



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Nourishing healthy bonds between people, dogs and cats



**1.**  
AFFINITY  
BUSINESS  
MODEL

**2.**  
MATERIALITY

**3.**  
PRODUCTS

**4.**  
PLANET

**5.**  
PEOPLE

**6.**  
CONTRIBUTION  
TO SOCIETY

**7.**  
GOOD  
GOVERNANCE

**8.**  
ANNEXES



**1. Affinity Business Model**

**2. Materiality**

**3. Products:** nutritional, natural and innovative solutions

**4. Planet:** caring for the environment and the planet

**5. People:** the well-being of people and the development of diverse talent

**6. Contribution to Society:** committed to pets and local communities

**7. Good Governance:** we promote ethical, transparent and responsible conduct

**8. Annexes**



**1.**  
AFFINITY  
BUSINESS  
MODEL

**2.**  
MATERIALITY

**3.**  
PRODUCTS

**4.**  
PLANET

**5.**  
PEOPLE

**6.**  
CONTRIBUTION  
TO SOCIETY

**7.**  
GOOD  
GOVERNANCE

**8.**  
ANNEXES



**1. Affinity  
Business Model**



# 1.1. Value creation model

## Committed to the well-being of cats and dogs

Our company is much more than an expert in animal nutrition. We are an animal-loving company fully committed to the welfare of cats and dogs and the people who care for them.

We love pets; they are our passion and the reason for everything we do. We strive to assist petparents and to improve their relationship with their pets by strengthening the bond between them and helping to improve their and their pets' physical and emotional health.

An example of our commitment and philosophy is our Foundation, a non-profit organisation which is the only corporate foundation in Spain dedicated to promoting this bond between people, cats and dogs.

The Affinity Foundation has been working for animals and people for more than 30 years in three areas: research, awareness and social action. Three areas of action with a single objective: to disseminate the philosophy that a society that respects animals is a better society.







## 1. AFFINITY BUSINESS MODEL

## 2. MATERIALITY

## 3. PRODUCTS

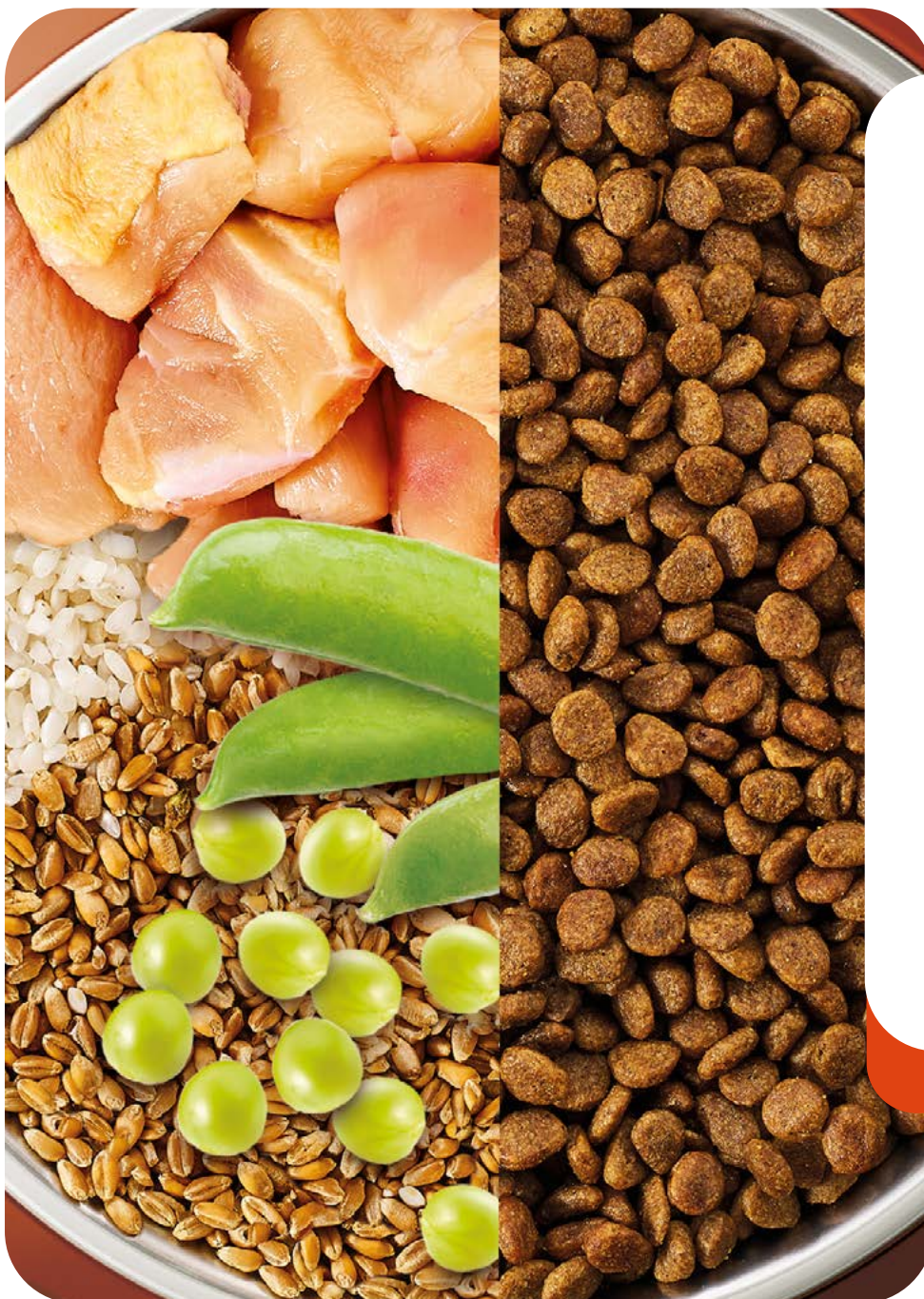
## 4. PLANET

## 5. PEOPLE

## 6. CONTRIBUTION TO SOCIETY

## 7. GOOD GOVERNANCE

## 8. ANNEXES



## Leaders in complete and balanced dog and cat food

Affinity is a company with more than 50 years of experience in the production of quality animal nutrition and is part of the PetFood business of the Agrolimen Group<sup>1</sup>. The Group is a leader in the dog and cat food industry in Spain, fourth in Europe and seventh in the world.

We know how important nutrition is to the health of cats and dogs. Through our brands, we have developed an extensive range of products using select ingredients of the highest quality and nutritional value that contribute to pet development and quality of life.

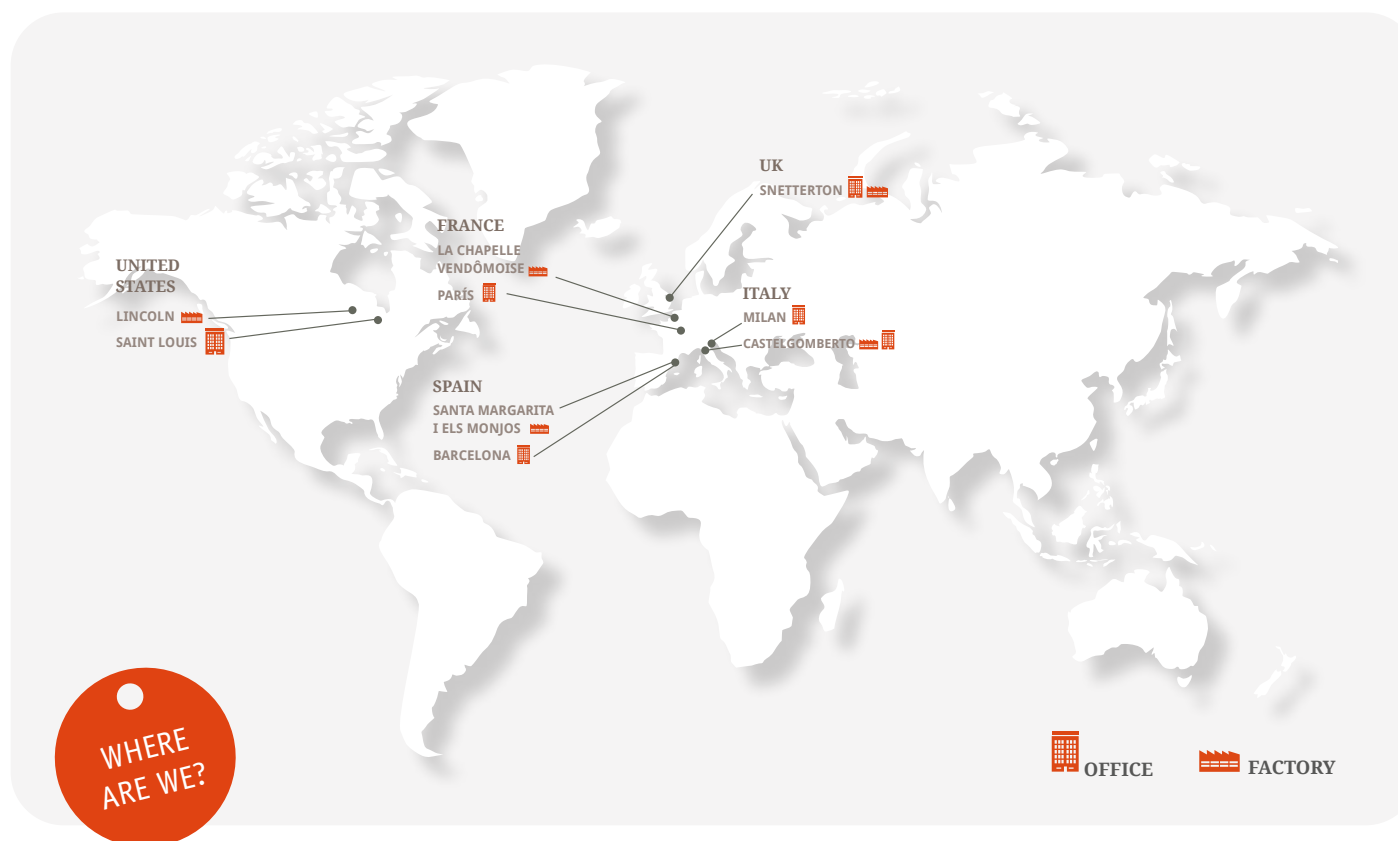
A balance between research, technology, specialised professionals and a careful selection of ingredients allows our products to satisfy the nutritional needs of cats and dogs, from the most generic to the most specific.

<sup>1</sup> In addition to Affinity Petcare, the Agrolimen Group's scope of consolidation also takes in the companies Natures Menu Nature's Variety and ReelRaw.

## Market and customer-oriented organization

More than 1,468 employees<sup>2</sup> work in the pet food division of the Agrolimen Group at our headquarters in Hospitalet de Llobregat (Barcelona) and other locations around the world.

We also have 5 production centres to supply the more than 70 countries where we do business.



Of the five above mentioned production centres, the ones in Spain, Italy and France belong to the Affinity Petcare subgroup, the one in the UK to Natures Menu and the one in the US to Nature's Variety.

With regard to the companies controlled by the Affinity Petcare subgroup, there are two business divisions, one focused on mass distribution and the other on specialized distribution, each one supported by corporate areas, which allow us to innovate and respond better and faster to the needs of our customers, consumers and their cats and dogs.

<sup>2</sup> There were 1,366 employees in 2022. This figure includes the staff at Natures Menu, Nature's Variety and ReelRaw



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## 1. AFFINITY BUSINESS MODEL

### 2. MATERIALITY

### 3. PRODUCTS

### 4. PLANET

### 5. PEOPLE

### 6. CONTRIBUTION TO SOCIETY

### 7. GOOD GOVERNANCE

### 8. ANNEXES

# 1.2. Sustainable business strategy



## Market environment

It is estimated<sup>3</sup> that the turnover in the worldwide dog and cat food industry was 114 billion euros in 2022 (101 billion in 2021), with annual growth of 12.9%, Agrolimen being the seventh largest group in the world.

In Western Europe, the main geographical area where Affinity operates and which represents 20% of global turnover for the sector, with growth of 10%, Affinity is the fourth largest company.

The companies in the Affinity Group mainly make dry feed, which represents 41% of the European market. In this technology, Affinity is the third largest European manufacturer and our share is growing year on year.

Europeans are increasingly inclined to have a pet, and the dog and cat population grew by 2.1% in 2022. The value of the dog and cat food category has evolved positively thanks to both population growth and the growth of quality products adapted to the specific needs of pets.

## PILLARS OF OUR STRATEGY

The pillars of our growth strategy are:

- **Advanced research and constant innovation**
- **Quality and food safety**
- **Building leading brands**
- **Commitment to sustainable development**

<sup>3</sup> Source: latest available data Euromonitor (2023).





## 1. AFFINITY BUSINESS MODEL

## 2. MATERIALITY

## 3. PRODUCTS

## 4. PLANET

## 5. PEOPLE

## 6. CONTRIBUTION TO SOCIETY

## 7. GOOD GOVERNANCE

## 8. ANNEXES

## Sustainability management at Affinity

Affinity implements its strategy in line with a resolve and values to which all of the companies and people who form part of the Group are committed, and whose common denominator is the sustainable creation of value.

We engage in initiatives in the fields of product sustainability, environmental care, contribution to society and best practices in good corporate governance, for which we strive to meet the requirements of the present without compromising future generations' capacity to satisfy their needs.

To achieve coordinated and sustainable management across these areas, we have a Sustainable Development department led by the Sustainability Committee. The

Committee has representatives from all corporate areas to ensure the roll-out of the sustainability strategy and make it an integral part of operational and administrative processes, promote dialogue and tap stakeholder expectations, in addition to encouraging good environmental, social governance and communication practices.

## Social importance of pets

Events in recent years have shown society that in tough times the emotional bond between humans, cats and dogs grows stronger and plays a significant part in petparents' emotional status.

At Affinity we make and will continue to make every endeavour to discharge our responsibilities by

ensuring the uninterrupted supply of the quality food pets love so much and by providing continual information to all cat and dog lovers from our Foundation and brands, as well as promoting adoption and working against abandonment.







1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

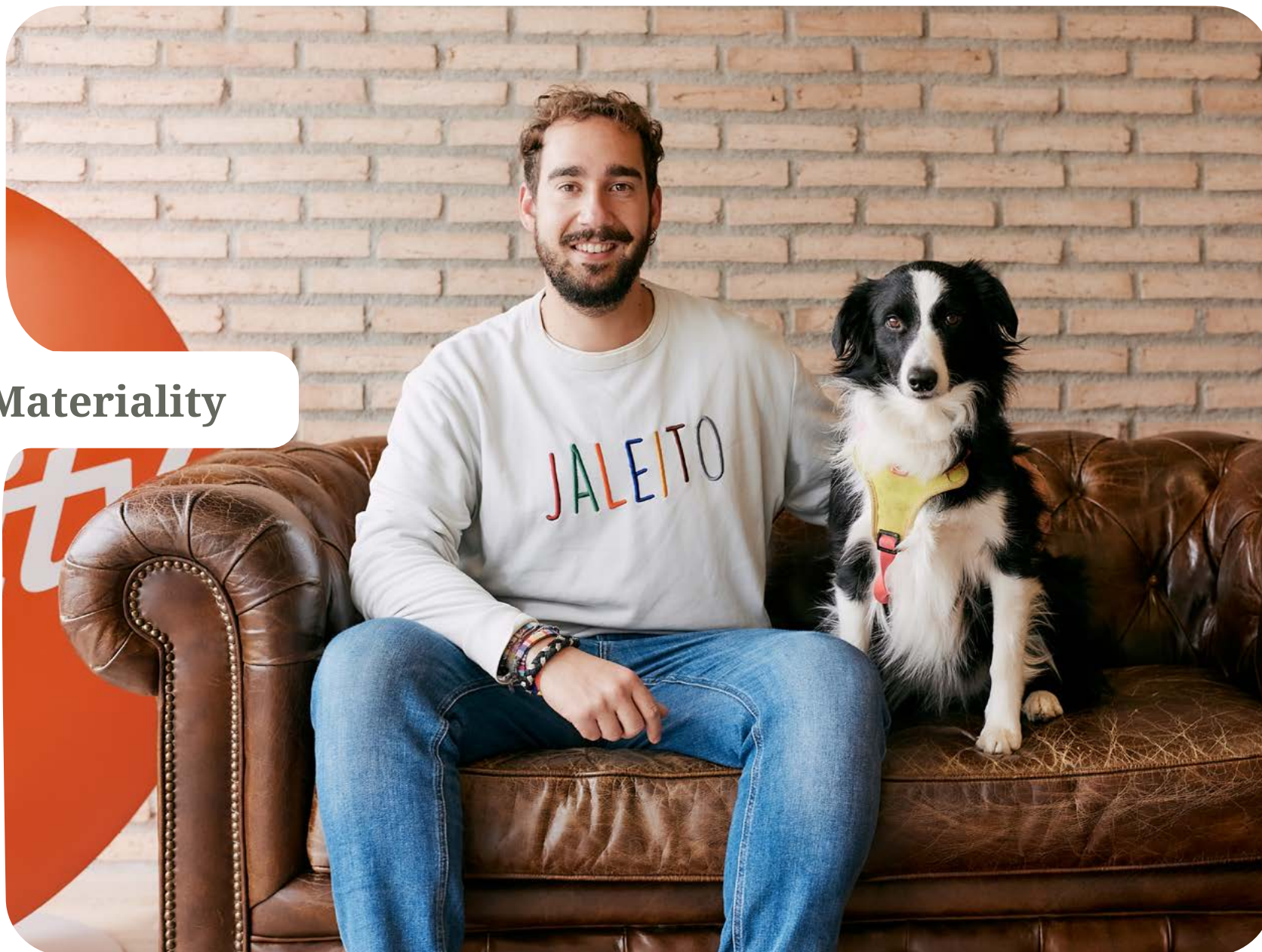
5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 2. Materiality



## 2. Materiality



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

At Affinity, we carry out work on a regular basis to identify and understand our stakeholders' expectations on sustainability issues in a proactive, systematic way. Based on our materiality assessments, we identify the topics of greatest concern to our stakeholders and the company. The core material topics are the well-being of cats, dogs and the people who care for them, diversity and inclusion, the reduction of greenhouse gas emissions and the circular economy. These topics become part of our internal decision-making processes, thus stepping up the creation of financial, social and environmental value.

In conducting this assessment, the recommendations set out by Global Reporting Initiative Standards were taken into consideration and, more specifically Standard GRI 3: Material Topics 2021, which establishes materiality as one of the four principles to be followed in order to define sustainability report contents and that were adhered to in drawing up this report.

Our materiality assessment forms an integral part of the company's procedures and involves all departments that have a touchpoint with our stakeholders. This assessment also takes

market evolution into account and, therefore, our stakeholders' expectation and needs. Affinity has identified the social, environmental and ethical aspects most relevant to its stakeholders. Internally they are divided into the fields of Products, Planet, People, Society and Good Governance.

The results of the assessment are endorsed by the Executive Committee and the Sustainability Committee, and are then integrated in our Business Strategy.





**1.**  
AFFINITY  
BUSINESS  
MODEL

**2.**  
MATERIALITY

**3.**  
PRODUCTS

**4.**  
PLANET

**5.**  
PEOPLE

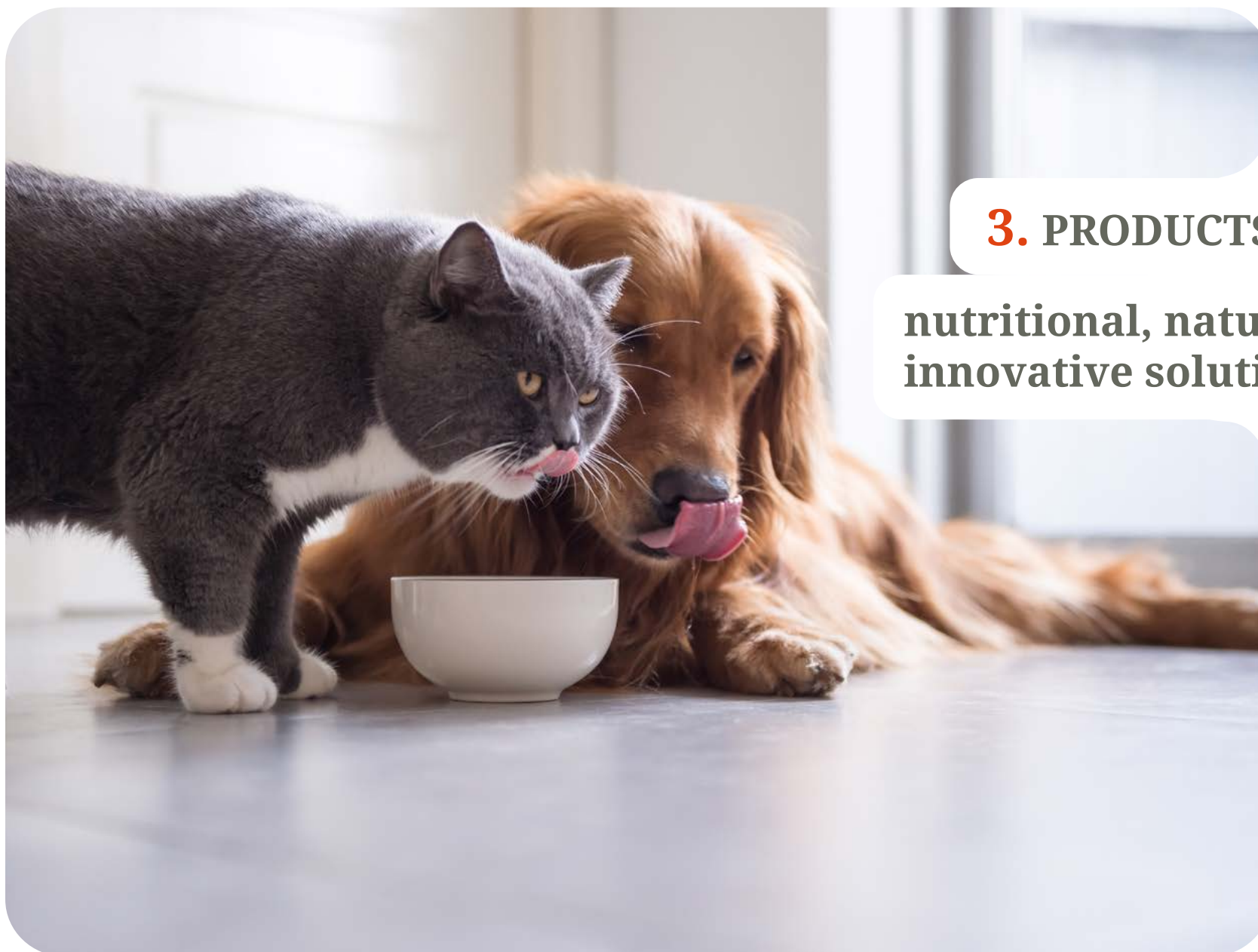
**6.**  
CONTRIBUTION  
TO SOCIETY

**7.**  
GOOD  
GOVERNANCE

**8.**  
ANNEXES

### **3. PRODUCTS:**

**nutritional, natural and  
innovative solutions**







1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## 3.1. Nutritional well-being

### Quality and food safety

Affinity Petcare, in keeping with its quality and food safety policy:

- Implements management systems based on efficient processes focused on achieving:
    - Customer and consumer satisfaction.
    - The production and distribution of products that are safe for cats and dogs.
  - Sets goals and objectives that continuously challenge us to improve results for customers, consumers, shareholders and suppliers.
  - Regularly reviews the effectiveness of the procedures implemented and their associated goals and objectives.
- For **quality assurance** purposes we have identified the following stakeholders:
- **Suppliers**, who are first in our product value chain, making their selection and approval key to providing premium products.
  - **Customers**, who distribute and sell Affinity products to consumers.
  - **Consumers**, who are the owners of the cats and dogs and who buy our brands' products.
  - **Cats and dogs**, the end consumers of Affinity products.



