industry to protect the planet. We have made a major commitment: to reduce our CO<sub>2</sub> emissions by 46% by 2030 compared to 2019.<sup>2</sup> This target aligns with our 1.5°C trajectory and has been approved by the Science Based Targets initiative (SBTi).<sup>3</sup> It is ambitious, but we are investing the resources to achieve it.

**W. K.-F.:** Our roadmap to this goal has three main focuses. First is technology, switching to electric furnaces for flint glass and hybrid furnaces for other packaging. Hybrid power will change our emissions entirely, since we'll be operating on 80% electricity and 20% gas instead of 80% gas and 20% electricity. The second focus is reducing the carbon footprint of our raw materials by increasing the amount of cullet we use in our furnaces and switching

**‘We have made a major commitment: to reduce our CO<sub>2</sub> emissions by 46% by 2030 compared to 2019.’**

**PATRICE LUCAS**

to low-carbon sources of calcium and sodium.<sup>4</sup> Lastly, we will further decarbonise our activities by switching to more renewable and low-carbon fuels. Our goal is to run on 60% (out of our total electricity usage) certified renewable or low-carbon<sup>5</sup> electricity by 2025 and 90% by 2040.

**What are Verallia's CSR commitments to its employees?**

**P.L.:** One of our three axes, along with profitable growth and the environment, is our 10,000 passionate, dedicated Verallia employees around the world. We have created a roadmap for the coming years that address the many social issues we are currently facing. The first step is to ensure a safe working environment and improve everyday working conditions in the glass industry, which can be highly demanding. We also need to invest in our people, offer opportunities for advancement and work on becoming a desirable place to work, especially to future generations.

**W. K.-F.:** We have also worked to become more diverse and inclusive. For example, we have changed our hiring practices to ensure a gender-diverse set of candidates, and we offer professional development in the form of a mentorship aimed at women in the Group, with the goal of ensuring that 35% of our managers are women by 2025.

**P. L.:** Each of these commitments is essential to the sustainability of our company. They are a part of what we believe in and who we are, a part of our values and purpose. Because of them, we'll be more prepared to face any future challenge, whether financial, environmental or social, in this fast-changing world. It's what we mean when we say ‘We are Verallia’. —

**‘We are also promoting a circular economy by encouraging the reuse of glass.’**

**WENDY KOOL-FOULON**

1. See ‘Enhancing the circularity of glass packaging’ under Our Commitments on our website, or visit [https://www.verallia.com/wp-content/uploads/2022/03/VERALLIA\\_WHITE-BOOK\\_EN\\_march2022.pdf](https://www.verallia.com/wp-content/uploads/2022/03/VERALLIA_WHITE-BOOK_EN_march2022.pdf)

2. In absolute terms (Scopes 1 and 2).

3. The Science Based Targets initiative, or SBTi, is a partnership between CDP, the UN Global Compact, the World Resources Institute and the World Wide Fund for Nature that helps companies and financial institutions determine how much and how fast they need to reduce their greenhouse gas emissions to prevent the worst effects of climate change.

4. See p. 19.

5. Renewable or low-carbon energy.



# VERALLIA AT A GLANCE



EUROPEAN LEADER AND  
WORLD'S 3<sup>rd</sup> LARGEST PRODUCER  
OF GLASS PACKAGING  
FOR FOOD AND BEVERAGES



PRODUCING  
17 BILLION BOTTLES  
AND JARS  
PER YEAR



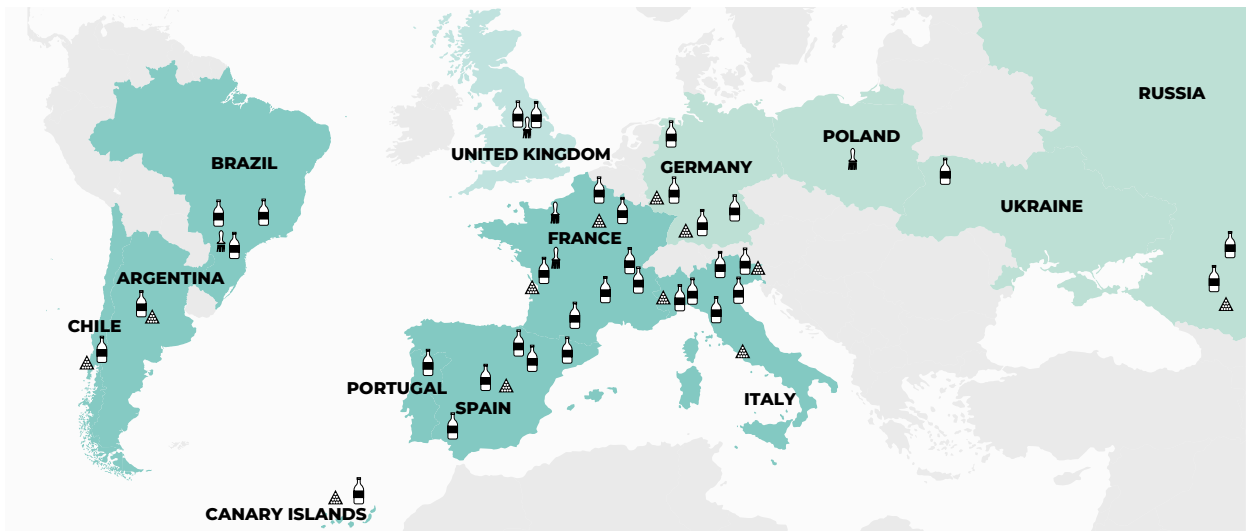
10,000  
EMPLOYEES  
IN 12 COUNTRIES

## BREAKDOWN OF 2022 TURNOVER





### 34 GLASS-PRODUCTION PLANTS, 63 FURNACES AND 5 DECORATION PLANTS



#### LATIN AMERICA

5 production sites  
7 furnaces  
2 cullet treatment centres  
1 decoration plant

#### SOUTHERN AND WESTERN EUROPE

20 production sites  
35 furnaces  
7 cullet treatment centres  
2 decoration plants

#### NORTHERN AND EASTERN EUROPE

9 production sites  
21 furnaces  
3 cullet treatment centres  
2 decoration plants

#### KEY

Glass production sites  
 Decoration plants  
 Cullet treatment centres

# WE ARE VERALLIA

We are proud of what we do, passionate about glass and committed to ensuring the company's longevity by tackling social and environmental issues head on.

With 34 glass plants in 12 countries, Verallia is Europe's leader and the world's third-largest producer of glass packaging. Every day, our 10,000 passionate employees work hard to provide safe, beautiful, sustainable glass packaging for food and beverages for our 10,000 customers around the world. That is our purpose: to proudly offer innovative, personalised, environmentally friendly solutions.

**Verallia also represents certain deeply held values that inform our actions and guide us on a daily basis.**

As a leader in our industry, we bear a great responsibility. We must be the ones to drive transformation, going further and faster by promoting a circular economy and making glass packaging more eco-friendly.

**That is why our purpose is to re-imagine glass for a sustainable future.** It's what makes us who we are



**Care for customers**



**Respect for people, laws and the environment**



**Empowerment and accountability**



**Teamwork**

and gives meaning to what we do. This transition is vital, given the current state of climate change and to ensure our company's longevity.

Based on our purpose, we want to redefine how glass is produced, reused and recycled. We want to make glass the most sustainable form of packaging in the world and create a circular economy for glass.

The purpose we have chosen for ourselves forces us to remain open to new ideas and methods for production, reuse and recycling.

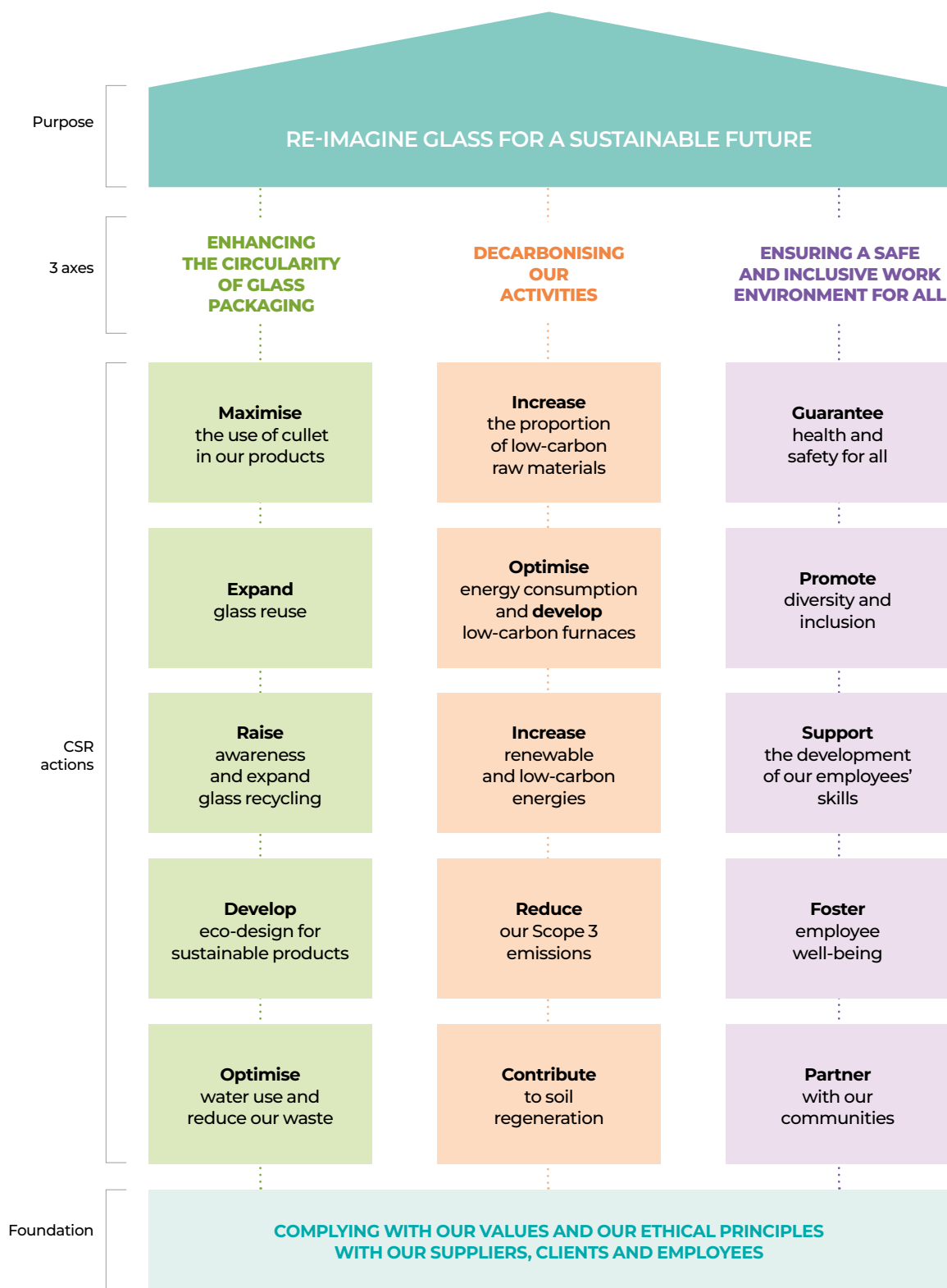
**To achieve this, we must:**

- Accelerate innovation in our value chain to reduce carbon emissions. We have committed to reducing our CO<sub>2</sub> emissions by 46% by 2030.<sup>1</sup>
- Make reuse a winning solution for the planet and for glass packaging.
- Support, and encourage our partners to support, the use of recycled glass as a raw material.

