

A photograph of a forest stream with mossy rocks and autumn foliage. The stream flows through a dense forest with trees covered in moss and fallen leaves on the ground. The water is slightly blurred, suggesting a long exposure. The overall atmosphere is serene and natural.

# CSR Report 2021

Spadel



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# Non-financial figures

## 83,341 MWh

energy used (of which 35% renewable) i.e. a reduction of 50% per liter since 2010

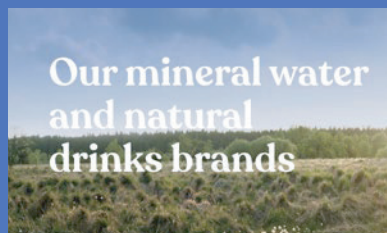
## 24.8%

Recycled material (rPET of bottles and recycled plastic around packs) (vs 11,9% in 2020)



## 22,748 HA

of protected nature



## 1.541/l

water used to bottle 1 litre of mineral water or lemonade (-56% vs 2010)

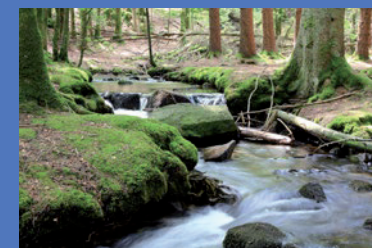
## -29% CO<sub>2</sub>/l

29% reduction of CO<sub>2</sub> emissions per liter of bottled mineral water / lemonade vs 2010 (incl. Devin)



## <4%

The WEI index indicates the relationship between the annual catchment average and the average annual water available in a given region. Spa and Bru have a WEI of less than 4% (below the 10% limit set by the United Nations)

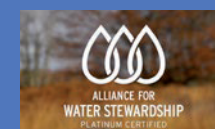


## 97%

of our purchases are done within a 500 km radius around our production sites (vs 94% in 2020)

## Platinum Certificate

European Water Stewardship Gold certificate for Spa in 2020





# Corporate social responsibility



## Non-financial information

The chapters 'Internal Control and Risk Management' and 'Risk Factors' describe Spadel's exposure to risks and the management systems it applies.

These include the following risks in particular:

- issues relating to the environmental impact of its products
- defects or contamination of a product marketed by the Group
- the availability and price volatility of raw materials and energy
- the trend in the fees payable on the various types of packaging

In the specific context of non-financial information, Spadel applies the GRI-standards (*Global Reporting Initiative*). The main risks and themes concerning Spadel relate to the social, ethical and environmental aspects of its activities and are determined on the basis of the materiality analysis. These risks are then integrated into the corporate social responsibility strategy (CSR) and the relevant governance system. These themes apply to the company's entire value chain, including suppliers and partners as well as the various clients (mass retail, out-of-home consumption, etc.) and end consumers.

## Materiality

A materiality analysis is repeated regularly. Spadel has been working on sustainability in a structural way since 2010, when an initial major analysis took place and targets 2015 were established. This was followed by an update of the strategy in 2015 and targets towards 2020. Last year we launched our new CSR Strategy 2025, called *Source of Change*.

The extensive materiality process, including:

- a desk study to identify the main themes and challenges
- individual discussions with ten sustainability experts in our markets
- the involvement of 40 internal staff, including members of the CSR Steering, the management team and the Executive Committee
- consultation with 45 external stakeholders was presented in detail in the CSR Report 2020.

The CSR Strategy 2025 revolves around four pillars: Green, Pure, Local and Together, with the ambition to become a B Corp certified company. The specific risks, actions and results are explained in this report under the respective themes.





The sustainable development goals (SDGs) were officially adopted by the General Assembly of the United Nations in September 2015, with the 2030 Agenda for Sustainable Development. Through its ambitious CSR strategy, Spadel contributes towards achieving several of these goals.



## CSR Strategy 2025 – Progress Report

### GREEN

In our green pillar we transition towards zero carbon production, circular packaging and we restore natural habitats.

#### Climate

##### Objective

Climate change is without doubt one of the greatest challenges our world faces. With global warming gathering pace, the quest for carbon neutrality and efforts to safeguard future generations from the impact of CO<sub>2</sub> emissions are the only ways in which Spadel can fully assume its responsibility in this respect. In 2010 the Group set its goal of being fully CO<sub>2</sub> neutral (scopes 1, 2 and 3) by 2020. And it was a success. Towards 2025:

- we will remain carbon neutral for the entire value chain (scope 1, 2 and 3)
- we have further reduction targets according to Science Based Targets: -42% absolute reduction by 2030 (baseline 2015)

#### Actions 2021

Since 2010 reducing our carbon footprint has been a key focal point for Spadel. And it is paying off.

Despite a volume increase of 21% since 2010, our absolute carbon footprint has decreased by 15% over the same period. In other words, we have achieved a decoupling of the growth of our business and our carbon footprint.