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

These processes take into account the evolution of the sector and help the company adapt to its changes and transformations. These practices, implemented in partnership with suppliers and distributors, in addition to strict compliance with the law and respect for the environment are the best endorsement for delivering quality services and products.

Regarding **food safety**, we prioritise a risk and deploy mitigation programmes if it might impact dog and cat health, and its impact has either been proven or might occur.

All products marketed by Affinity Petcare are designed, manufactured and distributed under controlled conditions subject to hazard analyses and critical control points (HACCP). For products manufactured by third parties, Affinity ensures that the same principles are applied.

The HACCP system implemented by Affinity is based on:

- The FEDIAF Code of Good Practice for the manufacture of safe dog and cat food.
- The FAO/WHO Codex Alimentarius “Recommended International Code of Practice - General Principles of Food Hygiene”.
- ISO 22000 ‘Food safety management systems - Requirements.

Quality and food safety management is certified through the implementation of ISO 9001 and ISO 22000 in our three factories in France, Italy and Spain. The factory in Spain is also certified according to ISO 14001 for its environmental management.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Nutritional research and innovation

We work continuously with the aim of ensuring that cats and dogs enjoy the best possible health throughout their lives by supplying products with a complete and balanced formulation. Our team of nutritionists, ethologists, vets and other specialists are continuously innovating to secure their future care and well-being.

They are all supported by the Affinity Nutrition Centre (ANC), the only cat and dog care facility in Spain dedicated to generating knowledge around animal health, well-being and nutrition. Our revamped and environmentally friendly facilities are adapted to the animals' daily needs, providing maximum levels of comfort, safety and wellness.

Our team comprises vets, nutritionists, biologists and ethologists who work daily with our animals to run palatability tests that measure the animals' preference for one food over another and carry out non-invasive

nutritional studies based on the evaluation of different diets for cats and dogs.

The Affinity Nutrition Centre is a place for our cats and dogs to socialise, exercise and play together every day. After a time spent in our centre, our cats and dogs join our adoption plan aimed at finding them a forever home to be part of a family and enjoy new experiences.

The ANC is part of a network of research centres with which we work and share know-how that goes from public and private universities, veterinary laboratories and, naturally, clinics and vets that take part in studies for improving cat and dog welfare and nutrition and their bonds with their petparents.

We contribute to training industry professionals with the scientific publications we publish on the leading digital channel **Vets & Clinics**.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## Transparency and contribution to consumer knowledge

We acknowledge the importance petparents give to knowing the ingredients that our products contain and being well informed about what their cats and dogs need. As a company, our vocation is to support customers throughout their pet's life, providing the information they need to take responsible decisions regarding the nutrition and care of their animal.

That is why we strive to provide accurate nutritional information properly supported by the functional benefits of our recipes and outreach around the latest knowledge in dog and cat care and well-being.

Through their websites and social networks, our brands provide tips and practical information put together by expert nutritionists, vets, ethologists and educators on the topics that matter most to the people who care

for an animal. The way to prepare food for cats and dogs, how to put an animal in your life, what specific care a puppy needs or how to enrich a cat's environment to ensure their well-being are just some examples of content available to petparents to help them not only choose the best nutrition for their four-legged friend but also reflect on other key care aspects such as the importance of health, the environment and behaviour for guaranteeing the emotional welfare of a dog or cat.

We share the objectives of the advertising industry of endeavouring to only have responsible advertising: fair, true, honest and legal. As advertisers, this commitment translates into compliance with certain ethical principles and standards set out in the codes of conduct of the advertising industry, as well as being subject to an independent third party for the

resolution of any potential claims that could arise in the event of a breach of these standards and the corresponding national regulatory authorities.

We encourage satisfactory relations with our consumers through ongoing dialogue that enables us to find out what they want and improve accordingly. We make a number of communication channels available to them for each brand for this purpose, through which we also give updates on all new products. Constant communications with our customers is fundamental for our business model that is based on putting the consumer first, in order to deliver an excellent experience and build lasting relationships with them. With this objective in mind, in 2023 new digital channels were set up in Spain: WhatsApp and LiveChat to bring us even closer to our consumers.

***We encourage satisfactory relations with our consumers through ongoing dialogue that enables us to find out what they want and improve accordingly.***



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

The Customer Care Department handled around 9,900 enquiries in 2023 (11,700 in 2022) of which 2,100 (22%) were complaints in comparison with 2,500 in 2022, which is a drop in absolute terms of complaints. In 2023 we also received fewer enquiries about promotions and our products, thanks largely to the update of the contents of our digital channels.

With regards the channels used by consumers, 6,300 (64%) enquiries were submitted on digital channels (7,900 in 2022) and 3,600 (36%) by telephone (3,800 in 2022), about a wide range of matters, such as where to find a product, incidents and questions about new products. A total of 99.5% (9,800) of these enquiries had been resolved at the time of the release of this report (11,700 in 2022, which is equivalent to 99.9%). Affinity's customer service is free and the open channels allow consumers to hear opinions and clarify doubts about all matters

as quickly and accurately as possible. Affinity has channels for all of its brands to provide a customised service adapted to the profile of its consumers.

The average score given to the freephone service from January to December 2023 was 9.5 out of 10 and the digital service scored

7.7 out of 10 (9.3 for the freephone service and 7.7 for the digital service in 2022). The customer care freephone numbers, contact forms and email addresses are listed on our website. These contact details also appear on all of our packaging.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

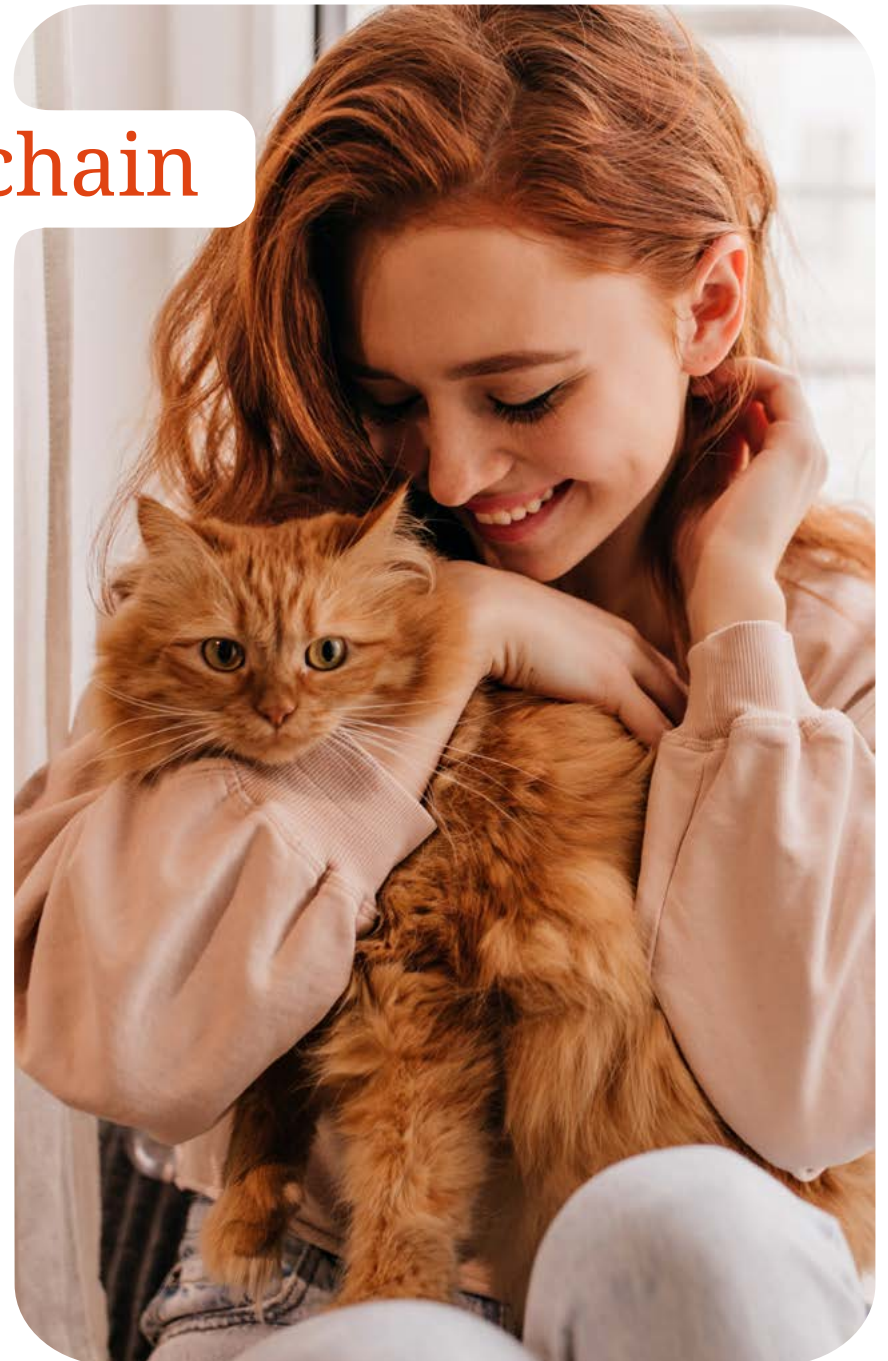
8.

ANNEXES

## 3.2. Sustainable supply chain

### Traceability and sustainability of raw materials

- We engage in proximity policies, so most of our raw materials are sourced in the European Union and all of our production facilities obtain a significant amount of their supplies for ingredients (more than 50% on average) from the country where they are based, with the goal of minimising – to the extent possible – the impact associated with the transport of these raw materials.
- Affinity does not use any transgenic ingredients in its formulations. In the specific case of soy and corn these raw materials are subject to non-GMO traceability.
- In line with our commitment to sustainability and responsible sourcing, we are fast-tracking our focus on the traceability of our main ingredients and we work alongside our various suppliers to deliver consumers maximum safeguards in relation to the characteristics and/or origin of these ingredients.







## Supply chain sustainability

Because Affinity's supply operations are carried out on a European scale, our supplier base operates in a guaranteed regulatory framework that affords uniform levels of protection and security in all our commercial relations.

Aware that the value chain of our products starts with our suppliers, Affinity seeks to establish lasting relationships based on mutual trust wherever we do business and in the different categories of applicable products and services. The mutual success of this business relationship is based on respect for the following principles contained in the Code of Ethics on good practice, to which our suppliers adhere:

1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

### Ethics and legality:

Suppliers ensure they comply with the laws in force in the countries where they operate and make a commitment to uphold the strictest standards of ethical and moral conduct by avoiding any type of corrupt practices, conflicts of interest, providing truthful information in their communications with Affinity and ensuring the exercise of free competition.

### Labour practices, health and safety:

Suppliers undertake to respect the protection of internationally recognised fundamental human and workers' rights within their sphere of influence and to provide a safe working environment by guaranteeing equal opportunities and complying with all established occupational risk requirements.

### The environment and animal welfare:

Suppliers must comply with all legal requirements related to environmental protection and are in possession of the required operating permits, taking a preventive approach and properly managing any substance or material that is a hazard when released into the environment. Suppliers must likewise comply with any legal requirements related to animal welfare if applicable to them.

### Quality and product safety:

Suppliers must guarantee that all products supplied to Affinity comply with all quality and food safety regulations and laws in force. Suppliers undertake to inform Affinity immediately of any information or suspicions relating to food safety.

### Confidentiality and intellectual property:

Suppliers undertake to respect intellectual property rights and to treat any information disclosed by Affinity in the business relationship between them as confidential by refraining from disclosing it to third parties without Affinity's prior written consent.

### Subcontracting:

Suppliers are responsible for ensuring their employees and subcontractors abide by these principles.



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

In line with its Quality Assurance Policy and in the way it conducts its operations, Affinity uses a standard Supplier Certification Process that, based on the critical nature of the products purchased and the risk analysis of each supplier, is used to conduct supplier audits covering aspects related both to quality and environmental considerations. Affinity also continually monitors its suppliers to guarantee the level of quality and safety of the raw materials purchased.

These standardisation and assessment processes for suppliers were recently reviewed based on the changes and transformations in the sector, with increasingly greater emphasis placed on food safety and sustainability.

In 2023, 19 visits were made to suppliers in comparison with the 20 made in 2022. Specifically, 10

supplier audits were conducted, in line with those carried out in 2022, which resulted in satisfactory outcomes in 80% of cases, compared to 90% in 2022.

In line with its commitment to food safety, in 2023 Affinity completed the total refurbishment of its Central Laboratory, located in Santa Margarida i Els Monjos. As a result of this makeover, the laboratory is now able to employ the very best test methods, whilst improving the reliability and response times of tests.

In addition, having started to conduct microbiological tests in-house in 2022, in 2023 qualitative transgenic testing also started to be conducted in-house using the PCR technique, which resulted in a better detection capacity to ensure that our products are GMO-free.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Animal well-being

The raw materials and ingredients of animal origin that Affinity uses in the formulation of its products are entirely from the continent of Europe. Working within the framework of the European Union is likewise a guarantee that all regulatory matters on animal well-being are followed. This regulatory framework establishes the conditions that must be respected in the breeding, raising and transport of all animal species to ensure the following five principles are upheld.



Providing ready access to fresh water and a healthy, nutritious diet.



Providing an appropriate environment, which includes shelter.



Providing a rapid diagnosis and treatment of diseases.



Providing conditions that avoid mental suffering.



Providing sufficient space, proper facilities and the company of an animal's own kind.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
**PLANET**

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 4. PLANET:

caring for the environment  
and the planet





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

# 4.1. Environmental management

## Environmental policy and management

Affinity is committed to environmental sustainability as embodied in our Environmental Policy, which is based on:

- Compliance with all legal and regulatory requirements applicable to our operations, as well as sector-specific codes and best practices to which we subscribe.
- Preventing and minimising the environmental impacts we generate.
- The environmental management system we have implemented ensures correct environmental performance, as outlined below.
  - Diagnosing significant environmental aspects, minimising the consumption of resources and reducing or eliminating the environmental impact derived from our business and its effect on the environment in terms of emissions, discharges and waste generation.
  - Establishing environmental management objectives and goals that allow for continuous improvements that benefit our customers, consumers, shareholders, suppliers, staff and subcontracted personnel, the community and the natural environment.
  - Periodically reviewing the effectiveness of the implemented systems and the goals and objectives set.
- Affinity is committed to proper environmental performance by always taking the different phases of the life cycle of a product into account, from designing and sourcing raw materials to the end-of-life phase of a product.
- The responsibility for preserving the environment lies with all members of the organisation, regardless of their position.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

The Environmental Policy was updated in 2023 to give it a more preventive approach, bolster the analysis of environmental issues and strengthen the Management's commitment. This policy is available to all stakeholders who wish to see it as part of Affinity's Quality, Safety and Environmental policy.

Affinity Petcare controls three production facilities located in Spain, France and Italy. Each facility has an Environmental Management System in place (certified in Spain pursuant to ISO 14001). Its development, revision and update allows a systematic approach to be taken to environmental management that provides information to managers in order to generate long-term success and create options that contribute to sustainable development.



In addition to the environmental management systems described above, to prevent and minimise environmental impacts, the insurance policies taken out by Affinity include environmental risks, even though we are not obligated to provide a financial guarantee according to Law 26/2007 on Environmental Liability.

In order to determine the current and future effects of our operations on the environment, we have defined the stages in the product life cycle. To do so, each year we prepare an inventory of all the activities and processes that affect environmental aspects. Consideration is given to inputs (raw materials, resources, energy, services), outputs (semi-finished and finished products, air emissions, discharges, accidental spills and waste), legal requirements and working conditions (normal, abnormal, emergency). Once the environmental aspects have been identified, they are evaluated according to a set criteria.

The aspects are then classified to determine which ones are significant.

### SIGNIFICANT ENVIRONMENTAL ASPECTS



#### Atmospheric emissions:

Drying water  
Dust  
Noise and combustion gases



#### Waste water treatment:

Treated cleaning water



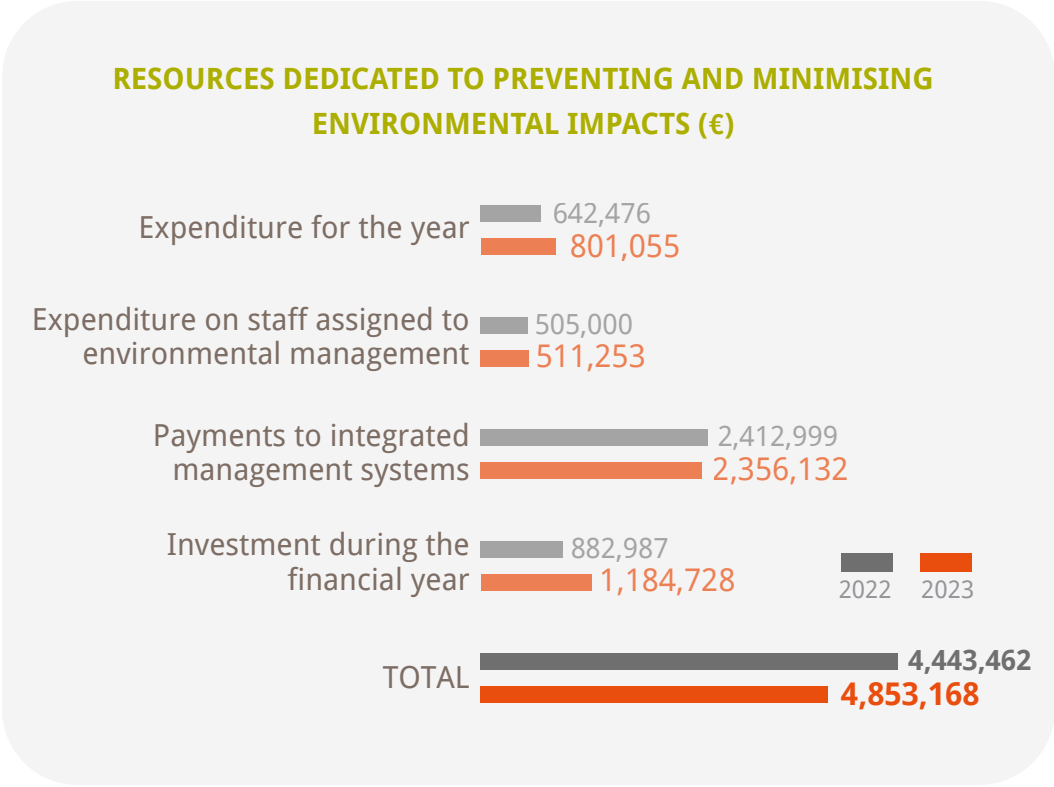
#### Waste:

Paper  
Plastic  
Wood  
Food waste and non-hazardous waste





The economic resources allocated to preventing and minimising environmental impacts in 2023 were as follows:



In 2023, the resources used to prevent and minimise environmental impacts increased by 9%. The company continues to support a more sustainable scenario, thus moving the dial on meeting the established environmental commitments explained in detail below.