1. Vs. 2019, in absolute terms (Scopes 1 and 2).



## OUR COMMITMENTS FOR A SUSTAINABLE FUTURE



## OUR RESOURCES

- Over 10,000 employees\*
- 4 basic values: care for customers; respect for people, laws and the environment; empowerment and accountability; and teamwork
- 177 types of positions<sup>1</sup>
- 1,436 employees hired in 2022, including 407 women (29%)
- 11% of employees are managers or executives

- Workplace accident rate with or without lost time (TF2): 3.6<sup>2</sup>

- European Container Glass Federation (FEVE)
- Ellen MacArthur Foundation
- Bpifrance

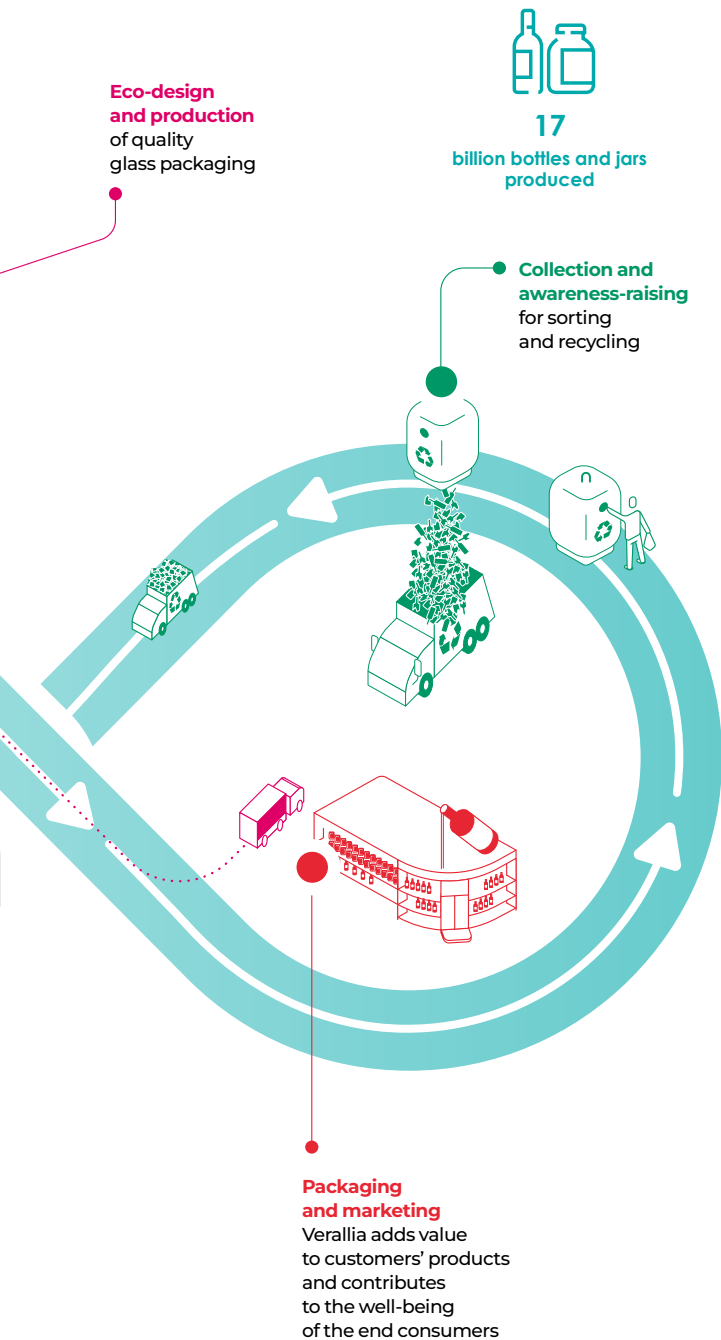
- 34 glass-production plants
- 63 furnaces
- 12 cullet treatment centres
- 5 decoration plants
- 5 technical centres
- 12 development centres

- Sales force of 330<sup>3</sup>

- 55.7% external cullet

1. The 177 positions include technical, production, sales, R&D, purchasing, supply chain, HSE, HR, legal, CSR, audits and internal verification, and finance.
2. TF2 refers to the number of accidents with and without lost time per million hours worked.
3. Sales and marketing positions.





## RESULTS TO FOSTER SHARED GROWTH

### A SOUND FINANCIAL POSITION\*

- €356m in net income
- €1.067bn in equity
- €331m in cash and cash equivalents
- €538m in operating cash flow

### CUSTOMERS

- €3.35m in turnover
- Approx. 17bn bottles and jars produced
- 16.7% of sales are from the Ecova range<sup>4</sup>

### EMPLOYEES

- €559.4m paid in wages (including social welfare contributions)<sup>5</sup>
- Employer contributions: ≈€142m, 25% of total payroll

### SUPPLIERS

- €2.18bn in operating purchases
- €367m in investment expenses

### INVESTORS

- €123m in dividends
- €1.05 per share
- €8.4m in share buybacks

### SPECIAL ATTENTION TO THE ENVIRONMENT

- Water consumption: 0.47 m<sup>3</sup>/tpg (11% less than 2021)<sup>6</sup>
- Energy consumption: 1.8 MWh/tpg
- Percentage of non-glass waste recycled at glass plants: 75%<sup>7</sup>
- CO<sub>2</sub> emissions: 2,756 kt (Scopes 1 and 2; 2.7% less than 2021)<sup>8</sup>

\*Includes Allied Glass, starting 8 November 2022.

4. Percentage of sales of Ecova and EGO products out of total sales.

5. Includes employee benefits (profit-sharing) and excluding temporary employees.

6. tpg = tonnes of packed glass or good glass. One tonne of packed glass is equal to one tonne of pulled glass, as measured at the furnace outlet, including production losses due to stoppage of the furnace or other equipment for maintenance or quality issues.

7. Includes waste from furnace reconstruction.

8. Scope 1 refers to direct emissions, CO<sub>2</sub> emitted within the perimeter of the plant (carbonated raw materials, heavy and domestic fuel, melting and non-melting natural gas). Scope 2 refers to indirect emissions, which come from the electricity used to run the plant.

# ALL COMMITTED TO ENHANCING THE CIRCULARITY OF GLASS PACKAGING

“A circular economy is an axis of Verallia’s growth strategy.”

**STEFANO CASSANO**  
Cullet Group Purchasing  
Director

## WHAT DOES A CIRCULAR ECONOMY REPRESENT FOR VERALLIA?

It is one of the axes of our growth strategy. We apply the 3 R's – reduce, reuse, recycle – to our entire business in a multitude of ways: using external cullet in our furnaces, developing eco-design for sustainable products that use less material, reducing water

usage and waste, and reusing and recycling our bottles. Not only is it an opportunity to save resources and design innovative glass packaging, it is also a way to help fight climate change. Our commitment to a circular economy fits neatly into Europe's environmental goals and in particular France's anti-waste and circular economy law<sup>1</sup>.

## IS THERE ENOUGH CULLET TO MEET YOUR GOALS?

Not yet. In 2022, we encountered supply chain challenges. With new companies popping up, there

is less supply and higher prices. Also, glass collection methods vary widely from country to country and even city to city, which impacts cullet quality. We are working daily to bring industry stakeholders and local communities together to standardise collection processes and ultimately to increase the quantity and improve the quality of external cullet<sup>2</sup>.

1. Loi antigaspillage pour une économie circulaire.  
2. When Verallia mentions the percentage of cullet used, it is referring to external cullet (ground, recycled used glass), as opposed to internal cullet (bottles not used by consumers and added back to production), which has no positive impact on the environment.



# Maximise the use of cullet in our products

Verallia is prioritising the use of cullet to reduce its carbon footprint, an ambitious, proactive approach that affects 12 specialised centres.

**V**erallia's environmental strategy revolves around cullet for two reasons: using cullet reduces reliance on natural resources such as sand and uses less energy for melting, thus reducing CO<sub>2</sub> emissions. For every additional 10% of cullet used, a furnace's energy use drops by 2.5% and CO<sub>2</sub> emissions drop by 5%.

## WORLDWIDE IMPLEMENTATION

These improvements are why Verallia is prioritising cullet use as part of both its production and CSR policies. Verallia has formed a Cullet Committee to implement and coordinate cullet use at all locations worldwide.

The committee meets quarterly with each subsidiary's central and local teams. Purchasing, technical and quality managers then analyse best practices and share them with the entire company.

## A Group Cullet Committee was formed in 2021.

## CONTINUAL INVESTMENT

External cullet will be used at 12 cullet treatment centres around the world that recycle household glass. Verallia is investing in the long term to improve cullet processing (quality, yield, waste reduction) to make it easier to use.

For instance, the Bad Wurzach site in Germany underwent a complete overhaul in 2022, resulting in 50% more processing capacity and a new production line using glass sand, which was previously considered a waste product. The two cullet treatment centres in France were upgraded to improve the production cycle by reducing waste, enhancing quality and refining the process for de-mixing and separating flint cullet. The Rosario plant in Chile has also seen a significant uptick in production thanks to improvements made.

Processing capacity has increased from 45 to 80 tonnes per day, and cullet quality has improved, while waste has been significantly reduced. Finally, a new cullet treatment centre was opened in 2022 at the plant in Mondego, Portugal.

## WORLDWIDE QUALITY STANDARDS

While these investments, along with efforts to encourage the recycling of household glass, aim to increase the percentage of cullet used in production, Verallia has also focused its efforts on standardising quality. ➤



**55.7%**

external cullet used  
in production in 2022  
vs. 49% in 2019.



**GOAL  
66%**

external cullet  
in our production  
by 2030.



**94,760 FEWER  
TONNES OF CO<sub>2</sub>**

were emitted in 2022  
vs. 2019 by adding  
393,000 tonnes of cullet  
to production.



**OVER  
€12M**

will be invested  
in 2023 and 2024 to  
improve performance  
at cullet treatment  
centres.

- > The Quality Department has established and published company-wide standards for cullet acceptance based on contaminants and cullet type (mixed, flint, amber or glass sand). It also determines quality control standards and procedures for all plants. —



**Markus Sauter**  
Head of  
controlling,  
Verallia  
Germany



#### **We are Verallia**

After more than three months of work, we started up a new production line to prepare finely ground cullet at the Bad Wurzach site, producing flint, brown and green glass sand. The investment increased the processing of used glass by 50% while reducing waste by 6%. **#allcommitted**



# Raise awareness and expand glass recycling

Verallia teams are working around the world to increase glass collection as appropriate depending on the maturity of each country's recycling industry.