In 2021, the total CO<sub>2</sub> emissions for Spadel amounted to 116,610 tons. Our **scope 1 & 2 emissions** (energy in the factory) accounts for 6% in 2021 versus 15% in 2010. The main emission impact (94%) lies in what happens before and after the factory (**scope 3**). In this scope 3, our packaging is the largest contributor, followed by distribution and ingredients. Our carbon reduction ambition is thus a key driver for our sustainable packaging commitments (see further).

A big contributor to our scope 1 & 2 reduction last year was the new local biobased energy supply taken into use in Spa Monopole, as one of the first three organisations in Belgium, in partnership with Luminus and Cinergie.

There are many practical benefits to be found in making the switch to biobased energy sources. Biogas comes from organic waste, such as manure or even compost, which means it is a circular product. As there is a lot of agriculture in Wallonia, where Spa is based,

it is produced locally. It also means we are less reliant on foreign energy supplies and geopolitical events that impact the price of energy. Finally, biogas emits much less carbon than traditional gas.

A cogeneration unit at Spa transforms the gas to electricity and heat through combustion. This powers the equipment in our bottling plant, our laptops, even our HVAC (Heating, ventilation, and air conditioning systems). Although some CO<sub>2</sub> is emitted during the combustion process, it is about half as much as traditional sources would generate.

Reductions in our scope 3 were linked to the increased use of recycled material in our bottles (rPET), more recycled material in our films (around packs), light weighting bottles, less material, more large formats...

#### Status of performance indicators 2021

- Carbon neutrality for the entire value chain (scope 1, 2 and 3): achieved
- CO<sub>2</sub> reduction targets 2030 -42%, according to SBTi: -6%, on track

### Sustainable packaging

#### Objective

Spadel is fully aware of the impact of packaging on the environment and wants to play a leading role in shaping a positive future. That's why in 2019 we launched ten commitments centered around four key drivers (Reinvent, Reduce, Recycle, Restore), aimed to accelerate our transition towards a circular economy.

## Actions 2021

Changing market conditions, such as Covid and the lockdown in the hospitality industry or supply chains that are under pressure, force us to constantly revise our roadmap on how to reach our targets.

Despite this challenging environment, we saw important progress in 2021. Within the Reduce pillar, we are aiming for -15% of our single use plastic footprint by 2025 and have an intermediary target of -5% by 2022. This goal has been achieved. In the second half of 2021 the Spa Reine 1.5l bottle was launched, which reduces the weight/plastic use by 12% vs the previous one. This leads to a reduction of approximately 385 tons of plastic per year. That brings the Spa bottle to -53% plastic over the past 50 years.

We felt the impact of the lockdowns on our ambition to double our volume sales from reusable formats by 2025. However, we remain fully committed to our target. We took an important step in 2021 by launching *The Source*, our new venture capital fund. This fund aims to make minority acquisitions in promising start-ups in the drinks and hydration sector to help them grow, thanks to financial and strategic support.

The acquisition of shares in Andy (formerly Contaynor) is the first investment by *The Source*. Andy is a Belgian start-up specialising in the eco-friendly home delivery of drinks and our investment is one way to promote returnable packaging.



Another important topic is the integration of more recycled material in our packaging. The different brands of the Spadel Group each have their timeline for adopting plastic bottles made of 100% recycled material (rPET).

What makes natural mineral water unique is that it goes straight from the source into the bottle, without any treatment. Hence all our efforts to preserve and restore nature. We put equal value on the quality on our packaging, which is our primary decision criterium when it comes to the integration of rPET in the bottles.

Demand for rPET inside and outside our industry has grown. The supply of food grade quality rPET that meets Spadel's quality requirements has not followed sufficiently. We also see that part of the recycled PET leaves the sector to be used in other industries (for example garment).

To guarantee the quality of rPET, better sorting of collected plastics needs to be ensured. This is why we support the EU SUP Directive 90% target for separate collection of PET beverage bottles, to secure high quality and quantities of rPET. We also recognise that deposit refund systems can be a good way to achieve this. Another way to work on the quality of rPET is to invest in new recycling techniques. We closely follow the evolution around chemical recycling.

In this challenging environment, we made progress in 2021: the entire Bru range, Spa Touch range and the Wattwiller 50cl switched to 100% rPET in 2021. Other Spa ranges were at 25%. Shrink films (around the packs) also switched to 100% recycled plastic for Bru in 2021.

## Status of performance indicators 2021

- All the initiatives and the progress made in the context of the commitments can be consulted throughout the year on the website [www.sourceofchange.spadel.com](http://www.sourceofchange.spadel.com)
- Its advances and achievements are also compiled in the New Plastics Economy Global Commitment and the Plastic Pact NL



## Biodiversity

### Objective

The protection and restoration of nature and biodiversity are deeply embedded in the DNA of the Spadel Group and its various brands. We commit to be biodiversity positive for all Spadel sites (8) according to the Biodiversity Footprint Methodology (BFM) by 2025.

### Actions 2021

To coincide with the 100<sup>th</sup> anniversary of Spa Monopole and the royal visit by King Philippe and Queen Mathilde of Belgium on November 18<sup>th</sup>, we calculated our net impact on biodiversity.