- 1. AFFINITY BUSINESS MODEL
- 2. MATERIALITY
- 3. PRODUCTS
- 4. PLANET
- 5. PEOPLE
- 6. CONTRIBUTION TO SOCIETY
- 7. GOOD GOVERNANCE
- 8. ANNEXES



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## 4.2. Sustainable use of resources

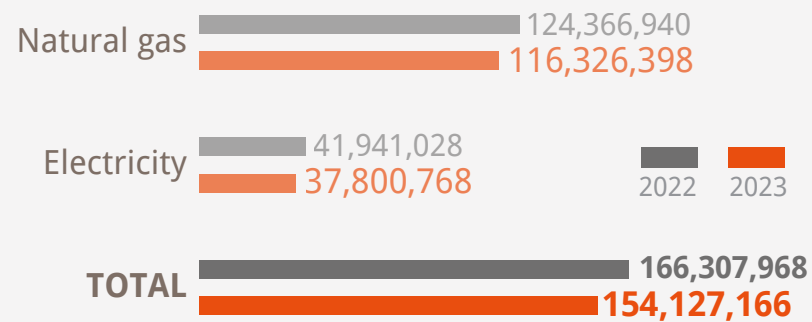
At Affinity we develop strategic lines that ensure that the growth of our business is respectful to the environment and our local communities. Therefore, we strive to make sure that all of our operations have the lowest possible impact on the environment and we are committed to society.

### Energy consumption

Affinity consumes electricity and natural gas in all of its production facilities.

The energy consumption of the factories in 2023 are broken down below, which was lower (7%) than in 2022.

#### DIRECT ENERGY CONSUMPTION (kWh)



In line with the company's philosophy and commitment in previous years to increase the use of renewable energy in our factories and offices, as in 2021 and 2022, during 2023 all of the energy consumed in our factories and offices came from renewable sources.

There is also an internal energy-efficiency management programme in place with a system that measures consumption, continuous improvement plans and regular energy audits that we work on every year to improve the energy efficiency of our machinery and facilities.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

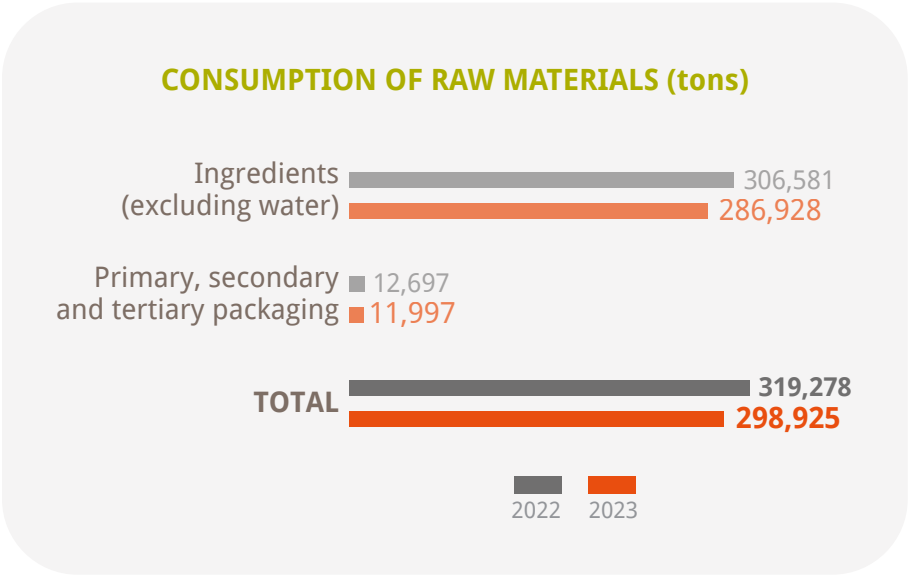
7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

### Consumption of raw materials

The quality of our ingredients is a basic pillar of our commitment to the well-being of pets. We select top quality ingredients with high nutritional value that contribute to the development, health and quality of life of cats and dogs. Packaging materials likewise play an essential role in properly preserving products during their shelf-life.

In 2023, the consumption of ingredients and packaging materials was lower than in the previous year, as can be seen in the following table.



### Commitment to recyclable packaging

At Affinity we are constantly working to improve our packaging by optimising the amount of materials used for it without compromising on its preservation.

In line with the commitment for all the packaging materials (primary, secondary and tertiary packaging) used to be fully recyclable, in 2023 a total of 65% of packaging materials used in our production facilities was recyclable (65% in 2022). Furthermore, the cardboard used as secondary packing is recycled cardboard.



*The quality of our ingredients is a basic pillar of our commitment to the well-being of pets.*





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

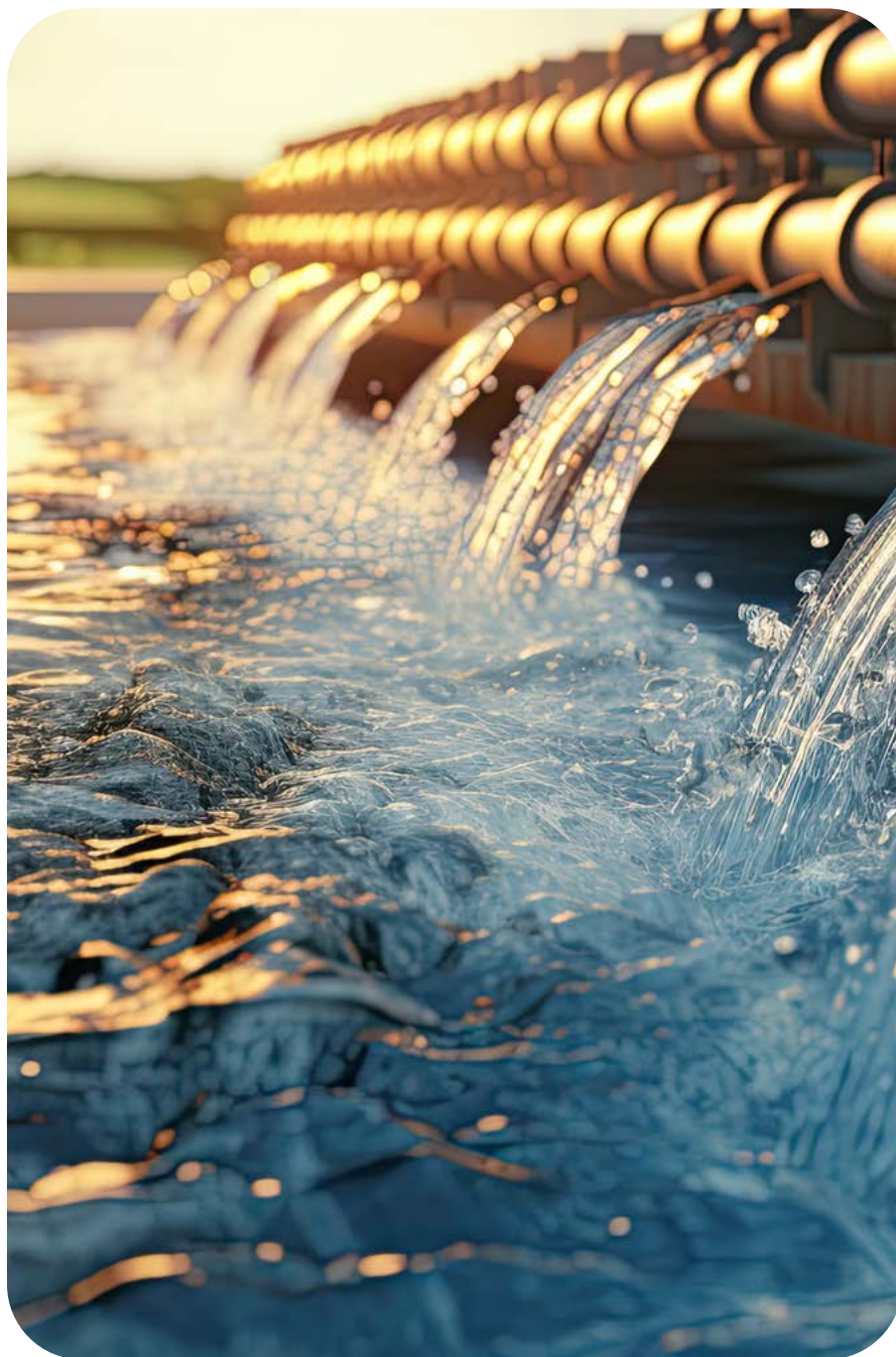
4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

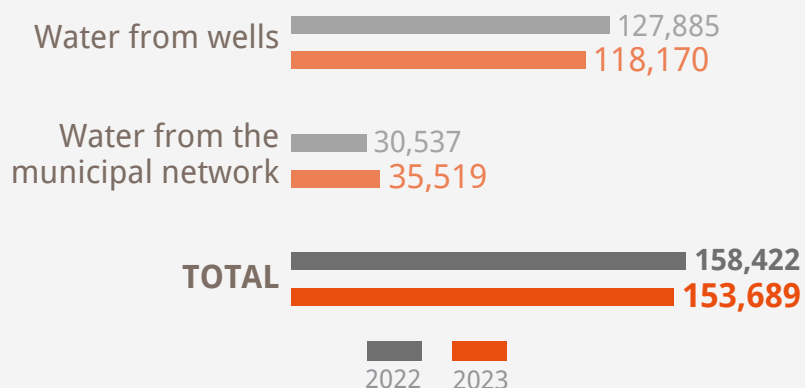
8.  
ANNEXES



## Water consumption and wastewater discharge

In 2023 the water collected for production processes at Affinity was 3% less than in 2022. Of this water, 77% came from wells duly authorised by the competent authorities in each country (81% in 2022).

### DIRECT WATER CONSUMPTION (m<sup>3</sup>)



Most of the water we consume in our processes is used to cook food. During the production process it evaporates and is returned to the atmosphere. The rest of the water is used in cleaning processes at facilities and is subsequently treated in wastewater treatment plants located at each factory. All water heating and cooling circuits are closed circuits, which minimises water consumption.



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

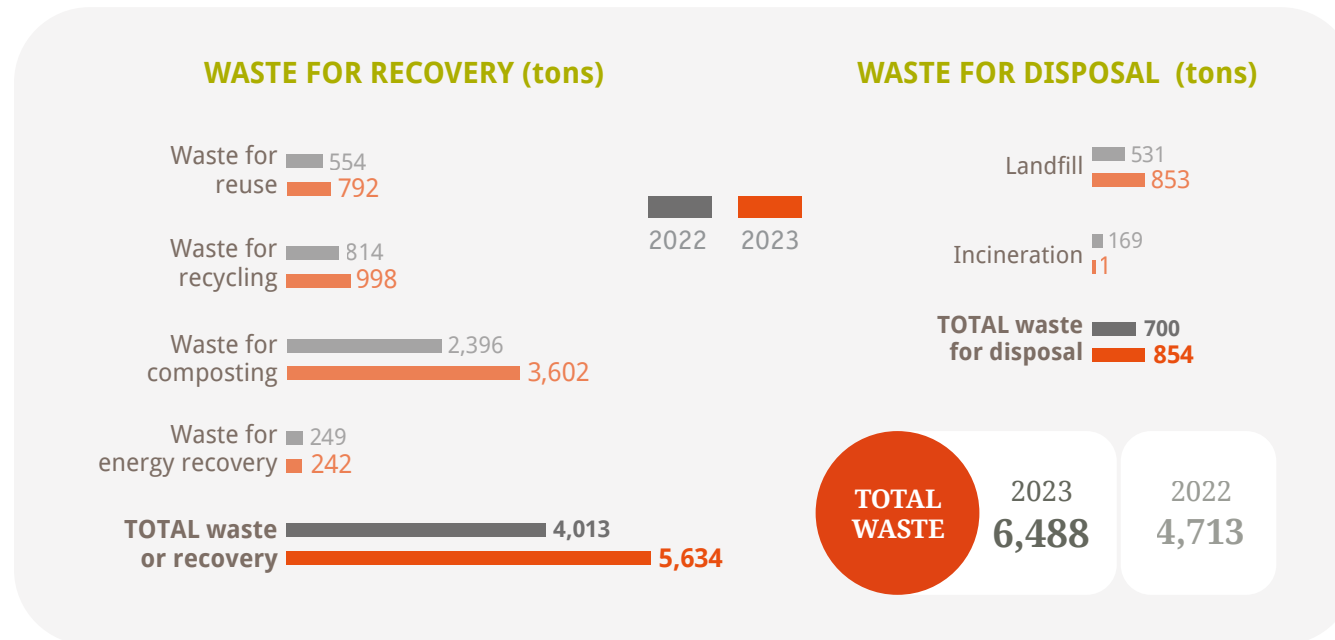
7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 4.3. Sustainable management of the environmental impact

### Waste management and measures against food waste

Affinity's policy is to minimise the waste generated and to use the waste for recovery rather than disposal.







1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES



In 2023, 87% of waste was allocated to recovery (85% in 2022), principally via organic waste treatment, including wastewater sludge at composting plants. This facilitates reutilisation in other activities and promotes the circular economy. In 2023, the increase in waste was mainly due to the rise in the amount of general waste, wastewater sludge and cleaning water that were managed as waste through an authorised waste management company.

Furthermore, finished products in stock with a shelf life of less than six months but are completely safe for consumption are not discarded as waste. Many of them are sent to cat and dog shelters near the production facilities. Under this

initiative against food waste, 398 tons of products were donated to animal charities and shelters in 2023 (441 tons in 2022) in the three countries where Affinity has production sites (see section 6.1).

MEASURES AGAINST  
FOOD WASTE

Products sent to pet  
shelters (tons)





Commitment to the reduction of greenhouse gases



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

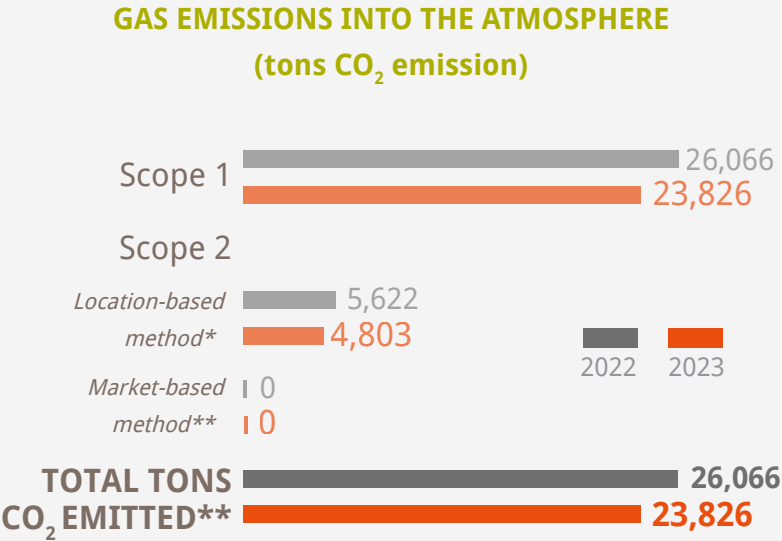
7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

As a result of Affinity’s industrial activities, some direct emissions, which are those directly generated at Affinity’s facilities, whilst the rest are indirect, understood to be those that are generated at our suppliers’ facilities to meet Affinity’s needs.

Direct emissions (scope 1) are those resulting from the consumption of natural gas, the main source of energy in our production processes, and the recharging of refrigerant gases. The indirect emissions specified in this report (scope 2) are those that come from the production of the electricity consumed at our facilities.

In order to meet our commitment to reduce greenhouse gases (GHG) from energy consumption, as was the case in previous years, in 2023 all electricity consumed in factories and offices in Spain, Italy and France was from renewable sources. Thanks to the renewable sources of electricity consumed in our factories in 2023, the emission of 4,803 tons of CO<sub>2</sub> into the atmosphere was avoided. Since 2020, a total of 21,629 of tons of CO<sub>2</sub> was averted due to the consumption of electricity (5,622 in 2022, 5,379 in 2021 and 5,825 in 2020).



\* Location-based method: a method for calculating GHG emissions based on the emission factor of the electricity source mix in each country.  
\*\* Market-based method: a method for calculating GHG emissions based on the emission factor of the source of electricity purchased. This factor is 0 due to the renewable sources of the electricity purchased by Affinity with guarantee of origin (GO).

It should be highlighted that none of Affinity’s facilities is subject to the European Union emission trading scheme.

All the emission sources of particles are declared to the Authorities and have filters to prevent any accidental emissions. Both the particles and combustion emission sources to the atmosphere are regularly inspected by the competent authorities.



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## Reduction in noise and light pollution

Insofar as noise pollution is concerned, Affinity's factories follow a programme for reducing noise, both for specific emission sources and diffuse emissions. All sources of noise pollution have silencers or anti-noise panels to minimise the emissions. There is also a verification protocol that has been agreed upon with the local authorities, whereby each factory undergoes an inspection by the competent authorities in order to be awarded an Integrated Environmental Authorisation.

According to an assessment made of light pollution, this is not significant given the location of the company's factories.

## Measures for mitigating climate change

In 2023, the activities carried out by Affinity and its facilities were not affected by any consequences of the weather or of any other type related to climate change. Likewise, no potential risks associated with this matter are anticipated in the immediate future.

## Protected areas and areas of great value for biodiversity

None of Affinity's factories are in or next to protected areas or areas of great value for biodiversity. In addition, impacts on biodiversity are taken into account by the environmental authorities as part of the requirements to be considered in awarding each factory an Integrated Environmental Authorisation.



*None of Affinity's factories are in or next to protected areas or areas of great value for biodiversity.*



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

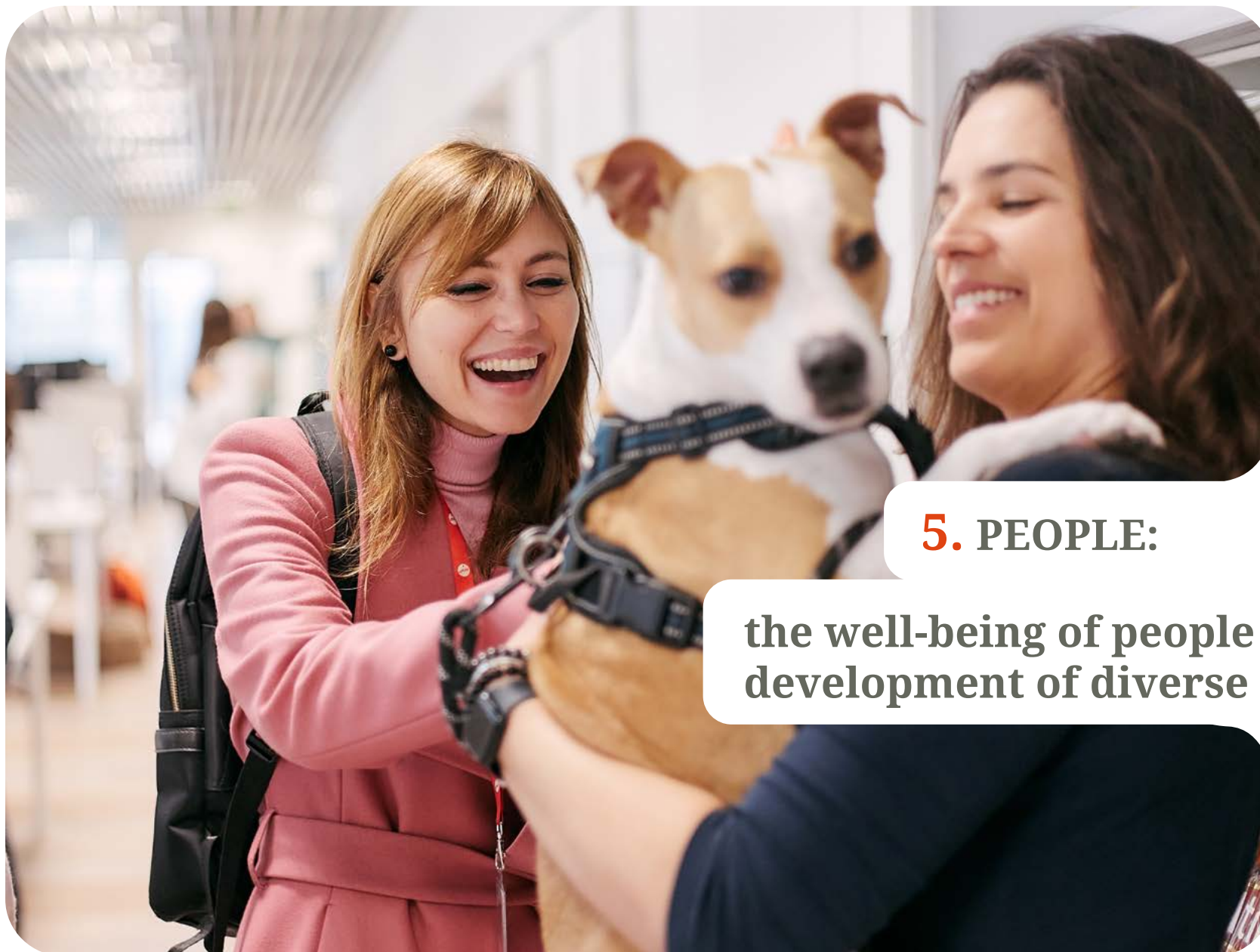
4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES



## 5. PEOPLE:

the well-being of people and the  
development of diverse talent





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## We contribute to the well-being of people and the development of diverse, inclusive talent

Financial year 2023 was marked by the development and consolidation of our People strategy, which is based on three cornerstones.