**T**he math is simple. If we want to use more external cullet in glass packaging in order to use fewer raw materials and less energy, we need to collect more glass for recycling. Verallia is making headway on the matter in all countries where we operate, though it is prioritising Latin America, where the recycling of household glass has not yet taken hold. In Brazil, Verallia has launched a programme to set up glass collection bins. It set up 200 bins in 2022 and expects to add 500 to 700 more by the end of 2023. Verallia is also partnering with bars and restaurants in Brazil to collect their numerous glass bottles, and with NGOs to raise awareness of recycling.

## WORKING SIDE-BY-SIDE WITH THE GLASS COMMUNITY

In other countries, Verallia is involved in awareness-raising campaigns and is partnering with glass associations (FEVE in Europe, ABIVIDRO in Brazil, BV Glas in Germany, ANFEVI in Spain, CSVMF in France and Assovetro in Italy), local authorities, glass- focused environmental organisations (Citeo in France, Ecovidrio in Spain

and CoReVe in Italy) and cullet-processing companies (including a joint venture with Remondis in Germany in 2021) to increase collection. Verallia also attends a wide variety of events (trade fairs, inaugurations, customer training, school presentations, glass packaging design contests) to encourage sorting and recruit new recycling ambassadors. —



**90%**

**2030 target**  
for the collection  
of post-consumer  
glass packaging set  
by Close the Glass  
Loop, a European  
programme targeting  
the entire glass  
value chain.



**MORE THAN  
350**

glass collection bins  
were placed around  
Brazil and Chile in 2022.



**Étienne Lainé**  
Supply Chain  
Director,  
Verallia Latin  
America

“

## We are Verallia

In Brazil, only 25% of glass gets recycled. We need everyone's help to if we want to increase that percentage. That's what we're working on. To increase collection, we're talking with our customers who are in direct contact with consumers, as well as with recyclers, in particular for our Vidro Vira Vidro programme, whose goal is to set up 1,500 collection bins by 2026. **#allcommitted**

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## Expand glass reuse



1

pilot programme by 2025 to encourage glass reuse in France – that is Verallia's goal. The programme will take a test and learn approach that goes beyond the mere design of reusable packaging.



### A 75% REDUCTION

If glass packaging is used and cleaned locally (within 100 km), reusing it can reduce CO<sub>2</sub> emissions by 75%. This number is based on beer bottles and assumes 20 cycles of reuse. Reusable bottles are 20% heavier than single-use bottles.

Reusing glass packaging is a primary component of our CSR policy. It reduces both CO<sub>2</sub> emissions and environmental impact. In 2022, Verallia made significant strides in expanding the reuse of glass.

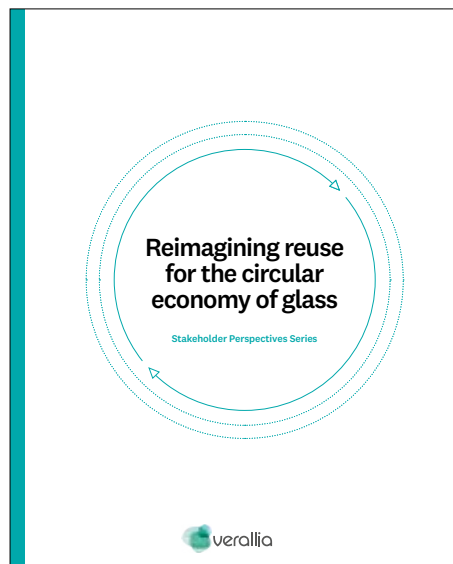
Glass packaging can be reused dozens of times after being collected and washed. In addition to saving resources, reusing glass also reduces its CO<sub>2</sub> emissions over its lifespan.

But for this to be viable outside traditional markets (hotels, cafés, restaurants), glass reuse needs to be understood by all. This is why we organised the first Re-use Lab in March 2022. Combining conferences and workshops, the event had over 200 participants, ranging from customers to start-ups to industry experts. Some attended in person in Paris, while others logged in remotely. But their goal was the same: to make reusing glass financially and ecologically viable, as well as easy for consumers. In March 2023, the event was repeated in Italy and had 85 participants.

### THE FIRST WHITE PAPER ON GLASS REUSE

In honour of this exciting event, Verallia published a white paper titled "Reimagining reuse for the circular economy of glass: Stakeholder Perspectives Series". The ground-breaking paper discusses reuse from multiple perspectives, supported by numerous interviews, expert opinions and hard data. It also recommends ways to encourage glass reuse and build collaboration between diverse stakeholders.

Also, Verallia France designed the first CO<sub>2</sub> calculator intended to help customers calculate CO<sub>2</sub> emissions from single-use and reused glass. The calculator will be released in France in 2023. —





## Developing eco-design for sustainable products

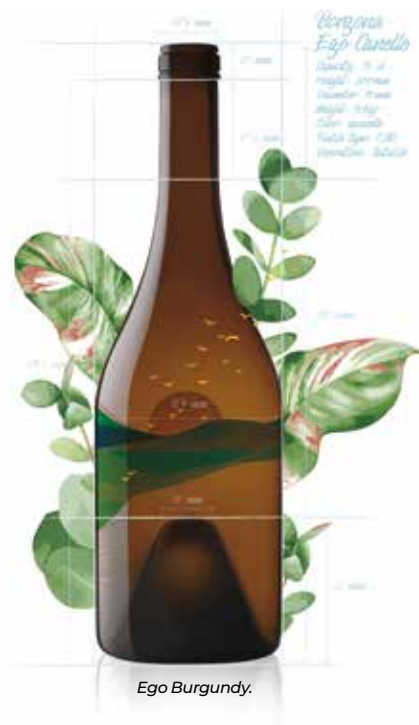
While glass packaging is eco-friendly because it is endlessly recyclable, Verallia's decision 10 years ago to develop packaging that uses fewer resources helps further reduce our environmental footprint.

As part of its policy of developing more eco-design for sustainable products, Verallia has focused on reducing the weight of its bottles and jars. This strategy is being pursued at local levels by local marketing, sales and R&D departments working together. In addition to two new eco-friendly ranges (EGO in Chile and Ecova in other countries), other projects have resulted from collaborations between local markets and customers. In France, Verallia reduced the weight of its iconic champagne bottle to 835 g. Then, in 2022, it worked with Telmont achieve a record weight of 800 g. Meanwhile, in Spain, we developed a cava bottle weighing only 775 g (125 g less than previously, a new record), and in Argentina, we launched lightweight wine bottles for the premium segment, including our Natasha bottle, which weighs a mere 660 g.

### BUT WAIT, THERE'S MORE

Our focus on eco-friendly packaging also applies to outer packaging. In Italy, in September 2022, we began adding an additional layer to every pallet in order to load lorries more efficiently. The policy change required involvement from the sales, pro-

duction and technical departments, the supply chain and plenty of customer input to ensure safety, proper handling and storage, and easy manual depalletizing, and to confirm that the new process worked with automated machines. —



– 3%

By 2025, Verallia's goal is to reduce the weight of its standard, non-returnable bottles and jars vs. 2019.



150 g

The weight of a 33 cl long-neck beer bottle, an average of 33% less than other bottles of the same capacity (average weight is 226 g), making it Verallia's lightest beer bottle yet.

# Optimise water use and reduce our waste



## WITH 0.47 M<sup>3</sup>

of water consumed  
per tonne of packed  
glass (tpg) in 2022  
vs. 0.53 m<sup>3</sup> in 2021,  
Verallia is well  
on its way to meeting  
its 2025 goal  
of 0.4 m<sup>3</sup>/tpg.



## 75%

Verallia achieved  
its 2025 target in 2022.  
A great result to  
maintain.

In 2022, we continued and even ramped up our commitment to sustainable production by reducing our water consumption and waste generation.

### SAVING WATER

While all Verallia plants recycle water through closed or semi-closed loops, we still need external water inputs to cool certain stages of the production cycle. To reduce water use, Verallia defines internal benchmarks twice a year to assess performance at all sites. The plants that consume the most water are investigated thoroughly and an action plan is established. To date, seven of our 32 sites have adopted this model. The plant in Cognac, France, is an example of how effective it is. In 2020, the Cognac plant consumed the most water, but since then it has reduced water usage by 55%. Similarly, the plant in Essen, Germany, upgraded its pipes, lowering water use by 33%.

Verallia also continues its efforts, spelled out in its Water Standard document, to prevent accidental pollution from the discharge of insufficiently treated wastewater. As part of company policy, each site undergoes monthly testing by independent laboratories to ensure that its wastewater complies with local regulations.

### REDUCING AND SORTING WASTE

In 2022, Verallia pursued the waste reduction programme it launched in 2021. An internal benchmark, updated each year, gives rise to waste reduction and recovery action plans tailored to each site. Steps have also been taken to encourage in-plant sorting of waste, which currently varies from site to site. Measures include an infographic showing how waste should be sorted, which will be published in 2023. Also, Verallia's first Environment Day, which will be repeated in 2023, was an opportunity to share waste-reduction ideas and educate employees about the importance of sorting waste. —



“

On 21 September 2022, we organised the first Verallia Day, dedicated to environmental issues. The event is part of a long-term project to train employees about CSR challenges. The event focused on the company's commitments and was celebrated at 32 production sites. We discussed a wide variety of topics and actions: reducing CO<sub>2</sub> emissions, designing eco-friendly packaging and improving waste sorting procedures. I firmly believe that people will drive change if they have a better understanding of the ecological and climate issues. Our employees play a key role in Verallia's environmental transformation strategy. **#allcommitted**

—  
**Laetitia Fabre**

Chief Sustainability Officer, Group

”



# We are Verallia



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To promote the reuse of glass in France, we have partnered with start-up Bout à Bout, which has been handling the entire reuse cycle – collection, cleaning, redistribution – in the Pays de Loire region since 2016. With our support, in 2023, it will open the largest glass-cleaning site in France and expand its geographical coverage. We estimate that a thriving bottle reuse industry in France would reduce energy use and CO<sub>2</sub> emissions by 75% compared to single-use bottles. **#allcommitted**

—  
**Bastien Vigneron**Head of Re-use,  
Verallia France

”

“

Water is becoming a very valuable resource, something we all need to be aware of. In Cognac, we have taken steps to reduce our water consumption. There have been many actions: finding and fixing leaks, tracking demand to ensure accurate flow rates, reusing as much water as possible on-site and generally teaching people how to reduce waste. By doing so, our consumption of city water has dropped by 55% in two years. **#allcommitted**

—  
**Julien Raby**

Fluids Manager, Verallia France

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# ALL COMMITTED TO **DECARBONISING OUR ACTIVITIES**

“Verallia has set high targets for reducing its CO<sub>2</sub> emissions.”