With the help of the consulting firm Arcadis we calculated our biodiversity footprint using the *Mean Species Abundance*, or MSA.ha, methodology. The MSA represents the intactness of biodiversity relative to its original state. A value of 0 stands for a complete loss of original biodiversity and 1 implicates the area is undisturbed. Multiplying the MSA score by the surface of the area it concerns, gives the MSA.ha score. The MSA is endorsed by the international scientific community (IPBES, IPPC) and is one of the most widely used indicators in biodiversity accounting.

Based on historical data we assigned individual MSA baseline scores for the different areas around the Spa site. We then looked at our negative impacts (the factory destroyed some of nature for example) and positive impacts (initiatives for biodiversity protection and restoration). This way we were able to calculate today's MSA scores.

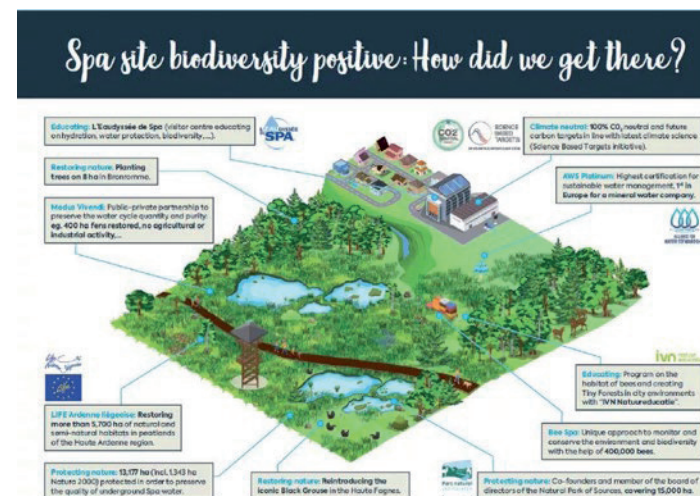
We found that the positive impacts (improvements in MSA) far outweigh the negative ones (decline in MSA). The Spa Monopole site achieves an exceptionally impressive +31 MSA.ha result. In other words, thanks to Spa's presence, the biodiversity is actually better off than if Spa had not been active in the area.

The visual on the left summarises the initiatives contributing to an improvement in biodiversity.

Being recognised as biodiversity positive at Spa Monopole is just the start. We will continue our biodiversity positive journey by looking at the entire value chain, setting quantified biodiversity targets and implementing actions to achieve them. All this will be done in close cooperation with relevant stakeholders. Guiding us in this ambition we will engage with the *Science Based Targets Network* (SBTN). As a Group, we commit to ensuring that all of our other sites – Brussels HQ, Made (NL), Bru, Carola, Wattwiller, Sofia HQ and Devin – will all be biodiversity positive by 2025.

### Status of performance indicators 2021

- One site out of eight biodiversity positive: on track







## PURE

In our Pure pillar we work to provide the purest water, healthy for our consumers and respectful to nature.

### Protection

#### Objective

The protection and sustainable water management of water resources has always been part of Spadel's DNA. Spadel wants all sites (5) Platinum (highest level) certified according to the *Alliance for Water Stewardship* (AWS) framework.

AWS is a globally-applicable framework for major water users to understand their water use and impacts, and to work collaboratively and transparently for sustainable water management within a catchment context.

#### Actions 2021

Spadel operates five water extraction sites, all of which extract water via boreholes. Spadel never collects more than what is naturally replenished in its water catchment areas. The water is drawn without being depleted and each site has the necessary tools for monitoring. This is accomplished by:

- for each well: a pumping test is carried out to set the maximum extraction rate regarding the local capacity of the water resource.
- for the overall water resource: a hydrogeological assessment is conducted for all sites to identify the total water available for sustainable extraction. The goal is to only catch the renewable part of the water resource

- on ongoing basis: the company monitors the Water Exploitation Index (WEI) which indicates the ratio between the average annual abstraction and the average annual water available in a given region. The WEI is calculated and compared to the internationally recognised threshold to guarantee a sustainable extraction (20% is the EU standard for 'low-stressed' and a more secure standard of 10% is 'non-stressed'). Spadel's standard is to have a WEI < 10% at all sites. In 2021 four Spadel sites had a WEI below 3%, one site was at 5.2%

In addition, all of the above information is annually checked and approved by *Alliance for Water Stewardship* (AWS) auditors and local authorities. Spadel uses the AWS framework for managing its water abstraction, with a goal to achieve the highest level of AWS certification (Platinum) at all five sites by 2025.

At the end of 2021, one sites (SPA) achieved Platinum certification, the four other sites had their audits conducted as scheduled in late 2021 with results expected in early 2022.

Reducing the company's operational water footprint is also one of Spadel's priorities. Spadel measures the results using the *Water Use Ratio* (WUR). Monitoring is continuous and is part of the Operations dashboard. In 2019, the average production of one litre of mineral water and lemonade required 1,55 litres, which gives a Water Use Ratio of 1,55 l/l. Between 2010 and 2019, Spadel managed to reduce the WUR by 56% per litre.