- **One Affinity.** This entails strengthening an international culture common to all of the places where we operate that enables us to better respond to the requirements of our customers in all of our markets. Equal opportunities and non-discrimination are basic principles engrained in Affinity's corporate culture.
- **Talent.** This encompasses attracting and retaining top level members of staff, which are essential to build up strong teams committed to the growth targets set in the 2024–2026 strategic plan.
- **Workload.** This is intended to manage the workload of employees so that it is more sustainable and improves their work-life balance. Prioritising the well-being of our teams is core to our culture, as it underscores our commitment to encouraging healthy relationships. In 2023, we took the first steps in this direction by setting up three initiatives: Prioritisation and Line Managers, Work Methods and Digital Disconnection.



# 5.1. Health and well-being

## 5.1.1. Corporate culture and values

As a company, our mission is to assist petparents and improve their relationship with their pets, strengthening the bond between them and helping to improve the physical and emotional health of their cats and dogs.

Our corporate values of Solidarity, Consistency, Challenge and Humility are the principles that set us apart. These values were chosen by our employees and they are a key feature of our culture that guide the behaviour and actions of the people who belong to Affinity on a daily basis.

### About our staff

At 2023 year-end, Affinity had 883 people on staff, of whom 56% were men (495) and 44% were women (388). In 2022, the figures were 484 men and 349 women, so the proportion of female employees held steady (in 2022 men accounted for 58% of the workforce versus 42% women). Our main offices are located in Barcelona, Paris and Milan. We also have production centres in all three countries.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

Due to the occupational segregation affecting the industrial sector, there is still a predominance of men at our factories, while the percentage of women working in our offices is 57% of the total, which is three points up on the 2022 records.

The breakdown of the workforce by professional category remains largely the same as in 2022, as shown in the following table:

No changes were observed in workforce distribution by age. In 2023, the age bracket up to 30 gained ground by one point in comparison with the cluster made up of people over 51.







1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

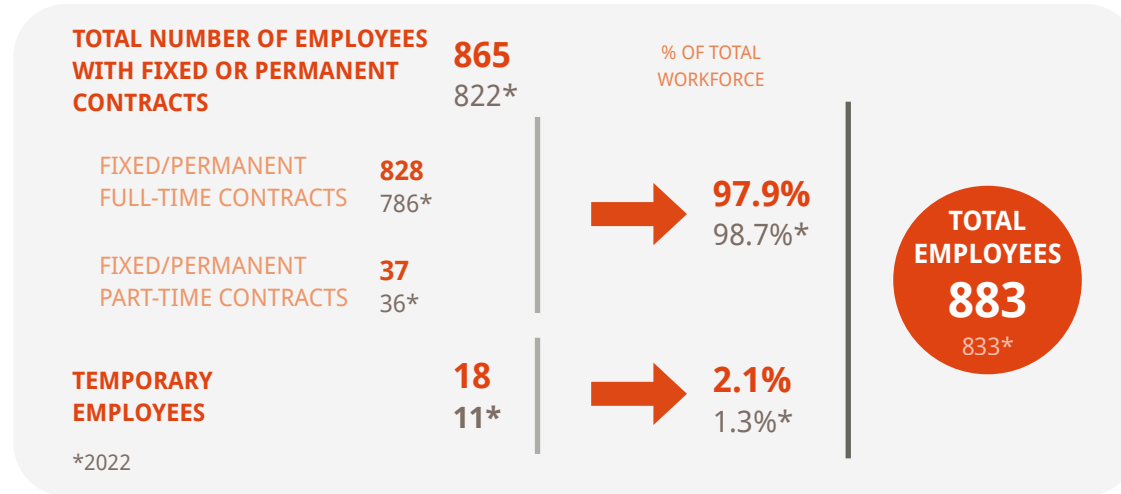
6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

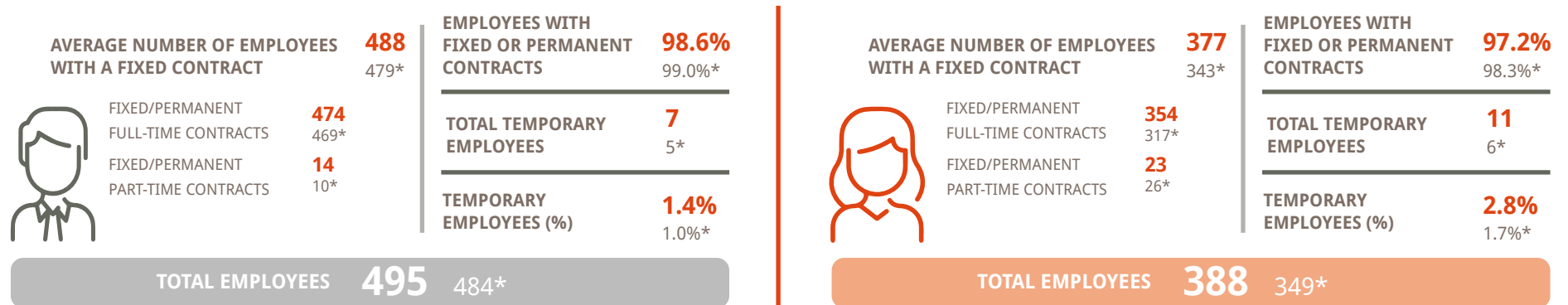
## Total number of employment contracts and breakdown by type

Affinity sets offering stable, quality working conditions as a priority. Therefore, most of the company's current employment contracts are permanent. Specifically, they accounted for 97.9% of all contracts at 31 December.



The table below shows that the number of permanent contracts is still very high but had dropped slightly (by 0.8%) on the 2022 figure. The previous table also shows that as in 2022 there were no employees on temporary part-time contracts at year-end.

## DISTRIBUTION OF EMPLOYMENT CONTRACTS BY GENDER 2023



\*2022

The average number of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category for the year follow the same pattern as described in the previous point.



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

### AVERAGE ANNUAL DISTRIBUTION OF CONTRACTS 2023

**AVERAGE NUMBER OF  
EMPLOYEES WITH A FIXED/  
PERMANENT CONTRACT**

**854**  
816\*

**AVERAGE NUMBER  
OF TEMPORARY  
EMPLOYEES**

**19**  
13\*

FIXED/PERMANENT  
FULL-TIME CONTRACTS

**816**  
778\*

FULL TIME  
TEMPORARY

**19**  
13\*

FIXED/PERMANENT  
PART-TIME CONTRACTS

**38**  
38\*

PART TIME  
TEMPORARY

**0**  
0.2\*

**AVERAGE  
NUMBER OF  
EMPLOYEES**  
**873**  
829\*

\*2022

### ANNUAL AVERAGE OF THE DISTRIBUTION OF CONTRACTS BY GENDER 2023

**AVERAGE NUMBER OF  
EMPLOYEES WITH A FIXED/  
PERMANENT**

**485**  
474\*

**AVERAGE NUMBER OF  
TEMPORARY EMPLOYEES**

**9**  
6\*



FIXED/PERMANENT  
FULL-TIME CONTRACTS

**470**  
463\*

FIXED/PERMANENT  
PART-TIME CONTRACTS

**15**  
11\*

FULL TIME  
TEMPORARY

**9**  
6\*

PART TIME  
TEMPORARY

**0**  
0\*

**AVERAGE NUMBER OF  
EMPLOYEES WITH A FIXED/  
PERMANENT**

**369**  
342\*

**AVERAGE NUMBER OF  
TEMPORARY EMPLOYEES**

**10**  
7\*



FIXED/PERMANENT  
FULL-TIME CONTRACTS

**346**  
314\*

FIXED/PERMANENT  
PART-TIME CONTRACTS

**23**  
28\*

FULL TIME  
TEMPORARY

**10**  
7\*

PART TIME  
TEMPORARY

**0**  
0.2\*

**TOTAL EMPLOYEES 494** 480\*

**TOTAL EMPLOYEES 379** 349\*

\*2022



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

By age brackets, it can be observed that the average number of temporary contracts is higher in the 31 to 50 age bracket, whilst in 2022 this was the under 30 age bracket.

### AVERAGE ANNUAL DISTRIBUTION OF CONTRACTS BY AGE 2023

	TOTAL	Up to 30	31 to 50	Over 51
<b>AVERAGE NUMBER OF EMPLOYEES WITH A FIXED/PERMANENT</b>	<b>854</b>	<b>64</b>	<b>504</b>	<b>286</b>
	816*	60*	492*	264*
FIXED/PERMANENT	<b>816</b>	<b>64</b>	<b>488</b>	<b>264</b>
FULL-TIME CONTRACTS	778*	60*	467*	251*
FIXED/PERMANENT	<b>38</b>	<b>0</b>	<b>16</b>	<b>22</b>
PART-TIME CONTRACTS	38*	0*	25*	13*
<b>AVERAGE NUMBER OF TEMPORARY EMPLOYEES</b>	<b>19</b>	<b>6</b>	<b>10</b>	<b>3</b>
	13*	8*	5*	0*
FULL TIME	<b>19</b>	<b>6</b>	<b>10</b>	<b>3</b>
TEMPORARY	13*	8*	5*	0*
PART TIME	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TEMPORARY	0*	0*	0*	0*
<b>AVERAGE NUMBER OF EMPLOYEES</b>	<b>873</b>	<b>70</b>	<b>514</b>	<b>289</b>
	829*	68*	497*	264*

\*2022

Lastly, the table below shows averages by contract type according to professional category in 2023.

### AVERAGE ANNUAL DISTRIBUTION OF CONTRACTS BY PROFESSIONAL CATEGORY 2023

	TOTAL	Executives	Administrative/ Technical	Factory	Sales
<b>AVERAGE NUMBER OF EMPLOYEES WITH A FIXED/PERMANENT</b>	<b>854</b>	<b>86</b>	<b>240</b>	<b>388</b>	<b>140</b>
	816*	79*	231*	367*	139*
FIXED/PERMANENT	<b>816</b>	<b>86</b>	<b>230</b>	<b>366</b>	<b>134</b>
FULL-TIME CONTRACTS	778*	79*	218*	347*	134*
FIXED/PERMANENT	<b>38</b>	<b>0</b>	<b>10</b>	<b>22</b>	<b>6</b>
PART-TIME CONTRACTS	38*	0*	13*	21*	5*
<b>TEMPORARY CONTRACTS</b>	<b>19</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>5</b>
	13*	0*	0*	9*	4*
FULL TIME	<b>19</b>	<b>0</b>	<b>3</b>	<b>11</b>	<b>5</b>
TEMPORARY	13*	60*	0*	9*	4*
PART TIME	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TEMPORARY	0,2*	0*	0*	0,2*	0*
<b>AVERAGE NUMBER OF EMPLOYEES</b>	<b>873</b>	<b>86</b>	<b>243</b>	<b>399</b>	<b>145</b>
	829*	79*	231*	376*	143*

\*2022





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 5.1.2. Employee health and safety

As part of its clear commitment to continuous improvement across all areas of health and safety and to support the growth in activity, in 2023 the company created the new corporate position of Health & Safety Director in the Human Resources Department, to whom the health and safety managers of each country and group work centre report.

This organisational change, spearheaded by the Group's management committee, guarantees the independence of the role, boosts our profile and gives us an advanced improvement and transformation platform fully connected to the company's strategic agenda and the Engagement and Training programmes.

In 2023, the external prevention services was expanded at the Monjos plant, in order to conduct specific risk assessments and give specialised training for posts there, in addition to creating an internal position of Risk Prevention Officer at this plant. Local health and safety officers were also empowered in France and Italy in 2023

so that they would have more say on management teams and in decision-making related to health and safety.

Furthermore, in 2023 we composed our Integrated H&S-QFSE Policy, called *Management's Commitment*, in addition to some golden rules that will be shared with the organisation in 2024. They will dictate the minimum requirements for safeguarding people, products and the environment, and as one of the bedrocks of the Fundamentals project will be mandatory for everyone.

At a local level in Spain, the In-House Prevention Service was signed off so that it could start its work in January 2024, which will manage two specialized matters, safety and ergonomics, whilst the other two specialized matters as hygiene and health surveillance will be managed by External Prevention Services.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Health and safety conditions at the workplace

In line with its remit and values, the Management's Commitment at Affinity Petcare undertakes to ensure the very highest health and safety standards for all employees and outsourced workers in doing their jobs.

Factories are the worksites that pose a potentially higher risk, which is why more extensive risk assessments continue to be conducted there. On these worksites, risks are identified by area, department and post. Thus, the characteristics of each worksite and the different action plans implemented on them were assessed.

In the second half of 2023, a new corporate dashboard was rolled out on which the different KPIs will be reported by each plant monthly.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## ELS MONJOS FACTORY (Spain)

At the Els Monjos factory, risk assessments are updated whenever there are changes in posts, the organisational set-up or the facilities there. In line with regulations, it must be ensured that all risk assessments are updated at least once every 5 years. Moreover, it has an external prevention service to help prepare the different assessments and to detect the areas where improvements or staff training are required. There is a Health and Safety Committee with company and employee representatives that is tasked with the regular oversight of the company's work on risk prevention at its routine meetings. An Annual Safety Report is drafted at the end of the year summarising the aspects of workplace health and safety addressed during the year. Improvements were introduced to access control, the documentary checks of contractors and visits through the roll-out of new software, which will be completely implemented

in all other countries in 2024. There is also a risk assessment and a plan for preventive actions at the Nutrition Centre in Masquefa that are managed by the external prevention service.

## LA CHAPELLE FACTORY (France)

At the La Chapelle factory, a review was conducted of the rules in the Preventive Plan, to which contractors are also subject. The Health and Safety Manager joined the plant's one team to give this role more prominence. The Health and Safety Committee holds a meeting every quarter to specifically deal with workplace health and safety matters. A number of studies and specific risk assessments were conducted, and the procedures, instructions and management of contractors will be improved.

## CASTELGOMBERTO FACTORY (Italy)

Risk assessments at the Castalgomberto factory are conducted by an external prevention service. These assessments are updated whenever there are significant changes at facilities or to job functions. The company is tasked with providing the mandatory training set out in the law for workers according to their positions. The authorised prevention service can be one of the suppliers when specific training is required. The Health and Safety Manager joined the plant's one team to give this role more prominence. In line with the standard, there is a Health and Safety Officer elected or appointed by the workers to represent their interests in OHS matters. In 2023, improvements were made to facilities, procedures and instructions were drafted, and training given on leadership.



The company's offices are divided into different sections for risk assessment purposes.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



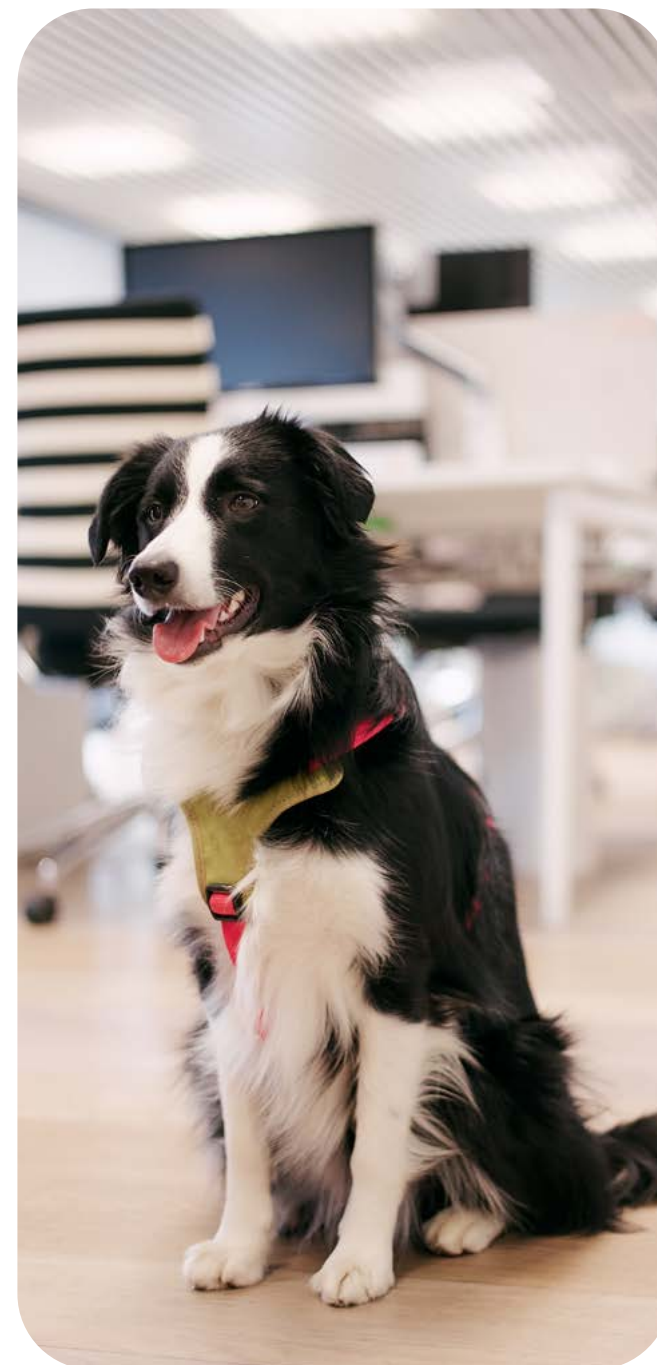
- The headquarters at the **office in Barcelona** has the support of an external prevention service that prepares and reviews all risk assessments. There is also a Preventive Plan for recording the measures to be implemented, when they are to take effect and the person responsible for them. This document spans all the potential risks for the office and sales teams. Headquarters also manages the medical check-ups that are carried out annually and on new hires.



- At the **offices in Paris**, the risk assessment service is outsourced and reviewed each year. This document spans all the potential risks for the office and sales team. It is also shared each year with the Health and Safety Committee at Issy-les-Moulineaux (members of the works committee). A quarterly meeting is furthermore organised with them on OHS matters.



- At the **offices in Milan**, the risk assessment service is also outsourced. Risk assessments are regularly updated in compliance with OHS laws. This year the mandatory courses on health and safety have been carried out.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Number of workplace accidents by gender: frequency rate by gender, severity rate by gender

In 2023, the reporting and handling of accidents was improved through the use of a standard dashboard for all plants, where a distinction is drawn between KPIs on lagging and leading indicators and compliance (actions underway or completed, audits and the number of hours spent on training).

This issue is gaining greater prominence and together with the Department's new set-up in each country, in addition to the focus on improvement plans, it is expected that outcomes will be better in the near future.

The following table shows the total number of accidents and their rates of frequency and severity broken down by type for 2023, followed by the comparative figures for 2022. As was the case in 2022, no work-related diseases were reported in 2023.

WORKPLACE  
ACCIDENTS

24

26\*



19

\*22



5

\*4

### ACCIDENT FREQUENCY RATE

(accidents \* 10<sup>6</sup>/# planned hours)

15.79

17.90\*



22.02

25.66\*



7.61

6.72\*

### SEVERITY RATE

(# days lost \* 10<sup>3</sup>/# scheduled working hours)

0.47

0.54\*



0.78

0.53\*



0.07

0.55\*

\*2022



## A new work paradigm and a new communications channel

In 2023, the Group continued to consolidate its New Work Paradigm to champion a new work model designed to improve relations, harness technology to optimise day to day processes, fully leverage shared spaces and, in short, create a better place to work and grow together.

The main measures adopted in this context were:



**Implementation and consolidation of the hybrid scheme:** Further advances were made in 2023 in the hybrid scheme defined in the framework of the group's New Work Paradigm. It established that 40% of attendance would be virtual and 60% in-person. The hybrid scheme included the following points:

- Response to the provisions of Act 10/2021 on teleworking.
- Mandatory course for employees on occupational hazard prevention.
- Negotiation with the Works Committee on its implementation and subsequent agreement.



**Travel policy optimisation.** As a company, we have learnt the lessons of the post-pandemic by keeping in close proximity with teams, rationalising the number of trips and planning the travel agenda with care.

The new travel purpose must be principally to carry out activities that can only be done in-person or which are truly more effective face-to-face. To that end, before beginning to prepare a travel request, we must individually assess whether it is necessary to travel or whether it could be just as effective to work remotely with teams, leveraging the technology tools we have at our disposal.







1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.


CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

 **Internal communications plan.** To deliver on our objective of keeping our employees connected, informed in a clear, transparent way and having open two-way communication channels available, we shored up the outreach of corporate content via the various internal communications channels in 2023:



Quarterly virtual townhall meetings attended by the management team and employees in each country in the local language to share experiences and answer questions.



Quarterly videos by the CEO in which the situation of the company and the business were assessed.



Reminders of general company policies, organisational changes and other campaigns of interest to the staff through our main internal communications channel called Workplace.



Quarterly newsletter with news about all our worksites.



Screens at all of our worksites with global and local information.



Meetings of small groups of employees with members of the Executive Committee to chat and exchange questions (Coffee with the Excom).

 **Engagement plan in partnership with employees.** The Bonders programme was launched in late 2022. This initiative saw volunteers from all Affinity offices come together to jointly create an action plan to address areas where the company can improve in engagement. With a One Affinity approach and through partnerships, the Bonders programme seeks to foster commitment and motivation, as well as productivity, training and the wellness of the entire organisation.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY


7.  
GOOD  
GOVERNANCE


8.  
ANNEXES


Close to 75 employees from the offices and factories in Spain, France and Italy voluntarily signed up to the Bonders programme. The action plan that emerged from the workshops with the Bonders was presented to and approved by the Excom.