**TRISTAN THOMMASSON**  
Group Technical - R&D  
Director

## **WHAT ARE VERALLIA'S GOALS FOR CO<sub>2</sub> EMISSIONS?**

First of all, it should be noted that our goals are not new. We have reduced our emissions by 10.8% since 2019, since glass can be recycled indefinitely, melted down and made into bottles or jars. Our goal is reduce total Scope 1 and 2 CO<sub>2</sub> emissions by 46% by 2030 compared to 2019. This

fits with the Paris Accord's goal of keeping global warming to 1.5°C and was approved by the Science Based Targets initiative in March 2022. Furthermore, we are aiming for net zero emissions by 2050. To meet this goal, we are making significant investments to upgrade our technology, resources and machinery.

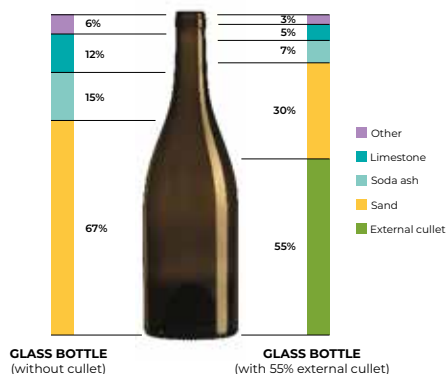
## **WILL YOU NEED TO REVIEW YOUR ENERGY INPUTS TO MEET THESE GOALS?**

Yes. Especially with the volatility of oil prices in 2022 due to world events, which has only confirmed our commitment to electrical power, Verallia is focusing more and more on reducing energy use, as well as finding energy sources that emit less CO<sub>2</sub>. One example is the Cognac site's first electric furnace, which was fired up in 2023. It was our first tangible step towards the switch to electric power, which will reduce our carbon footprint faster in the medium and long term.



# Increasing the proportion of low-carbon raw materials

Reducing CO<sub>2</sub> emissions in the glass packaging industry starts with finding alternative raw materials. Cullet is the first step, but it doesn't end there.



The melting of calcium carbonate and sodium carbonate – two of the main raw materials used to make glass – is one of the primary sources of CO<sub>2</sub> emissions in the glass industry. Decarbonising requires us to replace them with alternative materials that emit less or no CO<sub>2</sub>. Enter cullet, which does not emit additional CO<sub>2</sub>, because its CO<sub>2</sub> was already emitted when the raw materials were melted the first time.

That is why Verallia has prioritised using as much external cullet as possible in its furnaces to reduce emissions. With each passing year, Verallia has made additional progress towards its goal. A cullet percentage of 55.7% in 2022 (vs. 49% in 2019) reduced direct emissions by 94,760 tonnes.

## FINDING ALTERNATIVE RAW MATERIALS

In addition to maximising cullet use and collection (see pp. 11–13), Verallia's R&D teams are working on alternatives to calcium carbonate and sodium carbonate. They are conducting extensive tests of available

sources of low-carbon calcium and sodium suitable for use in glass furnaces. An alternative raw material began large-scale testing in September 2022 at one site, and if the results are confirmed, it will be approved for use at other sites starting in 2023. —



**14%**  
increase  
in the amount of cullet  
(a low-carbon raw  
material) used. In 2022,  
Verallia consumed  
3,275 kt of cullet  
vs. 2,881 kt in 2019.



**Isabelle Tannou**  
Group R&D  
Project Manager

## We are Verallia

“ Virgin raw materials account for 20% of our Scope 1 emissions, because they contain CO<sub>2</sub> that is released when heated in furnaces. However, CO<sub>2</sub> is not essential for melting glass. We are working on low-carbon replacements. There are many constraints, but the stakes are high and the journey is scientifically exciting. **#allcommitted** ”

# Optimise energy consumption and develop low-carbon furnaces



25

out of 32 sites are  
ISO 50001 certified  
for their energy use  
tracking system.  
These efforts will  
continue in 2023.



60%

less CO<sub>2</sub> emissions –  
the expected result  
of replacing the furnace  
in Cognac with the first  
all-electric furnace  
in 2023.

We are asking all production sites to commit to reducing energy usage and CO<sub>2</sub> emissions and are investing in new technology.

As part of our continuous improvement policy, described in Verallia Industrial Management<sup>1</sup>, each site's energy use and CO<sub>2</sub> emissions are reported monthly to help us monitor the effectiveness of our actions.

First, we are reducing our use of fuel oil – the traditional fuel used in glass furnaces, but which accounted for only 7% of Verallia's furnace fuel in 2021 – and switching to gas, which emits far less CO<sub>2</sub>. Our plans to

convert all our furnaces to 100% gas in 2022 was delayed by fuel shortages due to the war in Ukraine, but we are ploughing ahead. In December 2022, we began converting one of Verallia's last two furnaces in Italy that runs exclusively on fuel oil to run on gas.

Another way to significantly reduce energy consumption is to capture heat from steam output. In 2021, the Burgos plant in Spain began capturing dry steam from a boiler owned by one of its customers, Mahou San Miguel, at a neighbouring plant. Based on this promising experiment, a project was launched at the plant in Lagnieu, France, with support from ADEME<sup>2</sup>. The project is expected to be operational by 2023 and will recover 8,200 megawatt-hours of energy per year.

## ENERGY SAVINGS THROUGH AUGMENTED INTELLIGENCE

Verallia is also investing in Industry 4.0 innovations and technologies by adding augmented intelligence<sup>3</sup> to all stages of the production cycle. The majority (77%) of furnaces now feature augmented intelligence, which offers highly promising prospects for energy savings – up to 2% in the first year of operation alone.



1. An industrial excellence programme.  
2. Agence de la transition écologique  
(Ecological Transition Agency).  
3. AI: Augmented intelligence is used as an aid  
for machine operators.



Electric furnaces are supported by France 2030 as part of the Zero Fossil Industry call for projects, part of the industry's emissions reduction targets.

### CONVERTING OUR FURNACES TO ELECTRIC

Verallia is investing in new disruptive technologies that will drastically reduce CO<sub>2</sub> emissions in the medium term. They include:

- An all-electric furnace, which will be fired up in Cognac in early 2023 and is expected to reduce CO<sub>2</sub> emissions by 60%.
- A hybrid furnace, a true innovation in the glass packaging industry. Currently being developed in Saragossa, Spain, the large-capacity furnace runs on 80% fully renewable electricity and 20% natural gas. It is expected to reduce Scope 1 and 2 CO<sub>2</sub> emissions by 50%.

While the hybrid furnace is being perfected, Verallia will use two other innovative technologies. Combined with the use of electricity, which emits less carbon, total CO<sub>2</sub> emissions will be greatly reduced:

- A super-boosted furnace, which increases the percentage of electricity used from 7% to around 25% and reduces Scope 1 and 2 emissions by around 20%.
- An oxy-combustion furnace, which improves combustion by injecting oxygen directly into the furnace, reducing Scope 1 and 2 CO<sub>2</sub> emissions by 20% compared to natural gas alone. —

**THE FIRST HYBRID FURNACE:**  
**80% ELECTRICITY + 20% GAS = 50% LESS CO<sub>2</sub>**

The new hybrid furnace will begin operation in Saragossa, Spain, in 2025. A leap in innovation, it will be tested thoroughly before being deployed worldwide starting in 2026.

### A PRIMER ON SCOPES 1, 2 AND 3

**Scope 1** refers to direct emissions, CO<sub>2</sub> emitted within the perimeter of the plant (carbonated raw materials, heavy and domestic fuel oil, melting and non-melting natural gas).

**Scope 2** refers to indirect emissions, which come from the electricity used to run the plant.

**Scope 3** refers to other indirect emissions, that is, all other greenhouse gas emissions related to other phases of a product's life cycle and not directly related to the plant's operation.



Read up in just 2 minutes!



**Victor Manuel Barragan Aragon**  
Hybrid Furnace Project Manager,  
Saragossa  
Verallia Spain

### We are Verallia

“ The new hybrid furnace that we're developing at the Saragossa plant will be one of the first hybrid furnace in the glass packaging industry. It will run on 80% electricity, which will lower our energy consumption and drastically reduce our use of fossil fuels and CO<sub>2</sub> emissions. This is particularly exciting because in Spain, all of the plant's electricity comes from renewable sources. The new furnace is part of Verallia's goal of reducing its emissions by 46% by 2030 and helping to reduce the carbon footprint of our customers' products. **#allcommitted** ”

## Increase renewable and low-carbon energies



50%

We are working to increase our use of renewable and low-carbon electricity from 50% in 2022 to 60% in 2025 and 90% by 2040.



3

countries are already operating on

100%

renewable electricity: Brazil, Portugal and Spain.

Reducing Verallia's carbon footprint also requires us to use more renewable and low-carbon energy.

Electricity accounted for 17% of Verallia's Scope 1 and 2 CO<sub>2</sub> emissions in 2022. This means we can reduce our carbon footprint significantly by switching to renewable and low-carbon energy sources. Verallia is proactively working towards making 60% of its electricity certified renewable or low-carbon by 2025 and 90% by 2040. In fact, Verallia has signed several power purchase agreements in order to continue increasing the percentage of low-carbon electricity out of its total electricity usage. The Rosario plant in Chile began running on 100% renewable electricity in April 2022, and

in Germany, the first contract was signed to supply 30% of four plants' electricity needs with wind power.

### SWITCHING TO RENEWABLE ENERGY

Verallia has also worked towards generating its own electricity on-site using solar panels. The plant in Mondego, Portugal, has been doing so since summer 2022. Five plants in Spain and five in Italy are also installing solar panels, which will produce anywhere from 5% to 20% of each plant's needs.

Verallia also supports the EU's goal of replacing fossil fuels with hydrogen produced from renewable energy. Currently, Verallia is conducting tests by providing one of its German plants with coking gas containing up to 50% hydrogen. Several other projects are also underway to study whether natural gas can be replaced by biofuels produced near certain plants, such as the Saragossa plant, which in 2022 began consistently using biofuel for up to 15% of its 2022 consumption. —



**Romain Barral**  
Group  
Operations  
Director



### We are Verallia

Renewable and low-carbon energy sources are a key factor in reducing Verallia's Scope 1 and 2 CO<sub>2</sub> emissions. Our goal is for 60% of our total electricity to come from such sources by 2025. In recent years, we have launched a number of programmes and signed supplier contracts to provide our plants with a variety of energy sources, from solar to wind to hydraulic, hydrogen, and biofuels. We still have a long way to go, but we are well on our way to finding and building the strategic partnerships necessary to achieve our targets. **#allcommitted**





# Reducing indirect emissions

From raw materials to packaging to transport, Verallia is working to reduce CO<sub>2</sub> emissions both upstream and downstream of the production process.