#### Status of performance indicators 2021

- 1 site Platinum certified: on track

## Purity

#### Objective

Be recognised as the 'purest' water by consumers (as per % of targets achieved).

#### Actions 2021

'Water is just water.' Is it? The European Union has laid down specific rules for natural mineral and spring waters, which clearly set them apart from drinking water (bottled or otherwise) and tap water.

Natural mineral water comes from a single underground source. Bottled on site, it is as pure when it reaches your dinner table as it is at the source. Naturally filtered during its journey into the ground, it is enriched with minerals from deep in the earth's crust. This means the water's purity is safeguarded from outside contaminants, and its mineral balance is stable at all times. As it is microbiologically safe at the source, it doesn't need any kind of treatment or processing. In fact, this is strictly prohibited for natural mineral water. The EU asks that natural mineral water meets the following criteria:

- natural mineral water is 100% underground
- it has an original purity that comes from nature itself
- the source is protected against any risk of contamination
- it should not be chemically treated
- it has a stable and unique mineral composition
- it may claim health benefits





For all Spadel brands this natural purity is a key component of the brand identity. Depending on the brand positioning, different KPIs and objectives have been set for the brands. These different KPIs are brought together in one score, as a percentage of achievement of all targets, and are monitored via market research.

#### Status of performance indicators 2021

- Internal KPI: on track

### Ingredients

#### Objective

All ingredients are from 100% natural origin according to the guidelines of our naturality grid.

#### Actions 2021

Because there is no legal definition of what 'natural' means, the Group and its stakeholders have worked together to draw up a framework for natural products.

The basis is formed by the origin of the ingredient and how it is processed. The result is a matrix to determine what is acceptable.

#### Status of performance indicators 2021

- All recipes were in accordance to our naturalness framework: on track

### LOCAL

In our Local pillar we continue to create and sustain a strong local anchorage in the regions where we operate.

### Selling

#### Objective

At least 95% of our sales should fall within the 500 km.

#### Actions 2021

Spadel wants to limit the logistic impact of its commercial activity and considers that its bottled water should not travel more than 500 km for the different sources.

This is a constant point of attention and has been part of the policy for years.

#### Status of performance indicators 2021

- In 2021 97% was sold within 500 km: on track

### Employment

#### Objective

We hire our employees no more than 500 km from the production plant, meaning at least 95% local employment.

#### Actions 2021

Spadel's strategy is based on strong local brands. Often the factories are located in natural areas where a large part of local employment and economic activity is linked to the factories.

Conscious of its presence and possible impact, all brands work on strong local ties, not only in terms of employment but also as being part of the local community.



#### Status of performance indicators 2021

- In 2021 98% of employees came from within 500 km: on track

### Buying

#### Objective

Our procurement policy provides us with an important lever to promote and support sustainability in our supply chain. We expect our suppliers to demonstrate the same sustainability ambitions as we have ourselves:

- 95% of our total expenses should come from local suppliers, which are defined as being less than 500 km from the production plant
- our sustainable sourcing policy is related to the sustainability approach of our strategic suppliers, which we monitor via EcoVadis. 95% of strategic suppliers should be monitored via EcoVadis

#### Actions 2021

Spadel conducts 100% of its business activities in Europe, in compliance with strict laws and regulations. This applies to both employees and customers of the Group.

The risk of human rights violations or non-compliance is much greater in the supply chain. The main human rights risks relate to child labour, forced labour, working hours and wages, discrimination, freedom of association and health & safety.

Spadel limits its exposure to risk in the supply chain by focusing on local sourcing. In 2021, 97% of purchases (ingredients for the flavoured waters and lemonades, packaging materials, etc.) were made within 500 km around the Belgian production sites.





In addition, Spadel asks all its suppliers to sign the Spadel Sustainability Procurement Policy (SSPP). This policy contains the minimum expectations regarding ethical, environmentally related and social efforts (child labour, discrimination, working hours, etc.).

The Group also asks its suppliers to work with Ecovadis or Sedex, which provides a third-party assessment of suppliers' sustainability initiatives. In 2021, 92% of them had complied with this requirement from Spadel.

#### Status of performance indicators 2021

- 97% of total spend went to local suppliers: on track
- 92% of strategic suppliers took part in EcoVadis: on track

## TOGETHER

In the Together pillar we work to ensure a safe, engaging workplace and on creating local impact with our partners.

### Engagement

#### Objective

Spadel wants to be an attractive employer where people like to work. The 'Great Place to Work' philosophy and tools guide us in this ambition. By 2025 we want Great Place to Work (GPTW) certification in all (4) sites (with trust index above 70%).

#### Actions 2021

At its core, a Great Place to Work® is about the level of trust that employees experience in the company's leadership, the joy they find in working together, and pride in their job.

Achieving the Great Place to Work® Certification at all sites is an important goal of Spadel's CSR Strategy. The certification process looks at organisations through two lenses. The first is the *'Trust Index'*: a rating based on a five pillar employee survey on Credibility, Respect, Pride, Camaraderie and Fairness. The second is a *'Culture brief'*, which screens our general HR-approach.