In 2023, the plan started to be explained to the whole of the organisation at the townhall meetings and the process to roll out our Bonders programme began. The second phase of the process involved our Bonders working with squads led by members of the Human Resources team to deal with the following matters: well-being, diversity equity and inclusion (DEI), social connections, communications and talent development.


In response to a call-out for volunteers, we welcomed in 91 from our three regions who represent the diversity in our company.

 **The DEI squad:** This squad started its work with an initial assessment by way of a survey and a focus group. It then drew up an action plan that was approved by the Executive Committee that will be rolled out across the organisation in 2024. Throughout this journey, we have launched cultural awareness-raising campaigns on key dates such as Pride Month. We also set up a Leadership programme for women and the first cohort is undergoing training.

 **The comms squad:** In 2023, we launched the Reporters Academy, for which a global editorial team was set up. We published two newsletters and we are actively engaged in making the most of the internal Workplace platform, in addition to exploring new ways of improving communications across the organisation.

 **Social connections squad:** Summer Parties were successfully held on all of our worksites. Sports and family events were also run at some of our worksites.

 **The well-being squad:** This squad plays a key role in reviewing our digital disconnection policy and in the development of our set of prioritisation tools. Work was also done on various initiatives for our well-being programme that will be launched in 2024.

 **The talent squad:** To be launched at the beginning of 2024, this squad will work to realise the potential of our organisation through initiatives based on a culture of feedback, lifelong learning, career development and leadership.

*The progress of the programme will be monitored in 2024 and a new engagement plan drawn up with a new engagement survey for all employees, focus groups and a new cycle of our Bonders programme.*



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## Work disconnection policies

The results of our last engagement survey highlighted a valuable opportunity for us to focus on the more sustainable management of workloads and we improved our employee's work-life balance. Giving priority to our teams is fundamental to our culture and it strengthens our commitment to build healthy relationships.

Affinity's management promotes healthy work habits and frequently sends messages to employees encouraging them to disconnect, rest and take care of themselves. This has become even more important with the hybrid scheme.

Tying in with the teleworking policy, there is a digital disconnection policy that was approved by the works council. It recognises, amongst other things, that employees have the right to disconnect from the devices provided to them by the company as work tools at the end of the working day and not to schedule work meetings outside of working hours.







## Social relations

In 2023, as in previous years, all of Affinity's employees were covered by the relevant national/industry-based collective agreement:

- **In Spain**, the employees at the Barcelona offices and the Els Monjos factory are covered under the "Convenio colectivo de ámbito nacional de la fabricación de alimentos compuestos para animales".
- **In France**, both the Paris offices and the La Chapelle factory are covered under a similar agreement called "Convention Collective de la Meunerie".
- There are two different agreements **in Italy**. The Milan offices are covered under "CCNL Commercio" while the Castelgomberto factory is covered under the "CCNL Alimentare".

The four agreements make specific mention of matters on health and safety at the workplace.

Dialogue between management and labour is channelled through works committees composed of democratically elected workers. There are two committees in France and Spain, one for the factories and the other for offices, whilst in Italy there is one committee for the factory.

There is also an internal reporting channel on which anonymous reports may be submitted, to facilitate structured and confidential queries regarding the interpretation or application of the Code of Conduct, and to disclose and report potential breaches.

Affinity's culture encourages the participation of our employees and actively listening to them, as well as giving them continuous feedback. Office, sales and factory employees from Spain, Italy and France were asked to answer a survey on diversity, equity and inclusion in 2023 to take stock of the organisation's health and detect areas of improvement we can work on as a company. The next engagement survey will be conducted in 2024.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## 5.2. Talent development and management

Affinity makes a firm commitment to talent by promoting career development opportunities for our employees who are able to develop the skills and abilities required for their jobs, as well as helping them to advance in the future. Our initiatives include:

- Setting individual career development plans.
- Giving access to Affinity University, our training platform with content related to key interdisciplinary skills and abilities by business area.
- Running functional development programmes.
- Running a leadership skills development programme.
- Mentoring and coaching our employees.

We promote a culture of ongoing development by providing the resources necessary to ensure our employees have the training and motivation to work in the current ever-changing environment.

In the context of company growth and a noticeably competitive talent economy at the external level, in 2023 Affinity continued to run the **Internal Open Vacancies** programme to foster employee development and mobility. All open vacancies are published on the company's internal portal (Workplace) at the same time as they are published externally. An internal candidate tracking protocol was designed to ensure support across the process and a consistent employee journey.

In 2023, the leadership development programme, **Leading People at Affinity**, was launched. This programme covers the attributes that we encourage in all of the company's employees who are team leaders.



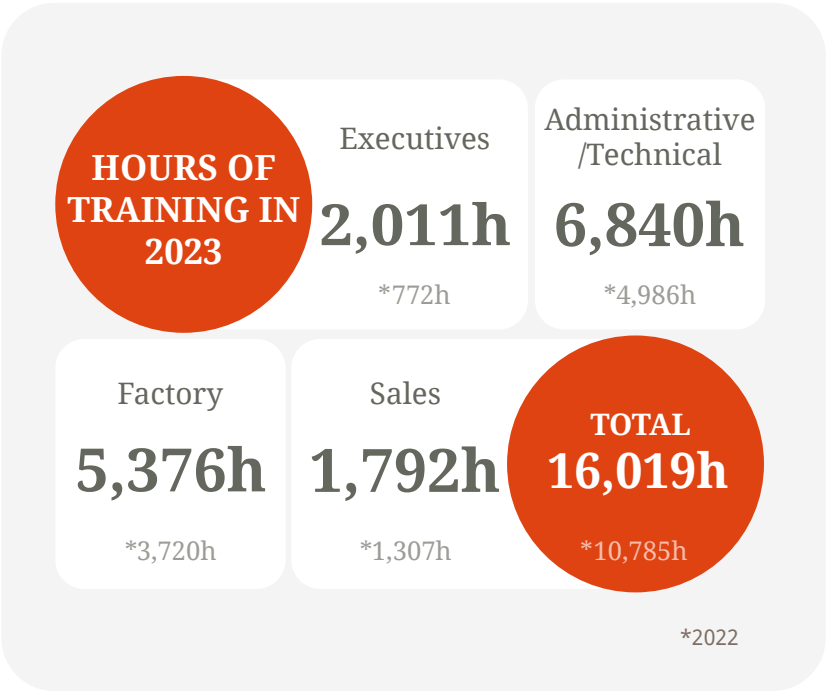
5.2.1. Development of skills for the future

Training: Policies implemented on training and total hours of training by professional category

In 2023, a total of 16,019 hours of training were given (an average of 18.4 hours of training per FTE).

The breakdown of the training hours by professional category is as follows:

The time spent on training rose considerably in 2023. Over the year, we ran managerial courses that mainly concentrated on building up the sales and factory teams, as well as a portfolio of leadership for team leaders and another for all employees.





## Attracting and retaining talent. Hires and dismissals



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

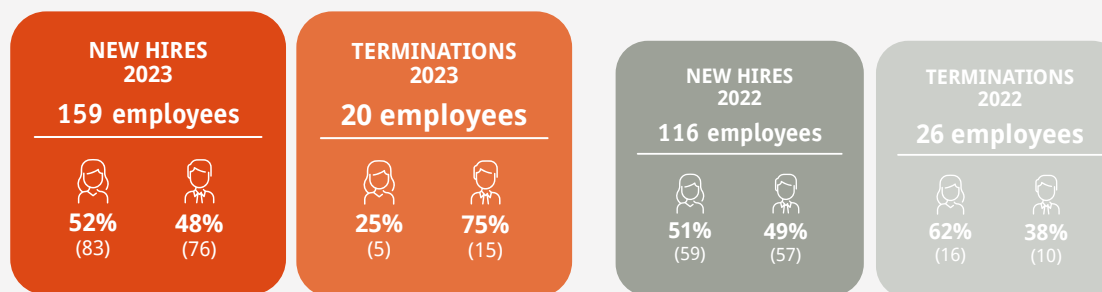
6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

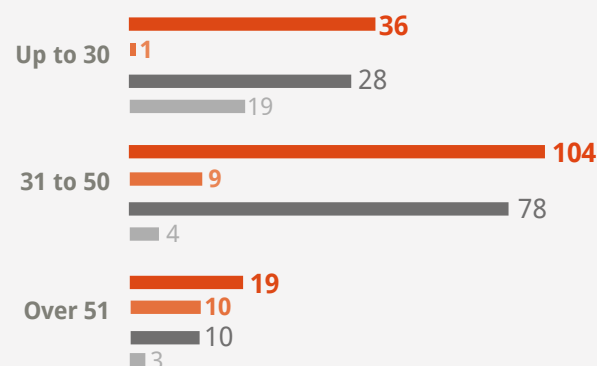
8.  
ANNEXES

By the end of 2023, our workforce had increased by 50 employees in a year in which we once again created jobs. A total of 159 new contracts were signed, of which 52% were for women and 48% for men. There were also 20 dismissals, of which 25% were women (5) and 75% men (15). In 2022, there were 26 dismissals, of which 62% were women (16) and 38% men (10).

### NUMBER OF NEW HIRES AND DISMISSALS BY SEX, AGE AND PROFESSIONAL CATEGORY



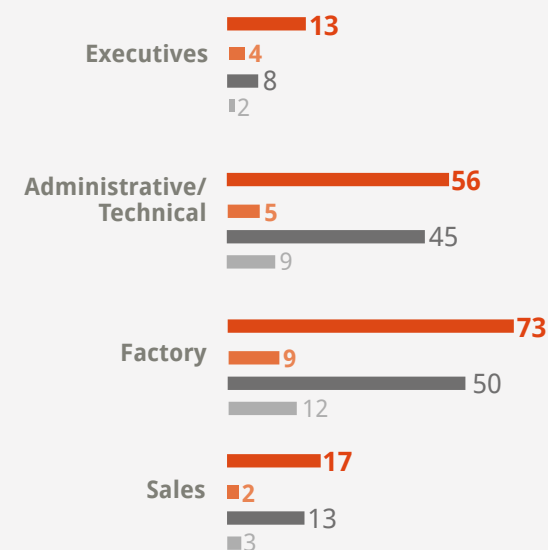
#### BY AGE



New hires 2023  
Terminations 2023

New hires 2022  
Terminations 2022

#### BY PROFESSIONAL CATEGORY





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

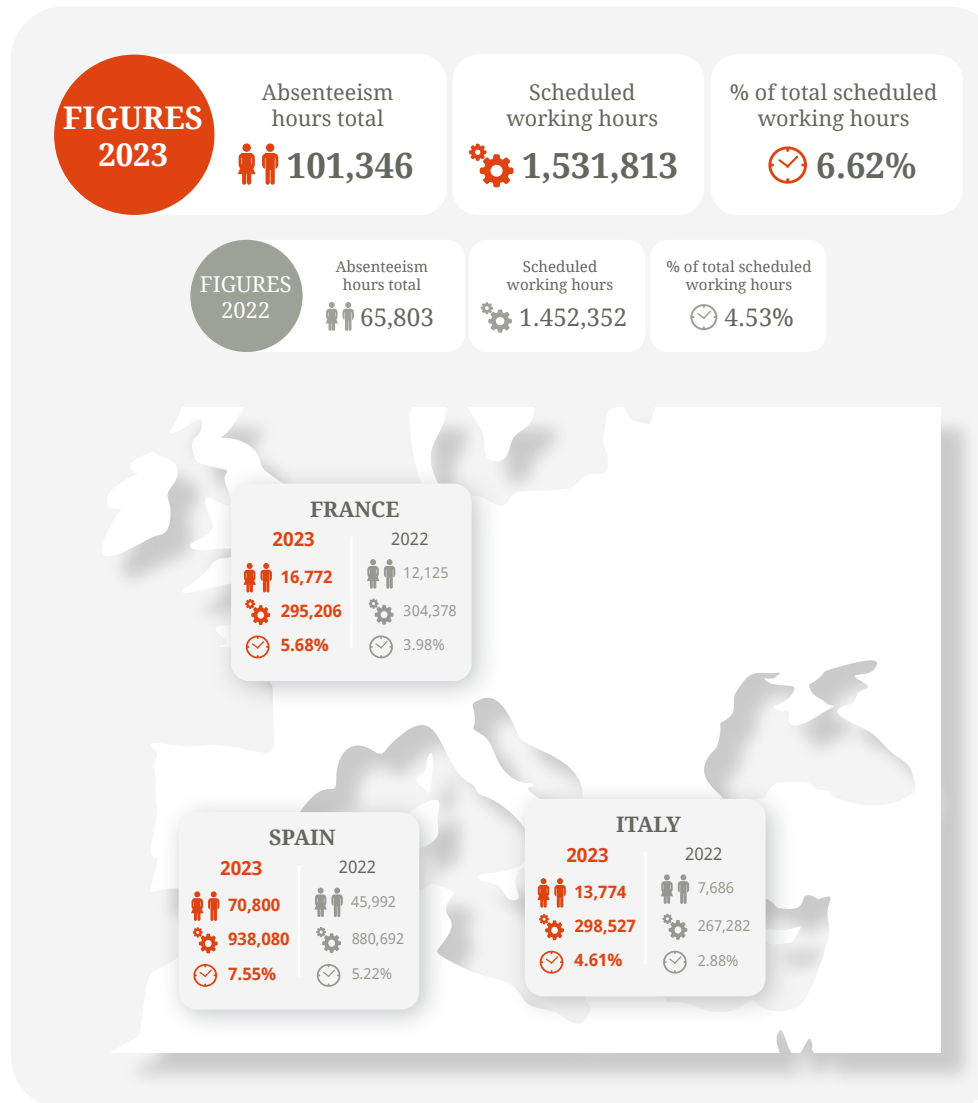
8.  
ANNEXES

## Organisation of working hours. Number of hours of absenteeism

The organisation of working hours differs from worksite to worksite. At the industrial facilities in Els Monjos (Spain) and Castelgomberto (Italy), there are three shifts (morning, afternoon and evening), with 24-hour operations from Monday to Friday. In France, however, there are four shifts with the facility operating continuously from Sunday to Friday.

Office staff work a split shift, ensuring in all cases that the total working hours adhere to the corresponding collective agreement. At the Barcelona offices, employees are allowed to work without a lunch break so that they can leave earlier on Fridays, in the Christmas and Easter periods, and in the month of August.

Absenteeism is calculated as the sum of hours not worked due to medical leave, weighted against the total hours that should have been worked in theory.



It should be highlighted that the rise in absenteeism in 2023 was not due to an increase in work-related accidents, as they dropped to 24 (26 in 2022). This is an area in which we have the greatest capacity to take action. The main factors were a rise in common illnesses, especially cases of long illnesses, and the increase in the number of hours of maternity and paternity leave due to a change in the law in Italy, which set a longer time. In parallel, a high investment was made to improve the set-up of the system for managing health and safety, which means that cases are easier to observe.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## 5.3. Diversity, equality and inclusion

### 5.3.1. Diversity, equity and equal opportunities

#### Wage gap and remuneration

As specified in our Code of Conduct, Affinity does not allow discriminatory behaviour of any kind. In keeping with this principle, Affinity employees are paid for their work according to their professional category and the job performed.

Affinity's remuneration policy is based on the pillars of performance, external competition and internal equity. In the annual performance review process, the highest increases are assigned to the employees with the best performance and/or whose pay lags farthest behind the market benchmark.



It can be observed below that the average remuneration in 2023 increased with respect to 2022 (3%).



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

AVERAGE  
REMUNERATION<sup>5</sup> 2023

53,270€ 51,925€\*



51,751€  
47,425€\*



54,460€  
55,170€\*

WAGE GAP  
2023

5.0% 14.0%\*

\*2022

ADJUSTED AVERAGE  
REMUNERATION<sup>6</sup> 2023

51,304€ 47,494€\*



51,163€  
46,807€\*



51,416€  
48,007€\*

WAGE GAP  
2023

0.5% 2.5%\*

\*2022

AVERAGE REMUNERATION BY AGE

Up to 30 32,172  
35,560

31 to 50 50,644  
53,398

Over 51 59,618  
57,842

AVERAGE REMUNERATION BY  
PROFESSIONAL CATEGORY

Executives<sup>7,8</sup> 152,335  
142,171

Administrative / Technical 47,252  
51,238

Factory 33,299  
34,906

Sales 52,841  
54,626

2022 2023

<sup>5</sup> The average remuneration includes fixed and variable remuneration.

<sup>6</sup> The adjusted average remuneration does not include top-level management.

<sup>7</sup> Members of the Affinity Group's Board of Directors were not paid in 2023 or in 2022.

<sup>8</sup> The average salary of executives in 2023 was €154,694 for men and €122,649 for women. The figures for 2022 were €169,920 for men and €113,649 for women.



As reflected in the equal opportunities plan passed in 2019, as a company we continue to work on the eradication of any wage gaps and to ensure, through the application of specific measures, equal employment opportunities and wage policies that are in line with the criteria of equity and non-discrimination.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## Equality. Description of measures aimed at facilitating work-life balance and fostering the joint care of children by both parents (GRI 103)

Affinity has implemented a number of measures to facilitate a work-life balance for its employees.

Depending on the characteristics of the posts they occupy, office employees can work under a flexitime scheme to fit in with their needs.

For workers at the Barcelona and Milan offices, a gymnasium service is available either through an on-site gym or subsidised access to a local gym. Along these same lines, a fully financed canteen and breakfast service is available at the central offices. At other locations, food is totally or partially subsidised

through on-site canteens or restaurant vouchers. These measures are intended to encourage healthy habits in the workforce and facilitate the work-life balance.

As reflected in our Code of Conduct, Affinity does not allow discriminatory behaviour of any kind. In particular, we promote equal treatment between men and women in terms of opportunities, access to employment, training, internal promotions and working conditions.

The gender equality plans in France and Spain both propose measures on matters

concerning work schedules, recruitment, staff selection, internal promotions, training, various types of leave and communications, amongst others, that are intended to ensure the equal treatment of men and women. In Italy, although an equality plan is not officially required, the same practices of non-discrimination are applied as in France and Spain.

Affinity has made a whistleblower channel available to employees through which they can report any incident related to the Code of Conduct or workplace bullying. If a report is made, it is automatically

forwarded to the Ethics and Compliance Committee or to Human Resources in the case of harassment, which are responsible for adopting the corresponding decisions and measures following an internal review ([see sect. 7](#)).

***No workplace harassment was reported in either 2023 or 2022.***



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Disabled employees and universal accessibility for people with disabilities

Our companies comply with national regulations on integration and access to employment. All Affinity locations comply with the applicable accessibility regulations in each one of the geographical locations where we do business.

Affinity had a total of eight employees with a disability in 2023, as compared to ten in 2022. In Spain we also work with socially responsible companies that guarantee the employment of functionally diverse people. Also in Spain and at the Monjos factory, Fundació Privada Mas Albornà works with us on the placement of adhesive labels and filling of rigid containers, while Fundació Privada Santa Teresa del Vendrell works with us on the placement of adhesive labels and packing small bags.





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 6. Contribution to Society





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## 6.1. Commitment to society and local communities

### Our pet shelter product donation programme

Affinity supports the work of animal shelters in Spain, Italy and France through our **programme of donations to shelters**. It is our contribution to the praiseworthy work of these shelters that take in and care for cats and dogs that have been abandoned or mistreated.

As a result of this initiative, we donate a certain amount of our products to animal shelters every year from our various factories and distribution centres.

#### MEASURES AGAINST FOOD WASTE

Products sent  
to pet shelters (tons)







1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## Canì Eroì programme

In the framework of specific initiatives we are involved in on our main markets, the **Canì Eroì Programme**, Dogs That Save and Improve Lives, was started in **Italy** in 2010 as a result of the social commitment of the Trainer brand. This initiative seeks to raise awareness of the importance of dogs to humans and the fundamental role they play in protecting human lives and rescuing people in situations of danger.

Dogs play a leading role in many civil protection efforts, water rescue, search and rescue of missing persons, assisting the disabled and acting as therapy animals.

With the Canì Eroì project, Trainer seeks to showcase the work, commitment and dedication of these dogs and their educators through different volunteer and governmental associations.

More work was done by Canì Eroì in 2023 in comparison with previous years, and it now concentrates on several fields: therapies, rescue and education.

Animal-assisted **therapy programmes** were carried out in a number of centres in which 66 dog units took part and entailed 500 hours of volunteer work.

**Rescue activities** drew the participation of 120 canine units and 5,000 volunteering hours across 15 rescues.

In 2023, the association attended the same five trade fairs as in the previous year: in Rome, Naples, Milan, Bologna and Vicenza, at which 30 dogs took part, 9,000 interactive activities specially designed for these fairs were run (2,000 more than in 2022) and they were visited by more than 100,000 people.



*Finally, educational outreach in schools involved 15 institutions and 7,000 children (3 institutions and 1,000 children more than in 2022), and required 600 hours of volunteer work.*





## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

## Affinity Foundation



### Activities, projects and aid

In 2023, we continued to run our programmes, we started new, pioneering ones, we strengthened our alliances and did all of this with our sights set on our mission: **spreading the benefits of the bonds between people, cats and dogs** in the fields in which the Foundation works, that is, research, social action and awareness-raising.

Insofar as therapies are concerned, we continued our alliance with Sagrat Cor

University Hospital through the therapy programmes **Juntos + Fuertes** (Stronger Together), which helps vulnerable patients in their rehabilitation process, and **Miradas que Curan** (Looks that Heal), which supports young people in their recovery.

In addition, we spent a big part of the year preparing and designing a pioneering programme called **Perros Terapéuticos** (Therapy Dogs), which was launched towards the end of the year at the Intensive Care Unit at Barcelona's Hospital del Mar.