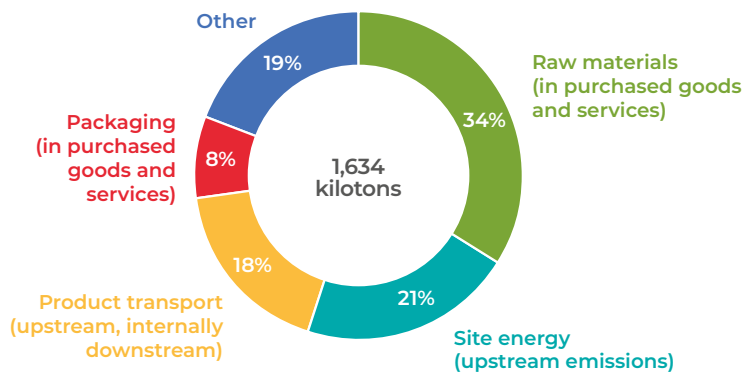
In January 2023, Verallia began developing operational reporting, guidance and simulation tools to help teams reduce Scope 3 CO<sub>2</sub> emissions. In the meantime, we're addressing the issue in other ways. In January 2022, Verallia added greenhouse gas emissions as a factor in supplier evaluations and began encouraging purchasing from local sources to reduce transport. The Rosario plant in Chile lowered its CO<sub>2</sub> footprint by 1,000 tonnes by buying from nearby suppliers.

## REUSING AND RECYCLING OUTER PACKAGING

Verallia is tackling the matter of outer packaging (which accounts for 8% of Scope 3 emissions) in multiple ways: through reuse, recycling and eco-design for sustainable products. Verallia has developed a network of local subcontractors who repair damaged pallets, allowing us to reuse them an average of 25 times. In several countries, we are increasing purchases of second-hand pallets. We are also making spacers more

1. Scope 3 refers to other indirect emissions, that is, all other greenhouse gas emissions related to other phases of a product's life cycle and not directly related to the plant's operation.

**BREAKDOWN OF SCOPE 3 CO<sub>2</sub> EMISSIONS (%)**



eco-friendly by reducing the amount of plastic required to make them, using more recycled plastic and collecting them from customers for recycling.

## REDUCING TRANSPORT EMISSIONS

Emissions from transporting production materials and shipping products to customers are a major issue. Verallia is responding in several complementary ways: by using biofuel and natural gas for vehicles (NGV), opting for rail transport more often in Italy, transitioning to multimodal rail & road transport when shipping export containers from Spanish plants to their departure point and adhering to France's Fret 21 initiative, whose target is to reduce CO<sub>2</sub> emissions by 3,500 tonnes by 2025. —



**40%**

Verallia's goal is to keep Scope 3 emissions below 40% of total emissions by 2030. The goal in absolute terms is less than 1,112 kt by 2030.



**25%**

Percentage of recycled plastic that Verallia aims to use in its film packaging in Europe by the end of 2025.

## Contribute to soil regeneration



**413,000**

trees planted since  
2019, 100,000 more than  
in 2021.



**9**

plants have earned the  
Nature On Site award  
since 2019.

Verallia helps achieve a carbon balance in ecosystems through reforestation and agroforestry projects, focusing on the countries where its plants are located.

Verallia's carbon-reduction policies include measures to tackle climate change and the loss of biodiversity. We have formed two major partnerships to address these issues. The first was signed in 2019 with PUR Projet, a social enterprise that helps companies achieve their climate goals, and consists of certified reforestation and agroforestry projects in Latin America. Among them is

the Nordeste project in Minas Gerais, Brazil, which helps protect native species. Seeds of native plants are collected, stored and sprouted into seedlings that can then be planted by farmers. In all, we have conducted PUR Project programmes in six countries, planting approximately 300,000 trees and providing work for 260 farmers.

Also, Verallia and Reforest'Action, a French pioneer in reforestation, have been conducting projects near Verallia sites since 2021, planting 113,000 trees in seven countries, which store 19,200 tonnes of CO<sub>2</sub> per year, create habitats for 384,000 animals, generate 512,000 months' worth of oxygen and create 128,000 hours of employment. —

### NATURE ON SITE

To include Verallia employees in our soil regeneration efforts, in 2019, we worked with PUR Project to begin holding the Nature On Site internal competition. Each year, the award is given to two environmental and social projects led by employees at production sites. In 2022, there were so many exceptional projects that three awards were handed out: one for creating a tree line in Mendoza, Argentina; a second for planting trees to neutralise smells from water reservoirs in Jacutinga, Brazil; and a third for a mural that captures air pollutants in Gniezno, Poland.



Photo of a project in Cognac, France, in 2019.

“

The pilot project we are running at the Essen plant in Germany uses green hydrogen to greatly reduce the carbon footprint of its glass packaging. What happens is that hydrogen is added to the natural gas used for combustion. Hydrogen-rich gas will be supplied by a local pipeline coker and will be mixed with natural gas for combustion. Our goal is for two furnaces to use 40% hydrogen for combustion by April 2024. **#allcommitted**

—  
**Nicole Souchon**

Process Optimisation Engineer, Furnace Energy

**Frauke Wimmer-Mätzkow**

Head of Plant Projects

Verallia Germany

”



# We are Verallia



“

Our team is preparing for its target of reducing CO<sub>2</sub> emissions by 46% by 2030. The first step is to equip all of our furnaces with systems that will significantly increase the percentage of electricity they run on. Within three years, we will add three new super-boost oxygen furnaces and begin capturing waste energy, reducing emissions by around 25%. We will also upgrade to new technologies, such as an all-electric furnace by the end of 2023 and a hybrid furnace in 2024, which will reduce emissions by 60% and 50%, respectively. The rest of our furnaces will subsequently be upgraded as well.

**#allcommitted**

—  
**Hervé Bultynck**

Furnace and Feeders Design Manager,  
Group

”

“

In Italy, we are working hard to increase the use of multimodal (lorry and train) transport both for raw materials and for customers' finished products. Doing so will significantly reduce our transport-related CO<sub>2</sub> emissions. We are using the same method for transport from Verona in the north to Bari in the south. In 2022, 70% of finished products in northeast Italy were delivered by train, reducing CO<sub>2</sub> emissions by 550 tonnes compared to traditional shipping methods.

**#allcommitted**

—  
**Antonino-Francis Virgillito**

Supply Chain and Logistics, Verallia Italy

”



# ALL COMMITTED TO ENSURING A SAFE AND INCLUSIVE WORK ENVIRONMENT FOR ALL

“Verallia’s policies are people-centric.”

**KARIM BEN M'RAD**  
Group EHS & Operational  
Excellence Director

## **WHY IS SAFETY VERALLIA'S NUMBER ONE PRIORITY WHEN IT COMES TO ITS EMPLOYEES?**

It is every company's responsibility to ensure that its employees return home safe and sound at the end of the day, especially in our industry, which has its hazards. To achieve this, we have a safety policy that aims for excellence and zero accidents at each of

our 32 production sites through continual improvement. We have very strict standards and rules that we update all the time via action plans adapted to each site. Most importantly, we include everyone in the process – managers, employees, temps and subcontractors – and teach them how to be safe. To remain safe, we must be vigilant at all times and follow procedure every day.

## **IN 2022, YOUR FOCUS WAS ON ERGONOMICS. WHY IS THAT?**

Whether on the factory floor or in an office, ergonomics is about approaching employee well-being from a new angle, focusing on both the body and the work environment. Ergonomics is essential to improving the well-being of all and impacts employee dedication and performance. But beyond well-being, there is a direct link between ergonomics and health and safety. A well-designed workstation reduces the risk of accidents and protects the body, which is not a machine.

# Promoting diversity and inclusion

Verallia believes diversity is an asset and has taken a number of steps to include diversity in its HR practices and teach managers and employees about diversity.

In 2022, Verallia took a decisive step by establishing a diversity policy. Diversity and inclusion issues were previously handled at the local level, but will now be tracked and compared to company-wide guidelines and objectives, while still leaving room for local sites to run their own initiatives. On 8 March 2022, Verallia held its first Diversity and Inclusion Day, an opportunity to raise employee awareness of all forms of diversity (gender, ability, etc.) and to promote respect for others.

## LOCAL DIVERSITY PROGRAMMES

Local initiatives are also popping up all over. In Spain, Verallia is a member of the CEO por la Diversidad alliance, a consortium of 60 or so directors of major Spanish companies. Our Spanish teams have brought the issue of inclusion to managers, plant directors and human resources directors and campaigned to encourage people to share their disabilities in the workplace and increase inclusion. In Latin America, the Diversos programme began in 2022 with the hiring of 86 women and 14 employees with disabilities and continues to this day. There have been more than 40 hours of training

on reviewing hiring processes for diversity and inclusion, and approximately 150 participants have undergone over 1,500 hours of training on the topics. In several meetings, a total of 425 employees spoke with outside experts about challenges related to disabilities, ethnicity and the role of women in the workplace.

## BOOSTING WOMEN'S CAREERS

Created in 2019, the WoMen@Verallia mentoring programme helps women grow their careers and increase their visibility within the company. In 2022, 11 women employees participated in the programme. An additional 58 women received mentoring at various subsidiaries. Another highlight of the year was the Il Futuro in Rosa event organised by the plant in Diego, Italy. Employees had the opportunity to speak with the company director and HR director about their careers and the role of women at the company. —



**Mariana Vieira**  
Human Resources  
Specialist,  
Verallia Brazil

## We are Verallia

“The purpose of the AMA (“Ask Me Anything”) meetings held as part of the Diversos programme in Latin America is to give employees a relaxed space to freely discuss anything related to inclusion or diversity. The events are also an opportunity to raise awareness of Verallia's values and objectives and encourage everyone to feel confident in being who they really are.

#allcommitted



17.9%

of Verallia employees  
are women vs. 16.5%  
in 2020.

31.3%

women managers.  
Our goal is to raise that  
number to 35% by 2025.



3.3%

of Verallia employees  
have a disability.  
Our goal is to raise  
that number to 4.5%  
by 2025.



# Guarantee health and safety for all

Verallia's priority is the health and safety of all its employees. The company strives to improve HSE continually at all sites.



## TF2 < 1.5

Verallia's goal is a TF2 < 1.5 by 2025 vs. 3.6 in 2022.

TF2 refers to the number of workplace accidents with or without time lost. It is calculated as follows: (number of accidents with and without time lost / number of hours worked) x 1,000,000.

In 2020, Verallia developed a health & safety policy that uses the H&S Bottle as a tangible roadmap. The roadmap includes various tools (standards, risk analyses, cardinal rules), a tracking system and instructions on developing a culture of safety to allow employees to help control their own safety and the safety of their colleagues. Every site is evaluated annually and given one of four maturity ratings to help it design the appropriate action plan for improvement.

### ALL ABOARD

In 2022, Verallia focused its action plans on training and raising awareness among plant managers and employees. Key objectives included understanding and applying Verallia's 22 HSE standards and identifying the specific needs of each plant. To get all employees on board, Verallia has extended the safety performance award to include non-glass sites (decoration plants and cullet treatment centres). To date, 10 sites, including two non-glass sites, have been dubbed HSE Excellence Centres by recording zero accidents, with or without lost time, over the course of more than one million work hours or more than 24 months.