In 2018, we organised the survey, only Spadel France achieved the *Great Place to Work* certification. In 2021, all four entities (Belgium, Bulgaria, France and The Netherlands) were certified for the first time.

In general, the scores went up for all five dimensions since our last survey in 2018. Spadel employees feel strongest about the 'pride' dimension. The 'credibility' and 'respect' dimensions achieved the most positive growth since 2018. The lowest scoring dimension offering the most room for improvement is 'camaraderie'. No doubt the Covid conditions impacted this score.

#### Status of performance indicators 2021

- 4 sites GPTW certified: on track

### Safety

#### Objective

Zero accidents (#LTI, *Lost Time Injury*)

#### Actions 2021

The factories is where it all starts. There is a clear and firm management commitment to offer a safe and healthy work environment in our factories. By 2025 we want to reach zero accidents, an ambition we follow up via the *'Lost Time Injury'* indicator.

#### Status of performance indicators 2021

- Internal KPI: on track

### Partnering

#### Objective

5% of net profit to local partnerships







## Actions 2021

To calculate what falls under the 5% we were inspired by the Business for Societal Impact Framework (B4SI). B4SI is the global standard in measuring and managing a company's social impact. B4SI primarily looks at societal/ social impacts. Building on the B4SI-thinking, Spadel created its own framework, including environmental initiatives.

### This way we take three types of input into account for measuring:

- product donations
- cash expenses, such as partnerships, sponsorships, memberships
- time: volunteering

What matters is whether the initiatives are voluntary and if they contribute to a social or environmental purpose.

Examples of initiatives we took into account for our calculation are:

- partnerships: SeaCleaners, IVN Natuureducatie, Parc Naturel des Sources, carbon offset payments, BeeOdiversity, re-introducing black grouse in the Fagnes...
- sponsorship of sports club/event is ok (SPA-20km Brussels or Carola-Strasbourg foot), sampling & sales deals are not
- time: One Citizen Day, whereby each employee can give back one working day to society through volunteering

Our KPI is then calculated as dividing these expenses by our net profit.

### Status of performance indicators 2021

- 5,39% of our net profit is donated to local partnerships and initiatives: on track



## SUMMARY

	Platform	Explanation (KPI)	2021 result	2025 target
Green	Climate	Carbon neutrality for the entire value chain (scope 1, 2 and 3) - Reduction targets to Science Based Targets (~42% absolute reduction 2030 vs 2015)	Carbon neutral - ~25% SBTi	Carbon neutral - ~25% SBTi
	Packaging	See 10 commitments <a href="http://www.spadel.com">www.spadel.com</a>		
	Biodiversity	Alle sites (8) 'biodiversity positive' calculated according to the Biodiversity Footprint Methodology 5 BFM	1	100% of sites (8) are biodiversity positive
Pure	Protection	All production sites (5) Platinum (highest level) certified Alliance for Water Stewardship (AWS). AWS is a globally-applicable framework for major water users to understand their water use and impacts, and to work collaboratively and transparently for sustainable water management within a catchment context	1	100% of sites (5) Platinum AWS
	Purity	Be recognised as the 'purest' water by consumers (as per % of targets achieved)	57,10%	100% Brand targets achieved
	Ingredients	In absence of a legal definition of 'natural', Spadel developed its own matrix in close cooperation with external stakeholders, based on the origin and processing of the ingredients	100%	100% ingredients of natural origin
Local	Selling	Spadel wants to limit its logistic impact of its commercial activity and consider that the bottled water should not travel more than 500 km from the different sources	97,90%	95% distribution <500 km
	Employing	We hire our employees no more than 500 km from the production plant	98%	98% local employing
	Buying	Our sustainable sourcing policy is related to the sustainability approach of our strategic suppliers, which we monitor via EcoVadis. Our local suppliers are defined less than 500 km from the production plant	92% 97%	95% sustainable strategic suppliers 95% spend on local suppliers
Together	Engagement	Great place to Work (GPTW) certification in all sites (with trust index above 70%)	4	4
	Safety	Zero accidents (#LTI, Lost Time Injury)	Internal	0 Lost Time Injury
	Partnering	5% of net profit to local partnerships	5,39%	5%





# GRI table

CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<i>GENERAL DISCLOSURES</i>						
⌘	102-1	Organisation profile				Cf. p. 2-3
	102-2	Activities, brands, products, and services				Cf. p. 13-25
	102-3	Location of headquarters				Avenue des Communautés 110 - B-1200 Woluwé-Saint-Lambert
	102-4	Location of operations				Cf. p. 12
	102-5	Ownership and legal form				Cf. p. 44; p. 58
	102-6	Markets served				Cf. p. 11-25
	102-7	Scale of the organization				Cf. p. 10
	102-8	Information on employees and other workers				Cf. p. 10; p. 12
	102-9	Supply chain				Cf. p. 32
	102-10	Significant changes to the organisation and its supply chain				No significant changes in 2021
	102-11	Precautionary principle or approach				Cf. p. 42 on risk management; cf. p. 27 financial report