A great deal of work was carried out in the field of research, with much emphasis placed on the dissemination of our studies at top-ranking international conferences, in addition to

evaluations of our therapy programmes involving lines of research on abandonment and social support.

We also maintained our alliance with the broadcasting group, Atresmedia, to champion the cause **Inseparables** (Inseparable) for the second year running, which aims to promote happier, healthier relationships between people and animals.

It proved to be a busy 2023, full of projects, revelations and life stories that improved thanks to the transformational power of the bond with our cats and dogs.

Once again last year, we witnessed the progress made by society in the respect and consideration given to animals,

which are increasingly thought of as members of the family.

It was also seen that more organisations, institutions and businesses are echoing the benefits of this bond, and are working to improve the well-being of animals and to help the people who look after them.

There remains a great deal to be done, but there are increasingly more people who believe that our society is better for everybody when there are cats and dogs in it.

The main activities carried out by the Foundation in 2023 are described below:



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## Research

Our collaboration agreement with the Autonomous University of Barcelona (UAB) continued in the shape of the UAB Affinity Animals and Health Foundation Chair. The Chair worked on 11 research studies, five of which were published in 2023.

Publications in 2023 as a result of the studies conducted by the Chair:

- The annual report *They Would Never Do It* with figures on animal abandonment and adoption in Spain.
- Miwuki: presentation at the Canine Science Forum 2023.
- High-quality social support: presentation at the ISAZ 2023 conference.
- Co-Sheltering 2023: presentation at the 2023 Co-Sheltering 2023 conference.
- VetBonds– the well-being of vets: presentation at the AVEPA 2023 conference in Spain.

## Pilot study to assess the effects of therapies in the scope of the CREI programme

The CREI therapy programme in Lleida works with children and teenagers in care in Intensive Educational Residential Centres (CREI) run by the Government of Catalonia, undertaking activities to improve behaviour and affectivity thanks to the involvement of therapy dogs that serve as a model. Specifically, the aim is to improve emotional bonds with centre staff and between the children, channel frustration, enhance communication and reduce antisocial behaviour.

This preliminary study analyses four aspects of a person's response to therapy dog-assisted intervention: degree of attention, physical movement (hyperactivity), communication and adherence or compliance.

The study confirmed that the presence of dogs reduced patient anxiety and improved their willingness to engage in the rehab session.

## Study to assess benefits in the framework of the Together Stronger therapy programme (Vulnerable Unit, Sagrat Cor University Hospital)



The Together Stronger programme, aimed at fragile patients requiring rehabilitation following a stay in the intensive care unit, was also assessed via a scientific study.

The study analyses the personal engagement of fragile patients in the rehabilitation programme and uses a validated scale to measure anxiety and other aspects such as motivation, attitude towards the session, participation and the role the dog has in the process.

The study confirmed that the presence of dogs reduced patient anxiety and improved their willingness to engage in the rehab session.



- 1. AFFINITY BUSINESS MODEL
- 2. MATERIALITY
- 3. PRODUCTS
- 4. PLANET
- 5. PEOPLE
- 6. CONTRIBUTION TO SOCIETY
- 7. GOOD GOVERNANCE
- 8. ANNEXES

The *They Would Never Do It* study on abandonment and adoption in 2023

We have been carrying out the *They Would Never Do It* study on abandonment and adoption for over 25 years in order to provide figures on the serious problem of abandonment. The importance of this study lies in the fact that it is the only one providing an overall vision of the evolution of this problem in Spain.

It also serves as a role model in raising awareness about and fighting against abandonment that is recognised by animal protection charities, public institutions and the mass media.

In this edition, almost 478 organisations took part that over the year compile all of the information about the animals they deal with.

The figures for abandonment remain stable with a slight downward trend. Almost 290,000 cats and dogs were taken in by 1,591 shelters in Spain in 2022. Having examined the fate of these animals, we focus on adoption due to its

importance in alleviating the problem of abandonment in the short-term. Over 50% of cats and dogs in shelters were placed for adoption.



SEE INFOGRAPHIC HERE

“On The Job Health for Vets – VetBonds Project” study (Affinity Foundation Chair/ AVEPA)

Following the first study of 210 people, in 2023 we conducted a study of more than 1,200 vets and support staff across Spain.

This is the biggest sample used in a study of this nature to date. The results show that both burnout and compassion fatigue are relevant problems for this profession. The study points to the fact that moral conflicts related to the care animals receive are a major cause of compassion fatigue for vets (when an animal has to be put down or care cannot be given due to financial constraints, for example). This result highlights the importance of explaining to vets the nature of the bond between people and animals, and how to successfully manage this.

The results were disclosed in a seminar on mental health organised by VetBonds at the AVEPA conference.

TO FIND OUT MORE, SEE





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## “Unique Social Support People Get from their Dogs” study

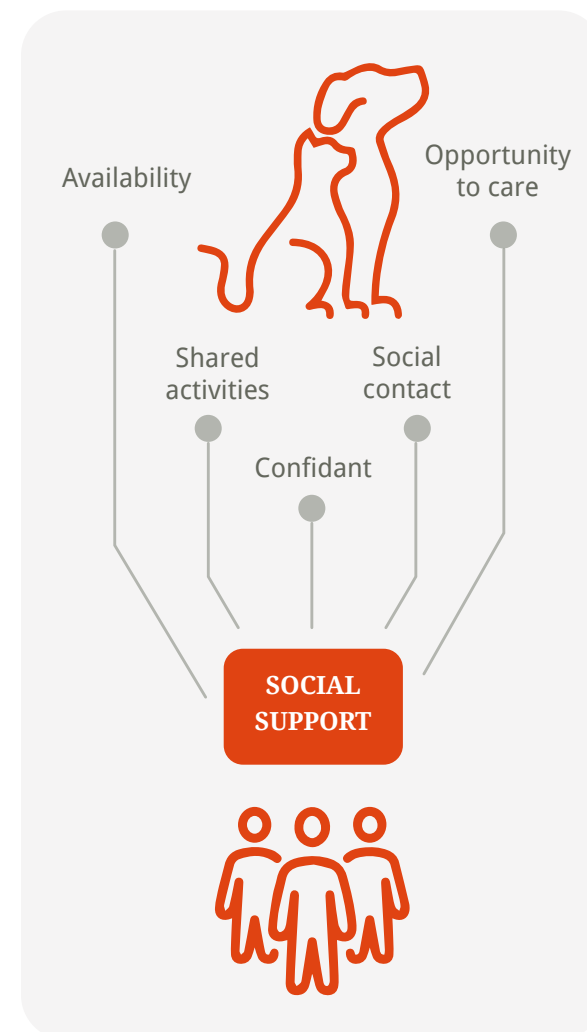
Social support is a well-defined, commonly used concept in the fields of medicine, psychology, education and social work.

The social support a person has is today considered one of the best predictors of good mental health and physical and psychological wellness.

We were interested in exploring the role that pets play as a source of social support for people. This led us to conduct a preliminary qualitative study in 2022 with 240 people in the US, UK and other countries on the social support people get from their dogs. The study was performed in collaboration with California Polytechnic State University.

The aim of the preliminary study, part of a medium-term research project, was to explore the dimensions of social support people get from their dogs as an initial phase in developing a validated psychometric scale to measure the social support people get from their pets.

The results were presented at the ISAZ 2023 conference in Edinburgh.





## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

## Study on “The dynamics of adoption on an online adoption platform”

This study looked into how various characteristics and the way information is put forward on an online pet shelter (Miwuki) affects the likelihood of dogs being adopted. Based on the figures of 61,624 dogs on the Miwuki website, aspects such as physical characteristics, behaviour, temperament, general health and breed were examined. A total of 9,912 dogs that had stayed in a shelter for an average of 213.7 days or less were selected for a more detailed study using multivariate statistics to compare adopted and unadopted dogs.

The results show that being young, having a microchip and not being on the list of dangerous breeds increased the likelihood of adoption. Surprisingly, the dogs put

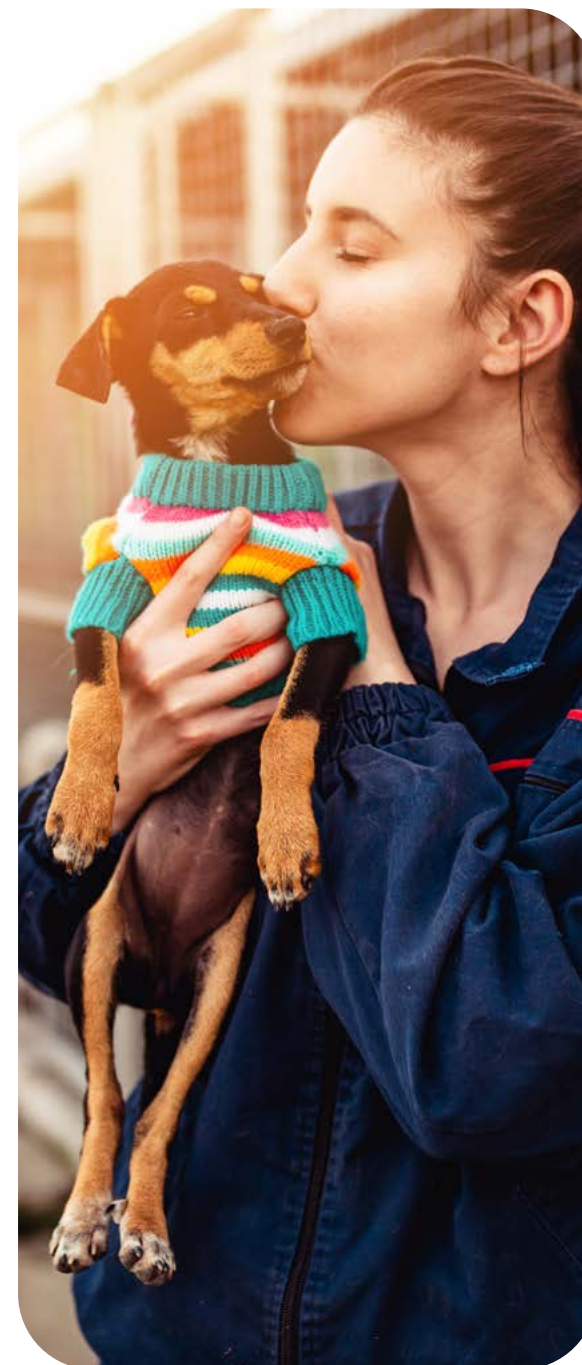
forward by shelters are 31.6 times more likely to be adopted than those directly offered by families. Moreover, a lack of information on the age, state of health and behaviour of a dog was linked to the lower probability of adoption.

In short, the study concluded that both an animal's characteristics and the way the information about it is presented are crucial for online adoption. It is suggested that special efforts be made to promote the adoption of dogs put forward by families and encourage shelters and families to provide detailed information on the dogs to be adopted.

The results were presented at the Canine Science Forum 2023 in Budapest.

In summary, the Chair took part in numerous conferences and symposia such as My Dog Is My Home: Co-sheltering Conference (New York), the European Veterinary Congress of Behavioural Medicine and Animal Welfare in Pisa, the Canine Science Forum in Budapest, the ISAZ conference in Edinburgh and the conference of the Association of Spanish Vets and Pets (AVEPA).

With regard to publications, one chapter was published about social support in the Routledge Handbook on Anthrozoology.





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## Social action

### Therapies

Therapies are the clearest indication of the positive impact animals have on our lives, especially at the most difficult times.

At the Affinity Foundation, we are involved in **11 therapy programmes** in several fields, particularly hospital care and education.

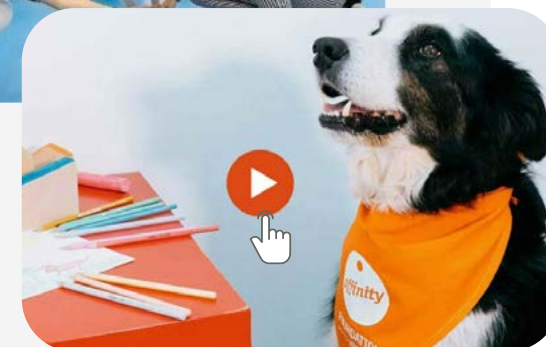
In the sphere of education, we run the **Respect Me programme**, which promotes respect in school environments and the prevention of bullying in two schools in Barcelona: Lleó XIII and IES Manel Carrasco Formiguera. They both follow the programme during class time, which is a sign of the commitment of these two schools to the programme.

We continue to work alongside the Directorate General for Child and Adolescent Care of the Government of Catalonia (DGAIA) on the **Huscan/Barnahus programme**, a groundbreaking project to help children who are the victims of sexual violence.

Therapy dogs are used in this programme to accompany children when they are being interviewed or medically examined, giving them the emotional support they need to describe what happened to them.

The aim is to reduce the children's levels of stress and anxiety and help them open up to the therapists.

TO FIND OUT MORE, SEE







1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

We continued our partnership with Sagrat Cor University Hospital in Barcelona with the **Together Stronger programme** implemented at the hospital's Vulnerable Unit and aimed at patients requiring rehabilitation following a stay in the intensive care unit.

At this hospital, we are running a programme called **Looks that Heal**, which is intended for young people who suffer from eating disorders.

In 2023, we also launched the **Therapy Dogs programme** at the intensive care unit at Barcelona's Hospital del Mar. The presence of animals can contribute to improving the mood of patients, and forms part of the hospital's humanised care plan.

The programme will be assessed using physiological tests that make it possible to measure the benefits of this therapy.



WATCH THE VIDEO HERE



WATCH THE VIDEO HERE



Juntos  
+ fuertes





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

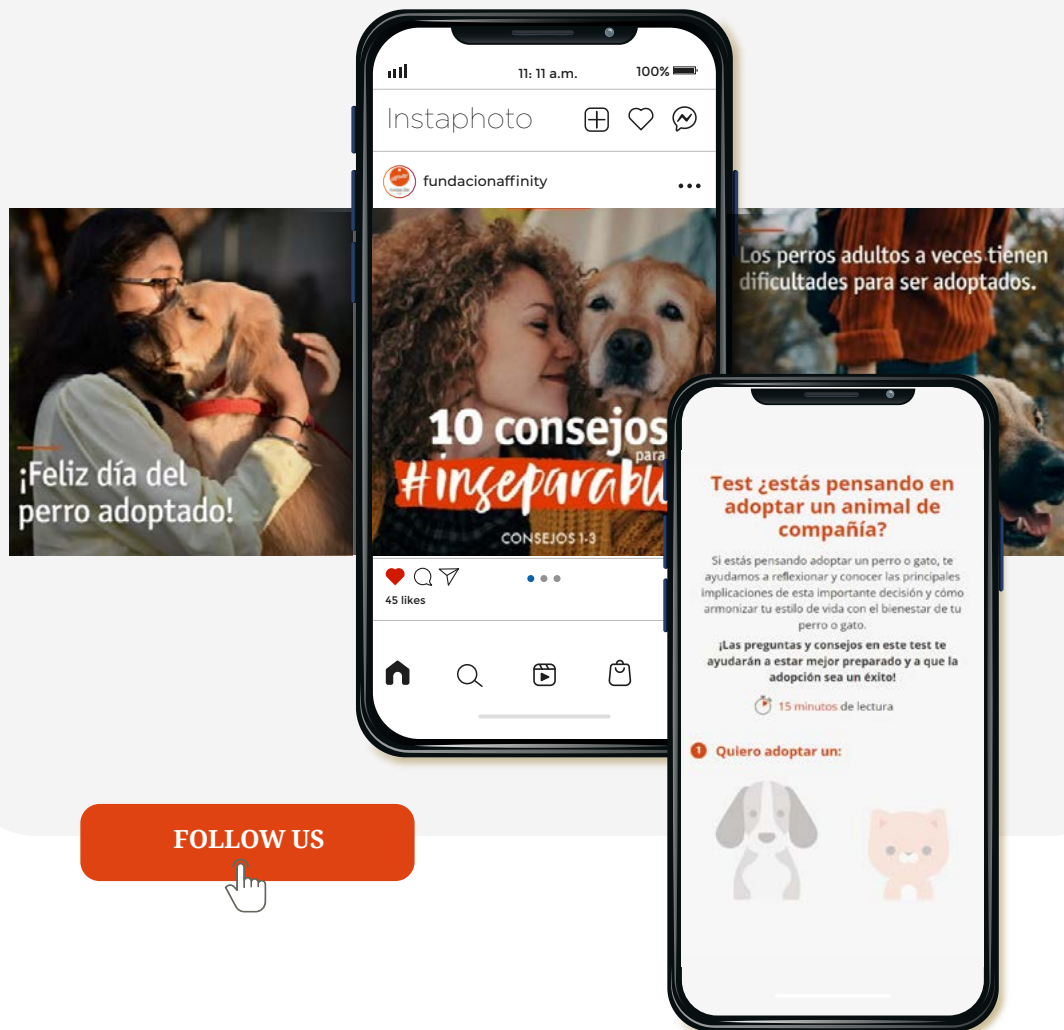
CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Adoption

We continued to support and work with Miwuki, the web platform and free app that puts shelters into contact with potential adopters.

There were 8,106 adoptions recorded over the platform in 2023, 0.4% more than in 2022.

As a result of this partnership, we have carried out a study on the dynamics of adoption, details of which are given in the research section.

Furthermore, we encourage adoption through communication channels as a way of mitigating the problem of abandonment.



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

## Awareness-raising

### A- Communication contents and social media campaigns

Three major awareness-raising milestones were reached in 2023, as discussed below.

- We started the year with the **Oh Meow Dog! vodcast**, which was first launched in 2022. It is a pioneering formula to discuss bonds, showcase real relations and take a humorous and down-to-earth approach towards educating our animals, attachment, humanisation, abandonment, adoption, affordability and other contemporary issues in relation to our four-footed friends.
- As we do every year with the **They Would Never Do It awareness-raising campaign**, we once again released the figures from this annual study in the shape of infographics, a white paper, social media content, articles on our website, in addition to press releases submitted to the mass media.



LISTEN TO US





1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

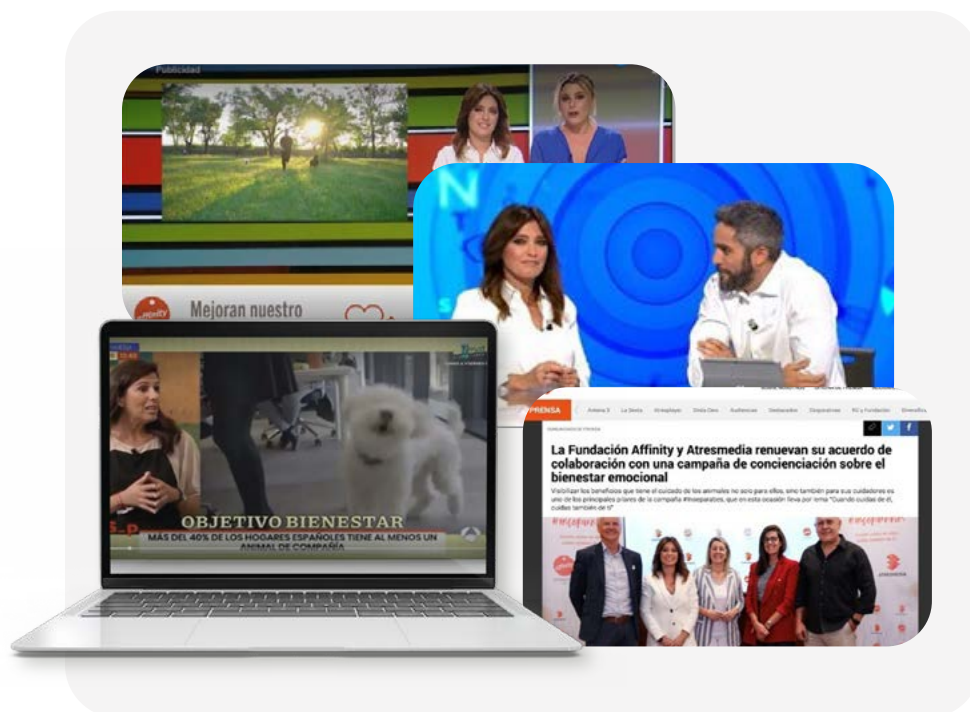
7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

- In summer, we repeated the Inseparable campaign with Atresmedia, under the slogan **When you take care of them, you take care of yourself**. This partnership is aimed at promoting happy bonds between people and animals, and seeks maximum outreach on the television, the radio and digital media.