### IMPROVING METRICS

The H&S Bottle has proved effective since it was launched. Accidents declined by 28%

between 2021 and 2022, and the TF2 (number of accidents with and without lost time per million hours worked) fell by 32%. These statistics are among the best ever achieved by Verallia and are the result of actions taken in Germany and France, where a safety coordinator was hired in January 2022 to manage HSE teams, including in non-glass activities.





### THREE PRIORITIES FOR ZERO ACCIDENTS

Verallia's HSE policy is part of Verallia Industrial Management<sup>1</sup> and aims for zero accidents. It is built on three priorities: analysing and assessing risks specific to each site; training for all employees, temporary workers and subcontractors; and complying with the cardinal rules. In 2022, we made improvements in each area, such as requiring the Safety Gamba Tour across the board to detect hazards and take preventive action; and continued training on the IS machine, which is responsible for 50% of accidents at Verallia.

### IMPROVING THE WORKPLACE THROUGH ERGONOMICS

Verallia has identified ergonomics as the main issue for well-being at work. After studying the ergonomics of its workplace in 2021, action plans were put in place in 2022. Some applied to all plants, while others were tailored to individual sites. Verallia also continued providing sites with the Blue Book, a collection of best practices approved by an ergonomics specialist and shared with all sites. The Blue Book describes how to leverage the experiences of other plants to make quick changes. To

ensure continual improvement, Verallia re-evaluates the contents of the Blue Book periodically and conducts an ergonomics study every two years to verify the effectiveness of its actions. —



**10 SITES**

including two non-glass sites, have been dubbed HSE Excellence Centres by recording zero accidents, with or without lost time, over the course of more than one million work hours or more than 24 months.



**María Teresa Sánchez Peñaten**

Head of HSE Vicsa, Verallia Spain

#### We are Verallia

“ We haven't had a single accident at Vicsa for six years. It's something we're proud of. It couldn't happen without the involvement of everyone, from executives to managers to employees. We work continually to make health and safety a company-wide priority and have a goal of zero accidents. **#allcommitted** ”

<sup>1</sup>. An industrial excellence programme.

## Increasing employee retention

To improve performance across the board, Verallia strives to retain its 10,000 employees, help them grow in their careers and train future talent.



**3.8%**

Capital owned  
by employees.



**57%**

Retention rate.



**33 HOURS**

Average amount of  
training per person  
(contract and full-time  
employees).

Based on a 2021 survey of 61% of our employees, we have taken several initiatives to retain employees and improve our appeal as an employer. These include social media campaigns, visits by HR and communication with local teams, the celebration of Verallia Day and a community of leaders to promote Verallia internally. To ensure that these actions continue and are more than a mere quick fix, we have established a road map to help us achieve a 70% retention rate by 2025 – higher than the industry average of 62%.

Employees also own shares in the company. This improves employee retention by giving them an interest in the company's performance. We offered another round of shares, as we have every year for the past seven years, so that now 42% of Verallia employees are shareholders in the company.

Also, to encourage all employees to engage with CSR issues, reports are published for each region showing executive pay with complete transparency, including bonuses linked to safety and reduced CO<sub>2</sub> emissions. These bonuses currently represent 10% to 40% of bonuses for sales



staff, support managers and plant managers.

In 2022, Verallia added a new programme, the Career Committee, which notifies HR directors of vacant positions in key roles, which they can then forward to local candidates. In Latin America, seven women were hired to industrial and administrative positions following apprenticeships and work-study programmes, and 13 young professionals completed the trainee programme, which offers engineering students one-year internships on key projects, such as reducing CO<sub>2</sub> emissions. These up-and-comers may one day occupy key positions within the company. —

# Foster employee well-being

Verallia values work-life balance and has launched several initiatives to help employees maintain equilibrium and allow them to work from home.

Though 67% of Verallia employees are satisfied with their work-life balance, and 54% have a positive view of the company's concern for their well-being<sup>1</sup>, Verallia wants to take it a step further. We believe that happy employees are more productive employees. In Latin America, the BEM-ESTAR programme, which began in Brazil, spread to Chile and Argentina in 2022 to help employees and managers identify signs of depression, anxiety and stress. Employees underwent 960 hours of psychological monitoring and 1,250 hours of training in the form of conferences. Verallia also continues to encourage physical movement, from daily group warm-ups in Latin America to discounted gym memberships in France. In Mondego, Portugal, employees have access to a gym and can participate in a number of sports activities organised by the plant's social club throughout the year.

## REMOTE WORK AND WORK-LIFE BALANCE

Though 2022 was punctuated by yet another COVID-19 wave and another round of working from home, the world has come to some agreement on the rules and culture of working from home, depending on the job and geographical area. In France, Verallia has signed an agreement on working from home and the right of workers to disconnect

at the end of the day. The agreement spells out the conditions for working from home, allows managers a degree of control over the process and emphasises the importance of work-life balance.

## NATURE ON SITE

Employee well-being also requires a workplace that cares for the environment and the communities around it. In 2022, Verallia repeated its annual Nature On Site competition (see p. 24). —

1. Results of a 2021 engagement survey of 61% (5,646) of employees.



67%

of Verallia employees  
are satisfied with their  
work-life balance.



€50,000

awarded annually to  
each project that wins  
the Nature On Site  
competition.



**Juan Iriarte Santa Isabel**  
Human Resources  
Director,  
Verallia Iberia



## We are Verallia

In Spain and Portugal, Verallia sponsors sporting events and encourages employees to participate. Events include the Carrera de las Empresas Sevilla race, which one of our employees won on 6 November! Sports are great for team-building and help newcomers feel like part of the group, in addition to being good for you, of course.

#allcommitted





## Partner with our communities



73%

of Verallia's 2022  
donation budget  
went to assistance  
in Ukraine.



€1.5M

Amount Verallia  
spends annually  
on local communities  
and NGOs.

Historically, Verallia has had close relationships with the rural communities surrounding its plants and offers sponsorships to aid economic and social development.

Other sponsorships are aimed at helping local managers develop a better understanding of the local area, improving employee well-being and protecting the environment. In 2022, Verallia standardised the process for granting donations across the entire company. A dedicated committee now reviews all submissions to ensure that they fit with Verallia's mission and selects which ones to fund. Many local communities have formed initiatives to raise awareness and address issues central to Verallia's values, such as climate change, diversity and inclusion, and charity work.

### WORKING WITH LOCAL COMMUNITIES

Verallia Italy has created a programme to teach students at a secondary school near the Carcare plant about climate change and the challenges of the circular economy. The plant also has an initiative that creates jobs for migrant women, who design products from leftover textiles.

In France, Verallia partners with the non-profit Espérance Banlieues, to fund classes in Reims, Saint-Étienne, Angoulême and Toulouse designed to prevent students from dropping out of school and promote social integration of youth. The programme teaches students about glass material and its recyclability and helps them build the skills of tomorrow.

Finally, Verallia's Nature On Site competition is a way to build relationships with neighbouring communities. The plant in Lonigo, Italy, a 2021 Nature On Site winner, has partnered with the city and schools to encourage residents to plant 1,000 trees. —



1. A non-profit that has formed a network of 17 schools in at-risk neighbourhoods. Classes use personalised teaching methods and small class sizes.



“

Verallia's Learning community, which includes training managers from each region and corporate training teams, has built a new e-learning programme for all employees. It consists of four axes: management, glass expertise, corporate culture and job expertise. It will be released in July 2023 on a new multilingual website. Much of the content was designed by in-house experts sharing their expertise and experience. The programme is part of our commitment to offer professional development for our employees. **#allcommitted**

—  
**Carole Waibel**

Group Director of Talent & Learning

”



# We are Verallia



“

As part of Verallia's push for inclusion, the plant manager and HR director of the Dego, Italy, plant met individually with all 37 women who work at the plant. The meetings had two purposes: to explain Verallia Italy's goals and career and development opportunities, and to take the time to listen to our employees. The women shared their thoughts on the role of women in the company, the challenges they face, their suggestions for improvement and where they want to take their careers.

**#allcommitted**

—  
**Luca Bollettino**

Director of Human Resources,  
Verallia Italy

”

“

As an ergonomics specialist, I consider myself an expert facilitator. My role is to drive change in work practices at all levels to improve working conditions sustainably. In 2021, I developed and refined methods for evaluating ergonomics and came up with best practices and training. Then, in 2022, I began working with plants to make various improvements. Ergonomics is a crucial issue: 30% of workplace accidents are caused by poor ergonomics. It's not just about safety. Well-designed work environments that work for everyone help promote inclusion, well-being and performance. **#allcommitted**

—  
**Odile Graf**

Ergonomics Consultant

”



# ALL COMMITTED TO **COMPLYING WITH OUR VALUES AND OUR ETHICAL PRINCIPLES WITH OUR STAKEHOLDERS**

“ We are building long-lasting relationships with our suppliers and asking them to help us meet our targets.”

**JÉRÔME CREST**  
Group Purchasing Director

## **HOW DOES VERALLIA WORK WITH ITS SUPPLIERS TO ACHIEVE ITS ETHICS GOALS?**

It takes many forms. For example, we ensure that our suppliers comply with local and international laws on corruption, competition, personal information and tax evasion – a basic part of any CSR policy. But we also make

them a part of our fundamental commitment to product quality to ensure satisfaction all the way to the end-consumer.

## **WHAT ABOUT VERALLIA'S SUPPLIERS?**

Our 12,800 suppliers play a key role in helping us fulfil our responsibilities at all stages along the value chain. To get them fully on board with our values,

we revamped our purchasing policy in 2022. In addition to other strict criteria for selecting suppliers, we now require suppliers to also work towards our goals for a circular economy, decarbonation, quality, diversity, inclusion and human rights. We also believe in building long-term relationships with major and key suppliers through concrete actions, such as reducing CO<sub>2</sub> emissions and action plans for quality and safe operations.

# Comply with key regulations

Verallia is committed to following all applicable local and international laws – anytime, anywhere.

**B**usiness ethics, a core part of Verallia's CSR policy, means fully complying with rules and regulations on corruption, competition, embargoes, personal information, information security and tax evasion. This is non-negotiable. But because we operate in so many countries, and because local and international legislation can change so quickly, employees must remain vigilant to ensure we comply with the law.

aspects – in other words, all of Verallia's policies were examined from an ethics point of view. The new ethics code will be published in 2023, at the same time as the new corruption risk map, which was created with input from persons in key roles (finance, accounting, sales, internal audit, taxation, risk, purchasing, IT, etc.) around the world. —

1. Obeying the law.
2. General Data Protection Regulation.

Our 2022 compliance metrics<sup>1</sup> show that, once again, our tracking system works. We had no convictions or fines for the year, and we made sure to train the appropriate employees on matters of corruption, fair competition, and economic sanctions and embargos.