Cf. p. x → The page numbers mentioned in the table refer to the Spadel Annual Report 2021, available on [www.spadel.com](http://www.spadel.com)





CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<b>GENERAL DISCLOSURES</b>						
						<p>All commitments are voluntary. Please see 'Our CSR approach' on <a href="https://sourceofchange.spadel.com">sourceofchange.spadel.com</a> for the frameworks that inspire and which we apply</p> <p><b>Global:</b></p> <ul style="list-style-type: none"> <li>• Spadel has a 3-year partnership with The SeaCleaners, that operates globally to clean oceans and raise awareness on marine litter</li> <li>• Spadel signed up the the Global Commitment of the Ellen MacArthur Foundation. This includes a yearly reporting obligation</li> <li>• Spadel has approved Science Based Targets. this includes a reporting obligation</li> </ul> <p><b>Belgium</b></p> <ul style="list-style-type: none"> <li>• Spadel is partner in the European project 'Life Ardennes Liégeoises' dealing with enhancing natural sites of the Hautes Ardennes</li> <li>• Spadel is a member of the Belgian Pledge, a commitment of food companies for responsible ad practices</li> <li>• Spadel est founding partner of Goodplanet Belgium</li> <li>• Spadel has a partnership with the cities of Spa and Stoumont to work around the topic 'zéro litter' and the importance of sorting and recycling waste</li> </ul> <p><b>Bulgaria</b></p> <ul style="list-style-type: none"> <li>• Devin has ongoing media partnerships (unbranded campaigns) with educational content on healthy hydration. Devin also supports a three-stage school program in high schools on healthy hydration, zero littering and recycling in partnership with Ecopack and BCause</li> </ul> <p><b>Pays-Bas</b></p> <ul style="list-style-type: none"> <li>• Spadel has a 3-year partnership with IVN Natuureducatie. Spadel and IVN 'Nature Education' will focus on the topics of biodiversity and litter.</li> <li>• Spadel signed 'Gezonde voeding op scholen', an initiative of het Voedingscentrum and JOGG.</li> </ul> <p><b>France</b></p> <ul style="list-style-type: none"> <li>• Carola is an active member of the 'Initiativesdurables (Idée Alsace)', a network of local companies favouring sustainable development</li> <li>• Carola and Wattwiller are among the first French SMEs obtaining the label 'Entrepreneurs + Engagés'</li> </ul>
	102-12	External initiatives				
	102-13	Membership of associations				Cf. p. 26-33
	102-14	Statement from senior decision-maker				Message from Chairman and CEO: p. 4-7
	102-16	Values, principles, standards, and norms of behaviour				The Spadel values are: agility, ownership, excellence et togetherness Cf. <a href="https://www.spadel.com">www.spadel.com</a>
	102-18	Governance structure				For CSR: see 'Our CSR approach' on <a href="https://www.sourceofchange.spadel.com">www.sourceofchange.spadel.com</a> ; for Spadel: cf. p. 26-33



CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<b>GENERAL DISCLOSURES</b>						
						In 2020, extensive stakeholder consultations (almost 100 in total) took place as part of the development of our new CSR strategy 2025, called Source of Change. For a more detailed description, cf. CSR Report 2020. The Source of Change strategy was launched at the beginning of 2021. 2021 focused on the roll-out of the strategy. As part of our regular activities numerous stakeholder contacts took place, for example within the framework of our partnerships with The SeaCleaners, INV Natuureducatie etc. Cf. also <a href="http://www.sourceofchange.spadel.com">www.sourceofchange.spadel.com</a> for our main partners in each market and the frameworks we use
	102-40	List of stakeholder groups				Belgian employees fall under collective labour agreement
	102-41	Collective bargaining agreements				Cf. indicator 102-40
	102-42	Identifying and selecting stakeholders				Cf. indicator 102-40
	102-43	Approach to stakeholder engagement				Cf. indicator 102-40
	102-44	Key topics and concerns raised by stakeholders				Cf. p. 77
	102-45	Entities included in the consolidated financial statements				Cf. p. 26
	102-46	Defining report content and topic boundaries				In 2021 Spadel launched its new CSR strategy 2025, Source of Change, cf. p. 26
	102-47	List of material topics				-
	102-48	Restatements of information				Following the launch of our CSR strategy 2025, Source of Change, reporting in the 'topic specific disclosures' follows the new strategy's four pillars
	102-49	Changes in reporting				1 January 2021- 31 December 2021
	102-50	Reporting period				April 2021 on data 2020. This report, and previous ones, are available on <a href="http://sourceofchange.spadel.com">sourceofchange.spadel.com</a>
	102-51	Date of most recent report				Annual update of basic data; ongoing update of actions and progress during the year via <a href="http://sourceofchange.spadel.com">sourceofchange.spadel.com</a>
	102-52	Reporting cycle				Ann Vandenhende CSR Manager <a href="mailto:a.vandenhende@spadel.com">a.vandenhende@spadel.com</a>
	102-53	Contact point for questions regarding the report				This report has been prepared in accordance with the GRI Standards
	102-54	Claims of reporting in accordance with the GRI Standards				Cf. p. 26
	102-55	GRI content index				-
	102-56	External assurance				Cf. p. 26. The report explains in short why each pillar of the CSR strategy constitutes a material issue
	103-1 G4 DMA,a	Explanation of the material topic and its boundary				





CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<b>GENERAL DISCLOSURES</b>						
≈	103-2	The management approach and its components				This annual CSR report summarises the main information regarding the material topics, targets and progress. More information can be found on <a href="https://sourceofchange.spadel.com">sourceofchange.spadel.com</a> , including on the governance of the CSR strategy
	103-3	Evaluation of the management approach				This annual CSR report summarises the main information regarding the material topics, targets and progress. More information can be found on <a href="https://sourceofchange.spadel.com">sourceofchange.spadel.com</a> , including on the governance of the CSR strategy

CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<b>TOPIC SPECIFIC DISCLOSURES LINKED TO CSR STRATEGY</b>						
Climate ≈	305-1	Direct (Scope 1) GHG emissions	tonnes CO <sub>2</sub> -eq	10,306.3 (excl. Brecon Carreg)	6	SBTi targets for Scope 1 and 2 have been achieved in 2021 thanks to energy saving in all sites, green gas in Spa Monopole (cogeneration) and green electricity to all sites
	305-2	Energy indirect (Scope 2) GHG emissions	tonnes CO <sub>2</sub> -eq	3,499.6 (excl. Brecon Carreg)	307	SBTi targets for Scope 1 and 2 have been achieved in 2021 thanks to energy saving in all sites, green gas in Spa Monopole (cogeneration) and green electricity to all sites
	305-3	Other indirect (Scope 3) GHG emissions	tonnes CO <sub>2</sub> -eq	110,691.8 (excl. Brecon Carreg)	110	All reduction actions (light weighting, rPET, rfilm, less glass one way and RGB actions) are offset by volumes increase
	305-4	GHG emissions intensity	g CO <sub>2</sub> -eq/litre	144.7 (excl. Brecon Carreg)	132	
	305-5	Carbon footprint reduction	%	-19	-29	vs 2010 baseline 187.1
	302-1	Energy consumption	MWh	78,289 (excl. Brecon Carreg)	83,341	
	302-1	Renewable energy consumption	%	33	67	Spadel uses 67 % of renewable energy (mainly green electricity in all production sites and green gas in Spa as well some wood pellets in Devin).
	302-4	Energy efficiency	%	-16	-11	Since 2010, the perimeter of Spadel has been changed several times (factory purchase and sale). So for this KPI we decided to keep the original perimeter and to compare with the current one. In 2010, the total energy consumption was 93,606 MWh for 514 Mios L and in 2021, it was 83,341 MWh for 883 million litres
	302-4	Energy reduction per bottled litre	% / litre	-49	-48	Since 2010, the perimeter of Spadel has been changed several times (factory purchase and sale). So for this KPI we decided to keep the original perimeter and to compare with the current one. In 2010, the total energy consumption per liter was 0.182 and in 2021, it was 0.094



CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
TOPIC SPECIFIC DISCLOSURES LINKED TO CSR STRATEGY						
Packaging ⌵	301-1	Total material use	tonnes	26,430 (incl. Devin)	26	This figure includes all primary, secondary and tertiary single use packaging materials
	301-2	Total recycled material use	%	11.9	24.8	This KPI can be looked at from a lot of different angles. Here we state the total recycled content in single-use packaging. Progress is made thanks to the inclusion of recycled PET in our bottles and recycled plastic around our packs. Cf. also p. 28
Biodiversity	-	All sites biodiversity positive	#	0	1	With defined a new KPI for CSR strategy 2025: to have all sites (8) biodiversity positive by 2025. Cf. p. 29
Protection ⌵	304-3	Protection of water resources	ha	22,748 (excl. Brecon Carreg)		In 2020, Brecon is no longer part of the Spadel Group. So Spadel protects a nature reserve area covering a total of 2,748 ha in 2021 • Spa: 13,177 ha (1,343 ha Natura 2000) • Bru: 4,258 ha • Devin: 4,515 ha • Wattwiller: 798 ha (PLU Natural zone) • Carola: no protected Area but Carola et Wattwiller (France) sont inclus dans le Parc Naturel 'Les Ballons des Vosges' de 292,100 ha
	-	Number of sites 'Gold' rated	#	1	1	Following the merger between EWS and AWS, Spadel now applies the AWS framework. Cf. p. 30
	303-1	Water consumption	million litres	1,322	1,363	In 2021, a total of 1,363 million litres were used for the bottling process in the Group Spadel. 100 % of the water came from ground water.
	303-2	Water exploitation Index	%	<10 (all sites)	<10 (all sites)	Cf. p. 30
	303-3	Water reuse	million litres	92		The hygiene legislation in the food sector limits the possibilities of recycling water on the production sites. However in 2020 Spadel managed to reuse 12% at Spa Monopole only of the water consumption to cool the pumps and wash the production lines. This represents 92,000 m³. Goal for CSR strategy is reached and even exceeded (1.6l/l)
	306-1	Water discharge	million litres	376		The total volume of waste water for 2020 was 376 million litres, of which 86% passes through a biological and physical treatment plant or a public water purification system with the same treatment. Only in Bulgaria, the public treatment is not completed
	307-1	Penalties or objections to formal procedures - environment	#	none	none	Spadel complies with all national, European and global legislations. No monetary or non-monetary sanctions were imposed at an ecological, economic or social level
	303-3	Water use ratio	litre/litre	1.54	1.52	Target from CSR strategy 2020 (1.60 litre/litre) achieved and exceeded
	416-1	Average calorie content of flavoured waters and lemonades	kcal/100 ml	9.1	8.9	The average calorie content of our flavoured waters and lemonades in 2021 amounts to 8.9 kcal/100 ml. This represents a reduction of 40% since 2017. The change vs 2020 is linked to changing sales balance between the different SKUs
Ingredients ⌵	416-1	Products according to Spadel naturality framework	%	100	100	Spadel and its stakeholders jointly developed a framework for natural products. All recipes were aligned with the Naturality concept
Local Selling	-	Min distribution in local and regional markets	%	98	97.9	We deliberately choose not to export our products further than 500km from the factories. Only Wattwiller falls out of the 500km range as it is sold in most of France and its factory is located in the Alsace region





CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
TOPIC SPECIFIC DISCLOSURES LINKED TO CSR STRATEGY						
Local Buying ⌵	204-1	Purchases within radius of 500 km	%	94	97	
	308-1 414-1	Percentage of new strategic suppliers screened by EcoVadis	%	100	100	
	308-2	Evaluation of strategic suppliers (EcoVadis)	%	88	92	68 strategic suppliers are screened and followed by EcoVadis or Sedex on a total of 74 suppliers
	308-2	Evaluation of strategic suppliers (SSPP)	%	83	81	SSPP principles are also indirectly incorporated in EcoVadis. Only 2 suppliers are not on EcoVadis or didn't sign SSPP
	407-1 408-1 409-1 412-1	Identified risks in the supply chain	#	0	0	During the screening by EcoVadis, not one single strategic supplier was rated in the last 'high risk' category
Local Employing	-	Local employment (<500 km)	%	98	98	
Engagement ⌵	404-2	Number of trainings on sustainability for the employees of the Spadel Group	#	8	7	The new CSR strategy was launched at all sites and in different teams. There were individual and group introductions on CSR for new colleagues. Due to Covid most was done online
	413-1	Number of participants from the Spadel Group to the Citizen Days	#	98	47	Severe impact due to Covid measures, a limited version of the OCD was organised in the Brussels and Made offices. We achieved our target of collecting 12,000 items (measured by Litterati app)
	-	Trust Index score for the Spadel Group, according to the Great Place to Work™ survey	%	-	72	All Spadel sites were Great Place to Work certified for the 1 <sup>st</sup> time in 2021. Cf. p. 32-33
	401-1	Personnel turnover	%	1.25	13.9	Staff turnover at Spadel in 2021 was 13.90%
	403-2 (2016)	Absenteeism	%	5.44	4.59	Absenteeism across the whole Spadel Group reached 4.59% in 2021
	404-1	Employee trainings	hours	18		
	405-1	Distribution men/women	%	men: 71.80 women: 28.20	men: 72.05 women: 27.95	
	406-1	Complaints concerning discrimination	#	none	none	No complaints concerning discrimination in 2021
Safety						
Partnering						



CSR Platform	GRI Disclosure	Subject	Unit	Data 2020	Data 2021	More information
<i>TOPIC SPECIFIC DISCLOSURES NOT LINKED TO CSR STRATEGY</i>						
	201-1	Turnover (before tax)	million euro			Cf. p. 10
	206-1	Legal anti-competition actions	#	0	0	In 2021 no legal actions were undertaken against Spadel regarding anti-competitive behaviour
	415-1	Political contributions	#	0	0	Spadel does not provide any political support
	416-2	Number of recalls	#	0	0	No takebacks were necessary in 2021
	417-1	Information on the label				Spadel follows directive (EU) 1169/2011 of the European Parliament and European Council of 25 October 2011 relating to labelling, presentation and advertising of food matters. For all waters and soft drinks (non-alcoholic beverages) the ingredients are stated on the label. Information concerning disposal of the container is optional and given in 35% of the range. Our one way packaging has to be recycled, so the Green Dot (Fostplus) appears on all the one way packaging for Belgium and the waste bin for the Netherlands. With regard to France, we refer to the TRIMAN logo on our packaging or our websites as permitted by the current regulations
	417-2	Violations of label information	#	0	0	There have been no violations in 2021
	417-3	Violations of voluntary marketing codes	#	0	0	There have been no violations in 2021
	418-1	Violations of confidentiality of information	#	0	0	There have been no violations in 2021
	419-1	Fines and non-monetary sanctions	#	0	0	There have been no fines in 2021





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