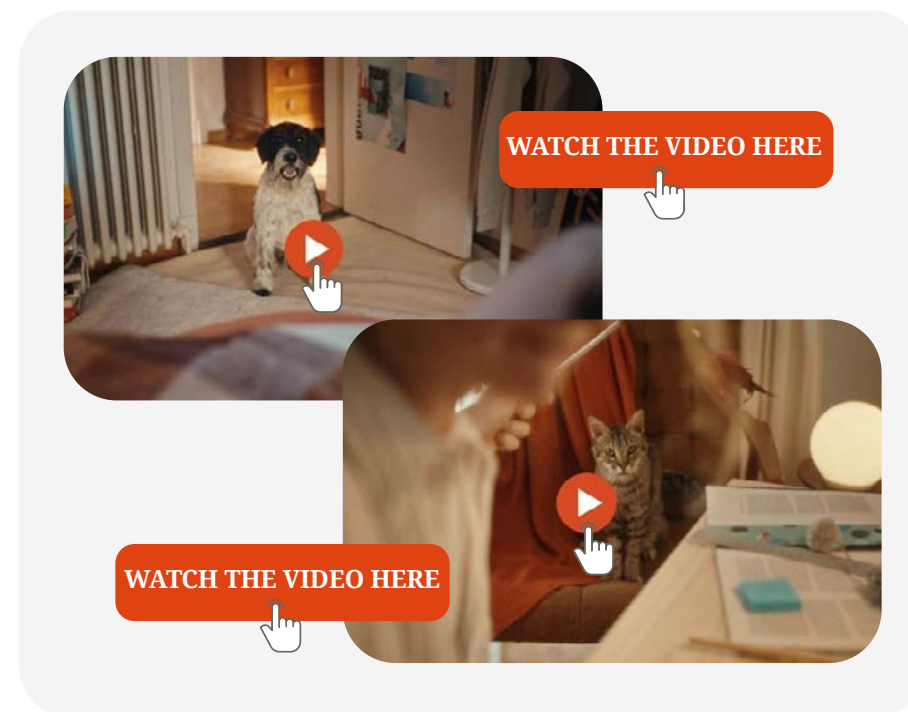
We raised awareness about the importance of people looking after their emotional health and the opportunity petparents have to look after themselves when they take care of cats and dogs.

The campaign enjoyed the support of our ambassador, television news presenter Helena Resano, and featured content created for TV, radio, internet and our website.



The Atresmedia campaign gained additional outreach on different digital media with two videos that put across the same message: when you take care of them, you take care of yourself. In them, the leading characters could be seen in a situation in which by looking after their cat or dog, they were also taking care of themselves. The campaign was delivered in two packages: one in the summer as part of this media partnership and the other in the autumn on digital channels only.

In 2023, we had a total of **82 million hits** in Spain and in France (28.6% fewer than the previous year). Our **messages reached 99%** of our target audience **in Spain** (the same as in 2022) and **99% in France** (the same as in 2022).





B- Public relations

The media plays a major role in championing awareness messages. In 20223, we sent **12 press releases** to media outlets.

We dealt with issues such as the limitations of accessing rented housing with cats and dogs in partnership with the property rental website, Fotocasa, we raised awareness about avoiding giving animals as Christmas presents, we explained the key takeaways in grieving for pets, the benefits of students having contact with dogs during exam periods and, of course, our new Therapy Animal programme at Hospital del Mar in Barcelona. We also talked about the Inseparable campaign in the They Would Never Do It study on animal abandonment and adoption.

In 2023, we were the subject of 2,127 news stories, 13% more than the previous year. **Our potential aggregate audience in the mass media was 1,400 million**, 62% up on 2022.



C- Website

Our website has visits from more than 200 countries, with Spanish, French and English being the most read languages.

As happens every year, the various campaigns run throughout the year were posted on our website in order to reinforce our messages with articles, infographics and videos that provide additional information about the social role cats and dogs play in society.

In 2023, our website hosted **959,000 users**, 4% fewer than the previous year, and **1,736,000 visitors**, up 17% on 2022.



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES



## 6.2. Tax contributions

The net profit by country, including companies consolidated using the full and proportional integration method (excluding companies subject to the equity method), is as follows:

### NET PROFIT PER COUNTRY (thousands of €)

	2023		2022	
Spain	43,819	73%	37,337	71%
Italy	10,703	18%	10,097	19%
France	5,148	9%	4,731	9%
Belgium	68	0%	23	0%
Netherlands	-16	0%	-15	0%
Portugal	497	1%	474	1%
<b>TOTAL</b>	<b>60,219</b>	<b>100%</b>	<b>52,647</b>	<b>100%</b>

The corporation tax paid by Affinity, calculated in accordance with the VAT payment scheme, was as follows:

**2023: €18,551,000**

**2022: €12,606,000**



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES



## 7. Ethics and Integrity





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

**GOOD  
GOVERNANCE**

8.

ANNEXES

## 7.1. Risk management and policies

The Group's risk management method is in line with best practices in the market, whose goal is to ensure that risk events that could affect it in attaining its strategic objectives are properly identified, assessed and managed. The resulting risk map is regularly reviewed and monitored by both the Management Board and the Audit Committee. Risk management is an ongoing process and takes all business activities into consideration, including non-financial ones. To assess them, the potential impact and the likelihood of an event actually occurring is considered. In addition, the controls in place, their efficiency and mitigation plans are identified.

Insofar as the risks subject to this report are concerned, it must be highlighted that the operations of the Affinity sub-group are basically conducted in Europe, where there is a regulatory framework to ensure that they are compliant, which means that the matters dealt with in this report are subject to a high level of compliance and supervision of our operations, as well as those of our suppliers and other stakeholders.

We also have policies and procedures that cover the risks identified in this report.





## 7.2. Ethics and the internal control model

Ethical conduct is one of the Affinity Group's core pillars, as reflected in its Code of Conduct. On an organisational level, one of the functions of the Ethics and Compliance Committee, as a permanent internal governing body, which reports to the Audit Committee of the Board of Directors, is to promote a culture of ethical conduct with zero tolerance in respect of any unlawful acts committed and situations that go against the legislation in force.

To assist it in performing its functions, the Ethics and

Compliance Committee relies on Affinity's Internal Control System,<sup>(1)</sup> which is designed in accordance with international COSO standards whose aim is to provide a reasonable level of certainty that control objectives are attained in the following areas:

- **Efficiency of operations**
- **Reliability of information**
- **Compliance with the laws, rules and regulations that apply**

Therefore, Affinity's control model comprises a set of substantive rules, procedures and specific actions designed by the Group to encourage the organisation to act ethically and, as a result, in compliance with current regulations. Its ultimate aim is to prevent, detect and react to irregular actions, fraud or conduct that is contrary to the Affinity Group's Code of Conduct in general, and to current regulations in particular.

<sup>(1)</sup> The 5 features governing Affinity's Internal Control System are as follows:





1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

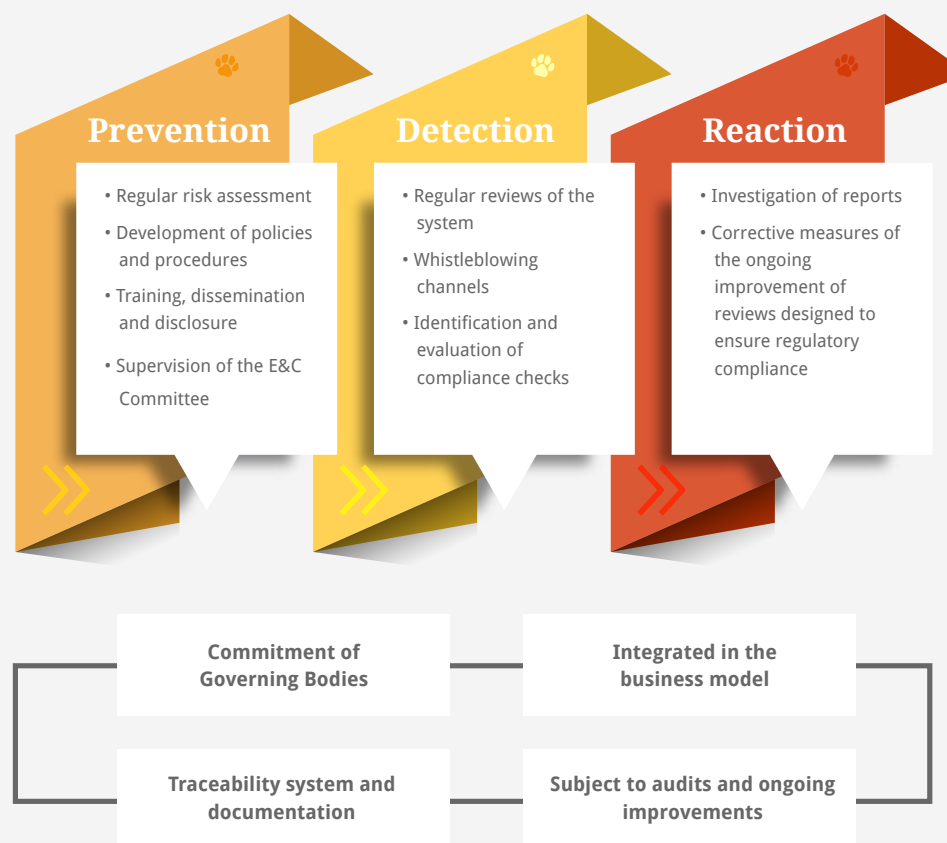
GOOD  
GOVERNANCE

8.

ANNEXES

The Ethics and Compliance Committee has identified the regulatory frameworks to which the Group is subject, as well as the most relevant ones in line with the nature of our business, based on applying a risk assessment methodology. The departments and functions with responsibility or competencies in compliance-related areas have been established with the aim of coordinating these functions and thereby ensuring the effective operation of the compliance system as a whole. Therefore, our regulatory compliance system is not only subject to matters related to the adaptation of amendments made to Spain's Criminal Code, and the fight against activities such as corruption and bribery, but also to all levels of compliance the Group is obliged to fulfil.

### THE AFFINITY GROUP'S COMPLIANCE SYSTEM TAKES A COMPREHENSIVE, THREE-PRONGED APPROACH:



*Our regulatory compliance system is not only subject to matters related to the adaptation of amendments made to Spain's Criminal Code.*



1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

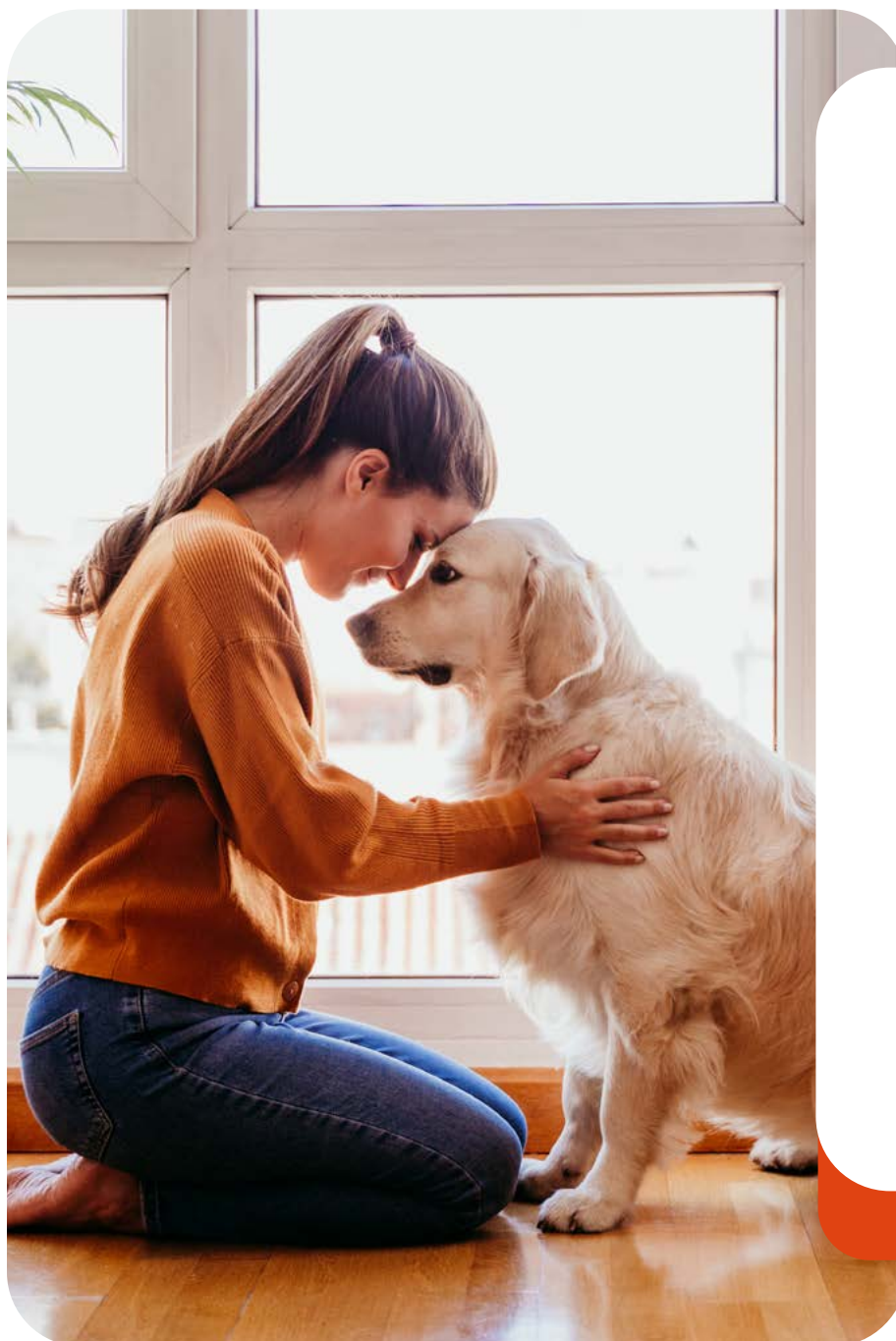
CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES



## Most notable actions in the area of ethics and compliance

As pointed out above, in the framework of its Internal Control System, the Group carries out a number of actions and has monitoring systems in place for ensuring compliance with the laws and regulations in force.

These include (i) crime prevention programmes developed to comply with the provisions of the Spanish Criminal Code (without prejudice to additional actions required under the laws in other jurisdictions where the Group operates); (ii) measures for compliance with the Code of Conduct, including, among others, specific training and communication plans for all professionals in the Group, as well as the whistleblower channel; (iii) specific internal rules on regulatory compliance; and (iv) controls that mitigate the risk of breaches of the laws in force applicable to all Group businesses.

The Ethics and Compliance Committee is responsible for the Code of Conduct, the Corruption and Fraud Policy, the Purchasing Policy and the Supplier Code of Ethics, the Crime Prevention Policy, the Whistle-Blower Channel and any others assigned to it by the Audit Committee, the Board of Directors of the Group's holding company or that are included in Affinity's Corporate Governance System.





## Fighting corruption and bribery

The Code of Conduct sets out Affinity's commitment against corrupt business practices (in any shape or form) and/or bribery.

Affinity's Anti-Corruption Policy, applicable to all Group companies, develops the principles contained in our Code of Conduct of staunch commitment to strict compliance with the regulations on preventing and fighting against corruption.

Affinity rejects any form of corruption by taking a zero-tolerance approach to any breach of our policy. To prevent corruption, Affinity conducts its business in accordance with the laws in force in all areas and in all the countries where we operate, true to the purpose and spirit of the law, undertaking:

- Not to influence the will or objectivity of people outside the Company to obtain any benefit or advantage by means of unethical and/or illegal practices.
- Not to give, promise or offer, directly or indirectly, any item of value to any natural or legal person in order to obtain undue advantages for the Company.
- Not to allow facilitation payments (small payments in order to expedite or facilitate the completion of administrative or similar formalities).
- Not to directly or indirectly finance any political party, its representatives or its candidates.
- Not to use donations to cover up improper payments.
- Not to solicit or improperly receive, directly or indirectly, commissions, payments or benefits from third parties in connection with investments, divestments, financing or expenditures carried out by the Company.
- To faithfully and adequately reflect the Company's activities, operations and transactions in the Company's books and records.
- To foster a culture of integrity within the Group, as well as with suppliers and subcontractors, through the dissemination of ethical conduct.

***Affinity rejects any form of corruption by taking a zero-tolerance approach to any breach of our policy.***



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

Whenever there is any evidence, question or suspicion of any form of corruption, it must be reported immediately by the Affinity employee to their superior or directly to the Affinity Ethics and Compliance Committee if they consider it necessary. The Company's employees, as well as third parties, may also convey their doubts or concerns through the whistleblower hotline provided for this purpose.

The whistleblower channel was adapted to the provisions of EU Directive 2019/1937, enabling anonymous reporting and guaranteeing in all cases the confidential treatment of reports and full protection of informants.

Affinity will not accept any retaliation against anyone who in good faith reports events that could constitute a breach of our policies, regulatory infringements or any form of corruption and it has put systems, arrangements and processes in place to ensure the confidentiality, monitoring, investigation and protection of whistleblowers.

The company's Code of Conduct, its corporate policies and access to the whistleblower hotline are available on its intranet. A channel has also been enabled on the corporate website through which the company's suppliers are able to report any conduct that goes against our Suppliers' Code of Ethics.

The Ethics and Compliance Committee received and handled one complaint in 2023, which did not concern human rights abuses. Four complaints were received in the previous year.

Finally, as Affinity is not subject to Law 10/2010, of 28 April, on the Prevention of Money Laundering, no specific policy on this matter has been drawn up. However, money laundering is dealt with in the risk analysis prepared by the Ethics and Compliance Committee, whose findings were that the company's Finance Department would be most likely to engage in this practice.





## Respect for human rights

Respect for human rights forms part of Affinity's commitments to society and its employees. The Code of Conduct sets forth the basic principles on the dignity of individuals, equal opportunities and gender equality, and non-discrimination. In conducting our business and operations, we are bound by the ethical considerations of the UN's Universal Declaration of Human Rights, the Tripartite Declaration of the International Labour Organization (ILO) and the Guidelines for Multinational Enterprises of the Organisation for Economic Co-operation and Development (OECD).

It should likewise be highlighted that the operations of the companies controlled by the

Affinity Group are basically limited to the European market, where both EU and local laws offer a high level of protection in the areas of human rights, prevention of forced labour and child labour.

Knowledge of and compliance with the Code of Conduct is reinforced by the company's communication and training plan, which is delivered to new hires when they join Affinity, an on-line course that must be completed by all employees; training based on the explanation of the principles and conflicts that may arise; and information sessions on the Code and involvement in the business.

Non-compliance with either the Code and or any other aspect related to human rights, will be

analysed according to internal procedures, legal regulations and the agreements in force, and may result in disciplinary action or termination as stipulated in the internal regulations and the law.

Affinity's employees have the obligation to inform the company, confidentially and/or anonymously, of any breach of the commitments contained in this policy they may observe. People who are not employees of the company but who observe potential breaches in this area may also report them. The company has not received any complaints for human rights violations.

When considering a potential acquisition, Affinity will take

into consideration its impact on the protection and promotion of human rights and will define indicators in this regard.

Similarly, the Supplier Code of Ethics to which our suppliers adhere includes among its guiding principles the commitment to respect the protection of internationally recognized fundamental human and workers' rights within their sphere of influence, and to provide a safe working environment, guaranteeing equal opportunities and complying with all established occupational risk requirements. Suppliers are also responsible for ensuring that their associates and subcontractors abide by these principles.



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

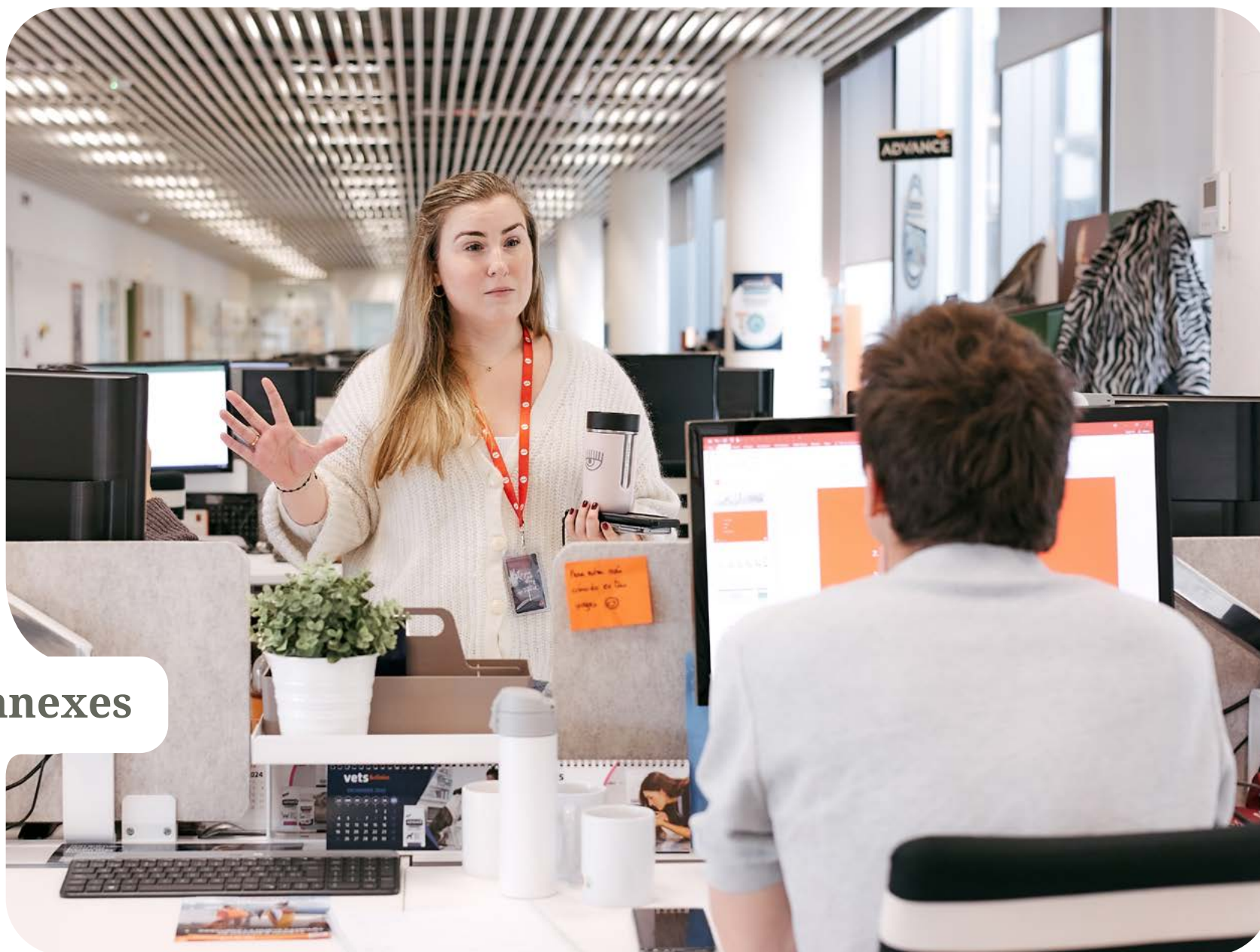
5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

## 8. Annexes







1.