## REACHING ALL EMPLOYEES

In addition to targeted training, Verallia trained all staff on general compliance matters (codes of conduct, anti-corruption, competition and GDPR<sup>2</sup>) via Compliance Week, held in November 2022. The event targeted as many employees as possible, teaching them how to apply the information in their everyday work. Each topic was taught using a different method: flyers, videos, interviews and comics.

## A NEW CODE OF ETHICS

In 2022, Verallia revised its ethics code to include social, societal and environmental



0

convictions or fines recorded for 2022.



**Véronique Hanc**  
Group  
Compliance  
Officer

## We are Verallia

“ Compliance Week, a week-long event on compliance with laws and regulations held November 2022, was an exceptional opportunity to inspire and educate employees about compliance. We are proud to belong to a company that cares so much about compliance and business ethics in general! **#allcommitted** ”

## Build engaging and respectful relationships with our suppliers



88%

of purchases fall under  
the Supplier Charter.  
Our goal is to raise  
that number to 90%  
by 2025.

Verallia builds long-term relationships with suppliers to encourage them to adopt our values, helping us achieve our social and environmental objectives.

management and assessment process focusing on four areas: supplier risk mapping, scheduled to be revised in 2023; assessments of high-risk suppliers using the EcoVadis questionnaire (528 suppliers were evaluated in 2022); on-site audits based on assessments (90 in 2022); and action plans for suppliers that need them.



€2.18BN

in purchases in 2022.

In 2022, Verallia revised its Supplier Charter, which new suppliers must sign and requires them to adhere fully to Verallia's ethics and principles. The new version places more emphasis than the 2018 version on our expectation for suppliers to work towards our purpose, ethics code and revised CSR objectives. With help from local teams, we were able to get many of our suppliers, representing 88% of our purchasing spend, to sign the new charter.

### TRAINING AND AWARENESS

All purchasing teams were trained in responsible purchasing (policies, tools, EcoVadis evaluation questionnaire) to ensure that CSR risks are managed correctly. More broadly, 100% of buyers, new hires and employees involved in supplier relations have been trained on CSR issues, and programmes have been undertaken to teach suppliers as well.

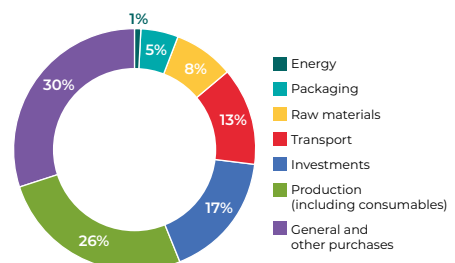
### MAPPING SUPPLIER RISK

To target and address the most pressing CSR risks, Verallia has established a new risk

### CO<sub>2</sub> EMISSIONS AND PURCHASING

Verallia has also focused particular efforts on rooting out areas and suppliers responsible for the most Scope 3 CO<sub>2</sub> emissions to improve sourcing of future service-providers. All told, purchasing teams will be busy in 2023 using analysis software and simulations to help suppliers reduce their CO<sub>2</sub> output, whether from transport, packaging or raw materials. —

### 12,800 ACTIVE SUPPLIERS



# Ensure product quality and safety

Product quality is about more than a commitment to our customers. It is one of our core values and requires involvement from everyone.

## CONTINUAL IMPROVEMENT

Verallia's approach to quality revolves around a single overarching goal: zero critical customer complaints. It requires a three-pronged quality improvement plan that includes a culture of quality, legal compliance and processes to monitor internal operations to get it Right the First Time<sup>1</sup>. The plan was revised in 2022, as it is every year, based on areas for improvement identified via performance metrics.

## TRAINING LOGISTICS TEAMS

In 2022, to help develop a culture of quality, as prescribed by the quality improvement plan, special attention was given to logistics. In each region, teams were trained in root cause analysis (RCA), a particular methodology that takes a structured, rational view of quality problems and their causes.

## FOOD SAFETY CERTIFICATION AND TANDARDISATION

We are proud to report that our objectives in this area have been met. All 32 glass plants are now food-certified (three-fourths are FSSC 22000<sup>2</sup> or BRC<sup>3</sup> certified). Food certification is necessary to ensure that the bottles and jars we produce are sterile. To achieve our goal, our food safety experts



created an online course for all employees and required for all new hires. Hygiene rules have also been standardised across all regions and sites. The rules are grouped into five categories and apply to anyone entering a glass site. —

1. Also called "first time right".
2. FSSC 22000 is based on the 22000 standard. It combines food safety requirements common to distributors and manufacturers.
3. BRC is a British food safety norm created by the Global Food Safety Initiative. FSSC 22000 is another food safety standard.



43%

Reduction in customer complaints recorded in 2022 vs. 2020.



1,200

quality control machines have been upgraded by the plan since 2019.



EcoVadis platinum medal.

Score: 78/100, which we raised through responsible purchasing.



“

Our risk management process requires the purchasing department to help Verallia suppliers make tangible improvements to their employees' working conditions – for instance, by adding emergency exits, installing operator safety systems, increasing overtime pay, etc. In doing so, we are committing fully to our action plan (risk mapping, supplier assessments and on-site audits) and ensuring responsible purchasing upstream. In 2023, we'll take the next step with a programme that incentivise suppliers to address social and environmental issues. **#allcommitted**

—  
**Cyrille Chouvet**

Group Purchasing and Supplier Quality Process Manager

”



# We are Verallia



“

Quality plays a key role in our CSR policy. First, it enables us to provide safe, reliable glass packaging for food and beverages via food safety management systems that comply with international standards and regulations. Second, the quality of our products is a key factor in ensuring customer satisfaction and confidence. Finally, making quality products generates less waste and emissions and helps reduce our environmental impact and carbon footprint. **#allcommitted**

—  
**Sandrine Delmas**

Group Quality Director

”

“

Verallia's business relies heavily on communications and digital processing, making cybersecurity – which protects production facilities, systems and information – a huge priority. Cybersecurity requires the strict application of basic procedures, as well as teaching partners and employees how to protect information. Our cybersecurity team works constantly to find practical solutions to increasingly complex challenges and environments. **#allcommitted**

—  
**Frédéric Lavécot**

IT Security & Standard Manager, Group

”



# OUR CSR PERFORMANCE

## SCORES



**A-**  
13/12/2022

The CDP Climate Change questionnaire helps businesses evaluate and mitigate their climate change risks.

*Over 8,400 businesses evaluated*



**Platinum Medal**  
**78/100**  
06/01/2023

The EcoVadis website features a questionnaire to evaluate businesses on their environmental practices, social and human rights, ethics and responsible purchasing.

*Over 90,000 businesses evaluated*



**BBB**  
23/01/2023

MSCI's ESG rating measures a business's resilience in the face of long-term financially relevant ESG risks. The score is aimed primarily at investors.

*Over 17,500 businesses evaluated*



**14.2 (low risk)**  
07/03/2022

Sustainalytics rates a business's exposure to major ESG risks, how well the company manages the risks and the significance of unmanaged risks.

*Over 4,500 businesses evaluated*

## MEMBERSHIPS



**SINCE 2016**

A UN initiative begun in 2000 to encourage corporations to adopt and promote human rights, and international standards on labour, the environment and corruption.

*Over 20,700 participants in 179 countries*



**2020**  
**CO<sub>2</sub> targets**  
**approved**  
**March 2022**  
**for the 1.5°C goal**

A partnership between CDP, the UN Global Compact, the World Resources Institute and the World Wide Fund for Nature that helps companies and financial institutions determine how much and how fast they need to reduce their greenhouse gas emissions to prevent the worst effects of climate change.

*Nearly 4,000 members*



**SINCE 2016**

Sedex hosts a website for sharing information on ethical sourcing for supply chains.

*Over 50,000 members in over 150 countries*

## CSR DASHBOARD

CSR AXES	COMMITMENT	OBJECTIVE	PERFORMANCE INDICATOR	BASE YEAR RESULTS	2022 RESULTS	2025 TARGET	2030 TARGET
Enhancing the circularity of glass packaging	Maximise the use of cullet in our products	Achieve 59% external cullet in production by 2025 and 66% by 2030	Percentage of external cullet in glass production	49% in 2019	55.7%	59%	66%
	Expand glass reuse	Run at least 1 pilot project for reuse in France by 2025	Number of pilot projects	0 in 2020	0	1	
	Develop eco-design for sustainable products	Reduce the weight of our standard, non-returnable bottles and jars by 3% by 2025 vs. 2019	Alpha coefficient	16 in 2019	15.9	15.5	
	Optimise water use	Achieve water usage of 0.4 m³/tpg at glass plants by 2025	Cubic metres of water used per tonne of packed glass (tpg)	0.58 in 2020	0.47	0.4	
	Reduce waste generation	Recycle 75% of waste by 2025	Waste recycling percentage	65.5% in 2020	75%	75%	
Decarbonising our activities	Reduce Scope 1 and 2 CO <sub>2</sub> emissions at our sites	Reduce Scope 1 and 2 CO <sub>2</sub> emissions by 46% in absolute terms by 2030 vs. 2019	Scope 1 and 2 CO <sub>2</sub> emissions in kt of CO <sub>2</sub>	3,090 in 2019	2,756	2,625	1,669
			Reduce Scope 1 and 2 CO <sub>2</sub> emissions vs. 2019 (in %)	2019	-10.8%	-15%	-46%
	Reduce Scope 3 CO <sub>2</sub> emissions	Maintain Scope 3 CO <sub>2</sub> emissions under 40% of total emissions	Scope 3 CO <sub>2</sub> emissions in kt of CO <sub>2</sub>	1,810 in 2019	1,634 en 2021	< 1,751	< 1,112
			Percentage of Scope 3 emissions out of total emissions (in %)	37% in 2019	37% in 2021	< 40%	< 40%
	Develop renewable or low-carbon energies	Use 60% certified renewable or low-carbon energy by 2025	Percentage of certified renewable or low-carbon energy out of total electricity used	34% in 2020	50%	60%	90% in 2040
Ensuring a safe and inclusive work environment for all	Contribute to soil regeneration	Plant at least 100,000 trees per year from 2019–2025	Trees planted since 2019	100,000 in 2019	413,000	700,000	
	Ensure the health and safety of everyone	Aim for zero accidents and achieve TF2 < 1.5 by 2025	TF2 (with and without lost time)	5.5 in 2019	3.6	< 1.5	
	Promote diversity and inclusion	Reach 35% women in management at Group level in 2025	Percentage of women managers	29% in 2019	31.3%	35%	
		Reach 4.5% employment of people with disabilities by 2025	Percentage of employees with disabilities	3% in 2019	3.3%	4.5%	
Complying with our ethical principles with our suppliers, clients and employees	Support employee skills development	Double the number of employees owning company shares by 2025 vs. 2019	Capital owned by employees	2.6% in 2019	3.8%	> 5%	
	Comply with key regulations	Achieve zero convictions and fines for key laws	Number of convictions and fines	0 in 2019	0	0	
	Build engaging and respectful relationships with our suppliers	Ensure 90% of purchases fall under the Supplier Charter by 2025	Percentage of purchases falling under the Supplier Charter	73% in 2020	88%	90%	
	Ensure product quality and safety for customer satisfaction	Reduce customer complaints by 35% by 2025 vs. 2020	Percent reduction in customer complaints vs. 2020	2020 Base year	-43%	-35%	

## NON-FINANCIAL PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	2022	2021	2020
ENVIRONMENT			
<b>General</b>			
% of operational sites having been evaluated for environmental risks	100%	100%	100%
% of total workforce across all sites trained (internally or externally) on environmental matters	100%	100%	100%
<b>Energy and fuel</b>			
Total energy use in MWh	10,708,709	10,810,763	10,644,562
Fossil fuel use (fuel oil, gas) in PCI MWh	8,743,156	8,859,621	8,788,556
Electricity use in PCI MWh	1,965,553	1,951,142	1,856,006
Certified renewable electricity use in MWh	575,224	522,045	-
% certified renewable or low-carbon electricity out of total electricity used	50%	46%	34%
Total cost of energy in M€	586,961	364,512	332,071
Cost of fuel in M€	357,158	227,423	204,481
<b>Scope 1 and 2 greenhouse gas emissions</b>			
Scope 1 greenhouse gas emissions, in kt CO <sub>2</sub>	2,286	2,347	2,378
Scope 2 greenhouse gas emissions, in kt CO <sub>2</sub>	471	486	562
Scope 1 & 2 greenhouse gas emissions, in kt CO <sub>2</sub>	2,756	2,833	2,940
Scope 1 & 2 greenhouse gas emissions / turnover (kt CO <sub>2</sub> / M€)	0.81	1.05	1.16
Scope 1 & 2 greenhouse gas emissions, in kt CO <sub>2</sub> per tpg	0.468	0.482	0.523
<b>Scope 3 greenhouse gas emissions</b>			
Scope 3 greenhouse gas emissions, in kt CO <sub>2</sub> e	TBA	1,634	1,743
% Scope 3 emissions out of total emissions	-	36.6%	37.2%
Scope 3 emissions from raw materials, in kt CO <sub>2</sub>	-	556	506
Scope 3 emissions from transport, in kt CO <sub>2</sub>	-	301	289
Scope 3 emissions from outer packaging, in kt CO <sub>2</sub>	-	129	173
Upstream Scope 3 emissions, in kt CO <sub>2</sub>	-	1,380	1,398
Downstream Scope 3 emissions, in kt CO <sub>2</sub>	-	254	345
<b>Soil regeneration</b>			
Trees planted since 2019	413,000	313,000	200,000
Plants earning the Nature On Site award since 2019	9	6	4
Certified offset greenhouse gas emissions, in t CO <sub>2</sub> e	20,000	30,000	30,910
<b>Water</b>			
Total water use in m <sup>3</sup>	2,758,494	3,108,599	3,273,730
Water use in m <sup>3</sup> per tonne of packed glass (tpg)	0.47	0.53	0.58
<b>Waste</b>			
Percentage of waste recycled	75%	68%	65.5%
Waste generated by plants (tonnes)	76,918	65,188	64,975
Hazardous waste (tonnes)	17,515	9,167	14,450
Waste sent to landfills (tonnes)	11,345	13,230	17,944
Non-hazardous waste (tonnes)	59,061	56,021	50,525
Recycled or reused waste (tonnes)	61,894	45,816	45,557
<b>Sustainable products and materials</b>			
% recycled cullet in new glass produced (% external cullet)	55.7%	55%	51.6%
Alpha coefficient	159	16	16

## NON-FINANCIAL PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	2022	2021	2020
SOCIAL, HEALTH & SAFETY			
<b>General</b>			
Total employees	10,008	9,758	9,553
<b>% employees by region</b>			
Europe (including France)	87% (25%)	87% (25%)	87% (26%)
Latin America	13%	13%	13%
<b>Employees by geographical area:</b>			
Northern and Eastern Europe	3,218	3,181	3,122
Southern and Western Europe	5,382	5,286	5,184
Latin America	1,408	1,291	1,247
<b>Breakdown of employees by contract type:</b>			
Contractors	90%	90%	90%
Permanent employees	5%	5%	4%
Temporary workers	5%	5%	6%
<b>Breakdown of employees by socio-professional category:</b>			
Executives	1,065	1,014	993
Employees, technicians, supervisors	2,458	2,308	2,230
Labourers	6,485	6,436	6,330
Salesforce	310	318	280
Company payroll in M€ (sum of gross wages, employer social welfare contributions, employee profit-sharing, incentives and other personnel costs, as included in each financial year)	567.4	524.5	501
<b>Employment trends</b>			
<b>Changes in company employment over the last three financial years:</b>			
Total turnover (all departures combined)	11.9%	11.2%	9.4%
Voluntary turnover (resignations only)	5.0%	4.6%	2.60%
Hiring	14.3%	12.0%	7.60%
Contractor hiring	9.4%	7.1%	4.20%
<b>Health &amp; safety</b>			
Accidents (with and without lost time)	76 <sup>1</sup>	105	88
Rate of accidents with lost time (TF1)	3.5	5.0	4.4
Rate of accidents with and without lost time (TF2): number of workplace accidents with and without lost time per million hours worked	3.6	5.3	4.6
Severity rate	0.25	0.29	-
Number of fatal workplace accidents	0	0	0
% of total workforce across all sites represented in a joint health & safety committee	100%	100%	100%
% of operational sites having been evaluated for health & safety risks	100%	100%	100%
<b>Diversity and inclusion</b>			
Percentage of women employees	17.9%	17.2%	16.5%
Percentage of women in managerial positions (executive committees)	30%	33%	20%
Percentage of executive managers who are women	31.3%	30.4%	29.8%
Percentage of women hirees	28.3%	28.8%	20.7%
Gender parity index	68	67	70
Percentage of employees with a disability/average workforce	3.3%	3.4%	3.3%
Percentage of hirees who have a disability	1.4%	1.5%	nc
Number of nationalities represented within the company	68	63	nc

1. As in 2021, accidents include subcontractors.



## NON-FINANCIAL PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	2022	2021	2020
<b>SOCIAL, HEALTH &amp; SAFETY</b>			
<b>Professional development</b>			
<b>Total hours of training</b>	327,520	304,902	
Percentage of workforce trained	85.2%	78.8%	77%
Hours of training per person (hrs./pers.)	33	31	25
<b>Percentage of executives and non-executives trained:</b>			
Executives	91.7%	93.3%	63%
Senior technicians and supervisors	91.0%	74.7%	64%
Labourers, employees and technicians	82.1%	70.9%	56%
<b>Percentage by training type:</b>			
Technical	52%	61%	50%
Health, safety & environment	58%	54%	17%
Management	32%	29%	9%
Language	4%	4%	5%
Other	25%	24%	11%
<b>Employee retention</b>			
Agreements signed or approved by employee representatives this year	64	70	51
Retention index (every 2 years)	nc	57.0%	nc
Absentee rate	5.5%	5.0%	5.5%
<b>Capital owned by employees</b>			
Percentage of capital owned by employees	3.8%	3.5%	3.2%
Percentage of employee shareholders	41%	45%	37%
Number of employee shareholders	4,132	4,367	3,491
<b>ETHICS</b>			
<b>General</b>			
Number of convictions and fines	0	0	0
Total complaints received (and % handled)	15 (87%)	7 (100%)	
Ethics complaints received (and % handled)	0 (N/A)	1 (100%)	
Percentage of all operational sites having undergone an internal evaluation or risk assessment for ethics	100%	100%	100%
<b>Corruption</b>			
% of targeted employees (those likely to be exposed to active or passive corruption) trained on our anti-corruption policy	97.5%	98.9%	98.7%
Number of confirmed corruption incidents	0	0	0
<b>Competition and embargos</b>			
% of targeted employees trained on our competition policy	98.9%	98.8%	98.3%
% of targeted employees trained on the risk of violating economic sanctions or embargos	99.4%	94.8%	
<b>Personal information</b>			
% of GDPR claims processed	100%	100%	
<b>Information security</b>			
Number of confirmed information security incidents	2	1	1
Number of IT security events collected for analysis, in billions	81.9	25.8	22.2
Number of incidents with a negative effect	2	1	1

## NON-FINANCIAL PERFORMANCE INDICATORS

PERFORMANCE INDICATOR	2022	2021	2020
<b>ETHICS</b>			
<b>Suppliers</b>			
Company purchases, in bn€	2.18	1.6	1.6
Number of suppliers	12,800	10,250	8,000
% of suppliers in number in the energy purchase category	1%	1%	5%
% of suppliers in number in the raw materials purchase category	8%	8%	5%
% of suppliers in number in the investment purchase category	17%	21%	14%
% of suppliers in number in the transport purchase category	13%	10%	7%
% of suppliers in number in the production purchase category	26%	28%	19%
% of suppliers in number in the packaging purchase category	5%	6%	16%
% of suppliers in number in the general and other purchase category	30%	26%	34%
Percentage of purchases falling under the Supplier Charter	88%	82%	73%
Percentage of suppliers currently deemed a priority risk based on the AFNOR matrix and that have undergone or will undergo an EcoVadis or ACESIA evaluation	99%	89%	91%
Total CSR inspections of supplier facilities	24	78	8
Percentage of targeted suppliers that have had an on-site CSR audit	37%	30%	3%
Action plans undertaken for supplier non-compliance	57	24	N/A
Percentage of purchasers across all sites that have been trained in responsible purchasing	100%	100%	100%
Percentage of suppliers affected by mineral conflict laws, for whom conflict mineral information is available	100%	100%	100%
<b>Product safety and customer satisfaction</b>			
% of sites with at least 1 RCA-certified coach*	100%	84%	47%
Number of food safety-certified sites	100%	94%	90%
% reduction in customer complaints (claims per 100 million containers sold)	– 43% vs. 2020	– 13% vs. 2020	– 11% vs. 2019
<b>Communities</b>			
Monetary donations per year to communities and NGOs by the company	€1.5m	€1.5m	€1.5m
<b>GOVERNANCE</b>			
Number of members on the Board (Board of Directors, Oversight Board or equivalent) as of 31 December	13	10	13
Percentage of administrators who attended board meetings (in person, remotely or by proxy) over the last reporting period	96%	94%	88%
Total number of ordinary and extraordinary company board meetings held over the last reporting period	6	7	7
Percentage of independent members on the Board of Directors or Oversight Board as of 31 December. Administrators are deemed independent if they have no connection whatsoever to the company, its parent company or its management that could compromise their judgement.	50%	50%	40%
Percentage of women on the Board of Directors or Oversight Board	40%	44%	40%
Percentage of women on the Executive Committee	27%	30%	20%

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The complete CSR report is available in chapter 2  
of the 2022 Universal Registration Document.



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