AFFINITY  
BUSINESS  
MODEL

2.

MATERIALITY

3.

PRODUCTS

4.

PLANET

5.

PEOPLE

6.

CONTRIBUTION  
TO SOCIETY

7.

GOOD  
GOVERNANCE

8.

ANNEXES

# 8.1. About this report

## Scope and framework

This Consolidated Statement of Non-Financial Information of Affinity Petcare, S.A. and Subsidiary Undertakings (hereinafter, NFIS) has been prepared in keeping with the requirements of Law 11/2018 of 28 December 2018 on non-financial information and diversity reporting passed by Congress on 13 December 2018 which amended the Code of Commerce, the recast text of the Capital Companies Law approved by Legislative Royal Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on audits for non-financial information and diversity reporting (from Royal Decree-Law 18/2017 of 24 November).

In drafting it, the provisions of the Global Reporting Initiative's Sustainability Reporting Guidelines (GRI Standards) have been taken into account. The coincidence between the requirements of Law 11/2018 and the GRI indicators, and the section of the NFIS where the answers are given, is detailed in the Annex titled "Table of Contents of Law 11/2018 on Non-Financial Information".

Affinity Petcare's NFIS reports on environmental, social, labour, and human rights issues, and its fight against corruption and bribery that are relevant to the company's business operations.

In order to facilitate an understanding of our business model and the markets where we operate, the first section of the NFIS on corporate information describes the pet food business of the Agrolimen Group as a whole. In addition to Affinity Petcare, this scope of consolidation also comprises the subgroups Natures Menu and Nature's Variety.

In the following sections on the Corporate Information (section 1), for each issue addressed in the law we have indicated how relevant these issues are for the companies controlled by the Affinity Petcare subgroup, the policies associated with each one, the risks related to each one and the benchmark indicator used to monitor and evaluate them.



## 8.2. Table of contents according to Law 11/2018 on Non-Financial Information

	Requirements of Law 11/2018	Related GRI standards	Replies in the NFIS for 2023 given by the Affinity Petcare Group
	<b>General information</b>		
		2-1 / 2-2	Name of the organisation
		2-6	Activities, brands, products and services.
		2-1	Location of the company's headquarters
		2-1	Location of operations
		2-6	Markets served
		2-6	Size of the organisation
	Brief description of the Group's business model, which should include: 1.) Its business environment 2.) Its set-up and structure 3.) The markets on which it operates 4.) Its objectives and strategies 5.) The main factors and trends that could affect its future evolution.		1.1. Business mode (pages 4-6) 1.2. Sustainable business strategy (pages 7-8) 8.1. Scope and framework (page 81)
	Description of the policies that the Group applies with respect to environmental management, including the due diligence procedures applied to identify, evaluate, prevent and mitigate risks and significant impacts, and for verification and control, including the measures adopted.	3-3	Management approach for each area
	The results of these policies should include key indicators for the most significant non-financial results that allow us to monitor and evaluate our progress and that encourage comparability across companies and sectors, in accordance with the benchmark national, European and international frameworks used for each matter.	3-3	Management approach for each area



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

Requirements of Law 11/2018	Related GRI standards		Replies in the NFIS for 2023 given by the Affinity Petcare Group
General information			
The key environmental risks associated with the Group's activities, including, where pertinent and proportionate, its business relations, products or services that might have a negative impact on these areas, and the way the Group manages these risks by explaining the procedures used to detect and evaluate them in accordance with the national, European and international benchmark frameworks for each matter. Disclosures on the impacts detected must be included, providing a breakdown thereof, particularly key short, medium and long-term risks.	3-2	Main impacts, risks and opportunities	1.2. Sustainable business strategy (pages 7-8) 2. Materiality (page 10) 3. Products (pages 11-20) 4. Planet (pages 21-31) 5. People (pages 32-56) 6. Contribution to Society (pages 57-71) 7. Ethics and Integrity (pages 72-79)
I. Information on environmental issues			
1.) Detailed information on the current and foreseeable effects of the company's activities on the environment and, where applicable, on health and safety, environmental assessment and certification procedures. 2.) The resources dedicated to preventing environmental risks. 3.) The application of the precautionary principle, the number of provisions and guarantees in place for environmental risks.	3-3	Management approach for each area on environmental issues	4.1. Environmental management (pages 22-24)
Pollution			
Methods to prevent, reduce or offset carbon emissions that seriously damage the environment, keeping in mind any type of atmospheric pollution that is specific to a given activity, including noise and light pollution.	3-3	Explanation of the topic in question and how it is covered (Emissions)	4.3. Sustainable management of the environmental impact (page 30)
Circular economy and waste prevention and management			
Waste: Description of measures for waste prevention, recycling and reuse, other forms of waste recovery and elimination; actions to combat food waste.	3-3	Explanation of the topic in question and how it is covered (Effluents and Waste)	4.3. Sustainable management of the environmental impact (page 28) 6.1. Commitment to Society and local communities (page 58)
	301-2	Supplies recycled	
	306-2	Waste by type and means of disposal	



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

Requirements of Law 11/2018	Related GRI standards		Replies in the NFIS for 2023 given by the Affinity Petcare Group
I. Information on environmental issues			
Sustainable resource use			
Water consumption and water supply in accordance with local restrictions.	303-1	Interactions with water as a shared resource	4.2. Sustainable use of resources (pages 25-27)
	303-4	Wastewater	
	303-5	Water consumption	
Consumption of raw materials and the measures adopted to improve how efficiently they are used.	3-3	Explanation of the topic in question and how it is covered (Materials)	4.2. Sustainable use of resources (pages 25-27)
	301-1	Materials used by weight or volume	
Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energy.	3-3	Explanation of the topic in question and how it is covered (Energy)	4.2. Sustainable use of resources (pages 25-27)
	302-1	Energy consumption within the organisation	
	Reduction of energy consumption		
Climate change			
The most significant aspects of greenhouse gas emissions generated as a result of the company's business activities, including the use of the goods and services produced by the company. The measures adopted to adapt to the consequences of climate change, namely, our medium- and long-term goals established to reduce greenhouse gas emissions and the means implemented for that purpose.	3-3	Explanation of the topic in question and how it is covered (Emissions)	4.3. Sustainable management of the environmental impact (page 30)
	305-1	Direct greenhouse gas emissions (Scope 1)	
	305-2	Indirect greenhouse gas emissions while generating energy (Scope 2)	
	305-5	Reducing greenhouse gas emissions	
Biodiversity			
Measures taken to preserve or restore biodiversity	3-3	Explanation of the topic in question and how it is covered (Biodiversity)	Affinity's business and the products it makes do not have significant direct impacts on biodiversity.
Impacts caused by activities or operations in protected areas.	101-5	Any significant impact of our activities, products or services on biodiversity	4.3. Sustainable management of the environmental impact (page 28) None of Affinity's facilities are located in protected areas.





## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

## Requirements of Law 11/2018

## Related GRI standards

Replies in the NFIS for 2023 given by  
the Affinity Petcare Group

## II. Information on social and employee issues

## Employment

Total number of employees and distribution by gender, age, country and professional category. Total number and distribution of work contracts. Annual average in terms of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category.	2-7	Information on employees and other workers	5.1. Health and well-being (pages 34-39)
Employees with disabilities.	405-1	Diversity in government bodies and employees	5.3. Diversity, equality and inclusion (pages 53-56)
The average salary and its evolution, broken down by gender, age and professional category or equal value. Wage gap, salaries for the same work job or similar positions in the company.	405-2	Comparison of base salary and remuneration for women compared to men	5.3. Diversity, equality and inclusion (pages 53-56)
The average salaries of board members and senior management, including variable remuneration, meal allowances, other expenses and payment into long-term savings systems, as well as any other item, broken down by gender:	2-19	Salary policies	5.3. Diversidad, igualdad e inclusión (pages 53-56)
Implementation of workstation disconnection policies.	3-3	Explanation of the topic in question and how it is covered (Employment)	5.1. Health and well-being (pages 34-39)
Number of dismissals by gender, age and professional category.	401-1	Newly hired employees and job rotation	5.2. Talent development and management (page 51)
Work organisation			
Organisation of working hours.	3-3	Explanation of the topic in question and how it is covered (Employment)	5.2. Talent development and management (pages 49-52)
Number of hours of absenteeism.	403-9	Injuries due to work-related accidents	5.2. Talent development and management (page 52)
Measures aimed at facilitating a good work-life balance and encouraging joint parenting by both parents.	3-3	Explanation of the topic in question and how it is covered (Employment)	5.3. Diversidad, igualdad e inclusión (page 55)



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

Requirements of Law 11/2018		Related GRI standards	Replies in the NFIS for 2023 given by the Affinity Petcare Group
II. Information on social and employee issues			
Health and safety			
Health and safety conditions at the workplace	3-3	Explanation of the topic in question and how it is covered (Health and Safety at the Workplace)	5.1. Health and well-being (pages 39-42)
Workplace accidents, especially their frequency and seriousness, and occupational illnesses, broken down by gender.	403-9	Injuries due to work-related accidents	5.1. Health and well-being (page 43)
Social relations			
Organising a social dialogue, including procedures to inform and consult staff and negotiate with them.	3-3	Explanation of the topic in question and how it is covered (Employee-Employer Relations)	5.1. Health and well-being (pages 44-46)
Percentage of employees covered by the company's collective bargaining agreement.	2-30	Collective bargaining agreements	5.1. Health and well-being (page 48)
Overview of the collective bargaining agreements, particularly in the field of occupational health and safety.	403-4	Employee participation, dialogue and communication on health and safety in the workplace.	5.1. Health and well-being (pages 44-46)
Training			
Policies implemented in relation to training;	3-3	Explanation of the topic in question and how it is covered (Courses and Training)	5.2. Talent development and management (page 49)
Total hours of training by professional category.	404-1	Average hours of training per year per employee.	5.2. Talent development and management (page 50)
Accessibility			
Universal accessibility for people with disabilities	3-3	Explanation of the topic in question and how it is covered (Diversity and Equality)	5.3. Diversity, equality and inclusion (page 56)



## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

## Requirements of Law 11/2018

## Related GRI standards

Replies in the NFIS for 2023 given by  
the Affinity Petcare Group

## II. Information on social and employee issues

## Equality

Measures taken to promote equal treatment and opportunities for men and women.

Equality plans (Chapter III of Organic Law 3/2007 of 22 March, on equality for men and women), measures adopted to promote employment, protocols against sexual and gender-based harassment, integration and universal accessibility for people with disabilities.

Policies against all types of discrimination and, where appropriate, diversity management.

3-3

Explanation of the topic in question and how it is covered (Diversity and Equality)

5.3. Diversity, equality and inclusion (pages 53-56)

## III. Information on respect for human rights

Application of due diligence procedures in human rights matters. Prevention of risks of human rights breaches and, where applicable, measures to mitigate, manage and correct any human rights abuses committed.

3-3

Explanation of the topic in question and how it is covered (Evaluation of human rights)

2-23

Values, principles, standards and codes of conduct

7.2. Ethics and the internal control model (pages 73-79)

2-26

Mechanisms in place for ethical evaluation and concerns.

Promoting and complying with the provisions of the fundamental conventions of the International Labour Organisation in relation to respect for freedom of association and the right to collective bargaining.

407-1

Operations and suppliers where their right to freedom of association and collective bargaining might be at risk.

7.2. Ethics and the internal control model (pages 73-79)

Complaints made for human rights abuses.

406-1

Cases of discrimination and corrective actions taken

We did not receive or become aware of any reports on this matter in 2022 or 2023.

Eradicating discrimination in recruitment and the workplace. Eradicating forced or compulsory labour and the effective eradication of child labour.

408-1

Operations and suppliers with a significant risk of cases of child labour

7.2. Ethics and the internal control model (pages 73-79)

409-1

Operations and suppliers with a significant risk of cases of forced or compulsory labour



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

Requirements of Law 11/2018	Related GRI standards	Replies in the NFIS for 2023 given by the Affinity Petcare Group
IV. Information related to fighting corruption and bribery		
Measures adopted to prevent corruption and bribery. Measures to fight against money laundering.	3-3	Explanation of the topic in question and how it is covered (Anti-corruption)
	2-23	Values, principles, standards and codes of conduct
	2-25	Processes to redress negative impacts
	2-26	Mechanisms in place for ethical evaluation and concerns.
	205-2	Communication and training on anti-corruption policies and procedures
Contributions to foundations and non-profits.	201-1	Operations involving participation from the local community, impact assessments and development programmes 6.1. Commitment to Society and local communities (page 58)
V. Information about the company		
The company's sustainable development commitments		
The impact of the company's activity on employment and local development. The impact of the company's activity on local towns and in the local region. Partnership and sponsorship actions.	203-1	Investment in infrastructure and supported services.
	413-1	Operations involving participation from the local community, impact assessments and development programmes 6.1. Commitment to Society and local communities (pages 58-70)
Relationships maintained with stakeholders in local communities and the types of dialogue with them.	2-29	Approaches to stakeholder engagement 6.1. Commitment to Society and local communities (pages 58-70)





## 1.

AFFINITY  
BUSINESS  
MODEL

## 2.

MATERIALITY

## 3.

PRODUCTS

## 4.

PLANET

## 5.

PEOPLE

## 6.

CONTRIBUTION  
TO SOCIETY

## 7.

GOOD  
GOVERNANCE

## 8.

ANNEXES

## Requirements of Law 11/2018

## Related GRI standards

Replies in the NFIS for 2023 given by  
the Affinity Petcare Group

## V. Information about the company

## Outsourcing and suppliers

Including social, gender-equality and environmental matters in our purchasing policy.  
Taking into account social and environmental responsibility in relationships with suppliers and subcontractors.  
Monitoring systems, audits and their results.

2-6

Supply chain

3-3

Explanation of the topic in question and how it is covered (Environmental evaluation suppliers)

3.2. Sustainable supply chain (pages 17-19)

7.2. Ethics and the internal control model (pages 73-79)

3-3

Explanation of the topic in question and how it is covered (Acquisition practices)

## Consumers

Measures for the health and safety of consumers.  
Complaint systems, complaints received and their resolution.

3-3

Explanation of the topic in question and how it is covered (Health and Safety of Customers, Marketing and Packaging, Customer Privacy)

3.1. Nutritional well-being (pages 12-16)

2-16

Critical concerns communication

## Tax Information

Profits obtained by country.  
Tax paid on profits

207-4

Explanation of the topic in question and how it is covered (Financial Performance)

6.3. Tax contributions (page 71)

Public grants received.

201-4

Financial assistance received from the government

By way of operating subsidies we received:  
France: €198,000 in France in 2023 (€129,000 in 2022).  
Italy: in 2023, we received a tax credit arising from the power consumption at the factory in the amount of €185,000.  
In relation to capital subsidies, the breakdown is as follows:  
- Spain: in 2019, as part of the Aid Programme for energy efficiency actions cofunded with EU funds managed by the IDAE institute for energy diversification and saving, we received €533,000 and the amount taken to the profit and loss account in 2023 came to €71,000 (the same amount as in 2022).  
- Italy: in 2022 we received a tax credit in the amount of €810,000 as part of the Industry 4.0. aid for the investment in a packaging line at the factory. In terms of P&L, the amount reported in 2023 was €97,000.  
- France: in 2023 we received 50% of two grants for property investments totalling €50,000 and the rest will be paid in 2024. At the profit and loss level, the corresponding entry will be made as of 2024 at the pace at which the assets affected by the investment depreciate.

# 8.3. Audit Report



1.  
AFFINITY  
BUSINESS  
MODEL

2.  
MATERIALITY

3.  
PRODUCTS

4.  
PLANET

5.  
PEOPLE

6.  
CONTRIBUTION  
TO SOCIETY

7.  
GOOD  
GOVERNANCE

8.  
ANNEXES

Independent limited assurance report on the Consolidated Statement of Non-Financial Information for the year ended December 31, 2023

AFFINITY PETCARE, S.A. (SOCIEDAD UNIPERSONAL) AND SUBSIDIARIES



Ernst & Young, S.L.  
Edificio Santa Pòrum  
Avda. Sarrià, 102-106  
08017 Barcelona

Tel: 933 663 700  
Fax: 934 053 784  
ey.com

Translation of a report originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails

## INDEPENDENT LIMITED ASSURANCE REPORT ON THE CONSOLIDATED STATEMENT OF NON-FINANCIAL INFORMATION

To the Sole Shareholder of Affinity Petcare, S.A. (Sociedad Unipersonal):

Pursuant to article 49 of the Code of Commerce we have performed a verification, with a limited assurance scope, of the accompanying Consolidated Statement of Non-Financial Information (hereinafter NFIS) for the year ended December 31, 2023, of Affinity Petcare, S.A. (Sociedad Unipersonal) and subsidiaries (hereinafter, the Group), which is part of the Consolidated Management Report of the Group.

The content of the NFIS includes additional information to that required by prevailing mercantile regulations in relation to non-financial information that has not been subject to our verification. In this regard, our review has been exclusively limited to the verification of the information shown in Section 8.2 "Table of contents of Law 11/2018 on Non-Financial Reporting", included in the accompanying NFIS.

### Directors' Responsibility

The Directors of the Group are responsible for the approval and content of the NFIS included in the Consolidated Management Report of Affinity Petcare, S.A. (Sociedad Unipersonal) The NFIS has been prepared in accordance with the contents established in prevailing mercantile regulations and following *Sustainability Reporting Standards* criteria of the selected *Global Reporting Initiative* (GRI standards), as well as other criteria described in accordance with that indicated for each subject in Section 8.2 "Table of contents of Law 11/2018 on Non-Financial Reporting", included in the accompanying NFIS.

This responsibility also includes the design, implementation and maintenance of such internal control as they determine is necessary to enable the preparation of an NFIS that is free from material misstatement, whether due to fraud or error.

The directors of Affinity Petcare, S.A. (Sociedad Unipersonal) are further responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

### Our independence and quality control

We have complied with independence and other ethical requirements of the International Code of Ethics for Accounting Professionals (including international independence standards) issued by the International Ethics Standards Board for Accountants (IESBA), which is based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior.

Our Firm applies International Standard on Quality Management 1 (ISQM 1), which requires us to design, implement and operate a system of quality management including policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



## 1. AFFINITY BUSINESS MODEL

## 2. MATERIALITY

## 3. PRODUCTS

## 4. PLANET

## 5. PEOPLE

## 6. CONTRIBUTION TO SOCIETY

## 7. GOOD GOVERNANCE

## 8. ANNEXES



2

The engagement team consisted of experts in the review of non-financial information and, specifically, information on economic, social, and environmental performance.

### Our responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. Our work has been performed in accordance with the requirements established in prevailing International Standard on Assurance Engagements 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the Guidelines on assurance engagements on the Non-Financial Statement issued by the Spanish Institute of Chartered Accountants.

The procedures carried out in a limited assurance engagement vary in nature and timing and are less extent in scope than reasonable assurance engagements, and therefore, the level of assurance provided is likewise lower.

Our work consisted in requesting information from Management and the various Group units participating in the preparation of the NFIS, reviewing the process for gathering and validating the information included in the NFIS, and applying certain analytical procedures and sampling review tests as described below:

- ▶ Meeting with Group personnel to gain understanding of the business model, policies and management approaches applied, and of the main risks related to these matters, and obtaining the necessary information for our external review.
- ▶ Analyzing the scope, relevance and integrity of the content included in the 2023 NFIS based on the materiality assessment made by the Group and described in Section 2 "Materiality" of the NFIS, considering the content required by prevailing mercantile regulations.
- ▶ Analyzing the processes for gathering and validating the data included in the 2023 NFIS.
- ▶ Reviewing the information on the risks, policies and management approaches applied in relation to the material aspects included in the 2023 NFIS.
- ▶ Checking, through tests, based on a selection of a sample, the information related to the content of the 2023 NFIS and its correct compilation from the data sources.
- ▶ Obtaining a representation letter from the Directors and Management.

### Conclusion

Based on the procedures performed in our verification and the evidence obtained, no matter has come to our attention that would lead us to believe that the 2023 NFIS of the Group for the year ended December 31, 2023 has not been prepared, in all material respects, in accordance with the contents established in prevailing mercantile regulations and following the criteria of the selected GRI standards, as well as other criteria described in accordance with that indicated for each subject in Section 8.2 "Table of contents of Law 11/2018 on Non-Financial Reporting", included in the NFIS.



3

### Use and distribution

This report has been prepared to comply with prevailing mercantile regulations in Spain and may not be suitable for any other purpose or jurisdiction.

ERNST & YOUNG, S.L.  
(Signature on the original in Spanish)

Antonio Capella Elizalde

March 22, 2024