

# CORPORATE RESPONSIBILITY REPORT



CORPORATE  
RESPONSIBILITY  
REPORT  
2020



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# Message from the Management Team

DELTA is a leading Dairy Company in Greece that produces innovative, high quality products since 1952, creating value for its stakeholders and supporting the Greek dairy primary sector, the society and the economy. Its strategic plans are based on the principles of sustainability, corporate responsibility and proper corporate governance and are implemented through its values and vision, taking into account the general environment and the changes happening to it.

2020 was an unprecedented year for everyone. Through these new and difficult conditions, DELTA responsibly took, from a very early stage, a series of measures in order to protect employees, partners, suppliers, but also the entire supply chain that works daily, so that no family is deprived of the company's products, necessary for daily nutrition.

DELTA was one of the first companies to support #menoumespiti (we stay at home), in March 2020, with a holistic campaign, conveying an optimistic message, through 2 glasses of milk. "We, the people of DELTA, take care of you with responsibility, so that you can stay at home, close to your loved ones. Whatever it takes!". At the same time we contributed to the national effort to address Covid-19, offering the Ministry of Health two state-of-the-art portable negative pressure chambers, supporting the need for safe transport for coronavirus patients to reference hospitals

From the very outbreak of the health crisis, DELTA, understood the increased needs regarding institutions and social structures, as well as the needs of the children, the elderly and the vulnerable groups, and created a plethora of different product offerings. During the difficult period of 2020, we offered 1.5 million portions of products to people in need.

Despite the adverse conditions, we managed to maintain our leading position in the category of fresh dairy products, holding a market share of 21.4%. DELTA holds the first place domestically in the general category of white milk, fresh milk (from 100% Greek milk), chocolate milk, infant and baby yogurt, second place in adult yogurt, refrigerated baby milk and fresh refrigerated juices and third place in iced tea. Despite the challenges brought about by the pandemic, it was a very good year for our exports, as the Company expanded into the new markets and we managed, with great success for another year, to improve our shares in the difficult and rather particular French market.

Our strategic option, as a contribution to sustainable development, is to support the primary sector of animal farming in our country. Nevertheless, we are the largest buyer of cow's milk, absorbing 1/5 of the Greek production. With its long-term active presence in the Milk Zone and systematic support to the breeders, our company has a decisive contribution to the development of the Greek farming sector. At the same time, we place special emphasis on caring and protecting our environment, reducing the use of plastic, constantly improving our packaging, as well as eliminating the food waste.

We recognize the significance of our human resources and focus on creating a safe work environment that promotes creativity. In 2020, the Company invested in work systems from home, for those employees who were in position to start teleworking, in order to protect themselves and their families from the spread of the pandemic. At the same time, we continued contributing to the development and training of our employees, with seminars on various topics.

This 5th Corporate Responsibility Report presents goals and actions undertaken by DELTA, based on Sustainable Development principles and UN Global Goals.

2020 was undoubtedly a tough year, full of challenges, that left us also with many positive experiences. We feel proud about our employees. We feel grateful to all consumers choosing our products, but also to our partners that honored our longtime partnerships. We feel touched by the smiles that we captured from children, elder people and vulnerable groups, when we had the chance to offer them a small indication of care. For all of them we will continue to work systematically and to create value, recognizing our role in the society. We welcome the new era with deep knowledge and optimistic feelings and we remain committed to contribute to a better, sustainable future for humans and the planet.

**Pan. Throuvalas**  
**DELTA President**

**Ath. Papanikolaou**  
**DELTA Vice-President and CEO**



## Corporate Responsibility Report

DELTA Corporate Responsibility Report 2020 aims at presenting our annual actions and initiatives in matters of Corporate Responsibility, as well as providing complete and integrated information to all our stakeholders.

This is the fifth report recording our strategy and commitments in Corporate Responsibility for the reporting period 1.1.2020 - 31.12.2020.

The Corporate Responsibility Report is compliant to the guidelines of the Global Reporting Initiative (GRI), and more specifically, the Standards issue (In Accordance - Core), which are the most internationally recognized and demanding guidelines of their kind.

For any clarifications regarding the Corporate Responsibility Report, please contact DELTA Corporate Communications & CSR Manager at 210-3495000.



# DELTA - 69 years of history and offering



Agios Stefanos Production Plant



# 1. DELTA - 69 years of history and offering

DELTA was established in 1952 and since then it produces innovative products of top quality, high nutritional value and excellent taste, winning the heart and trust of the consumers.

The Company holds the first place domestically in the general category of white milk, fresh milk (from 100% Greek milk), chocolate milk, infant and baby yogurt, second place in adult yogurt, refrigerated baby milk and fresh refrigerated juices and third place in iced tea.

DELTA joined Vivartia Group of companies in 2010.



## Our Vision

Our vision is to offer the Greek consumer the opportunity to grow, live and enjoy superior quality food every day. To contribute to better life of the Greek Family. To be ambassadors of the Greek Diet internationally, offering innovative products of unparalleled quality. Always with responsibility and sensitivity to people, society and the environment. To ensure satisfactory and constantly improving returns for our shareholders, enabling us to achieve the above goals with Strength, Optimism, Insight in the Future.

## Our profile: a successful course with a lot of innovation

Since the day it was established in 1952, DELTA has followed a long course, full of success, innovation and distinctions. Please find information on this course at <https://www.delta.gr/company/#istoria> or in the respective section of Corporate Responsibility Report 2019 <https://www.delta.gr/cke/>

## Product categories

The Company has a wide product range of high nutritional value in the following categories:

- **fresh milk** (DELTA Fresh Milk and Small Family Farms)
- **high pasterized milk** (μμμmilk, Tou Topou mas)
- **Vlahas condensed milk**
- **yogurt** (Double Strained, Complet, Small Family Farms, Cow's Milk yogurt, Natural, Vitaline)
- **milk cream**
- **chocolate milk** (Milko and Milko Protein)
- **infant & child nutrition** (Advance milk and yogurt, Smart yogurt, juices and milksnacks)
- **Life juices** (Fresh and Long-Life)
- **Life Tsai**
- **plant based drinks and desserts**
- **Coffee drinks** (Milcafe and Flocafe)
- **Traditional Greek cheeses** (DELTA and Vigla)
- **products for professional use** (Easy)
- **export products** (Delta)

Our packaging bears the "Greek Sign" with the heart, certifying the Greek origin of our products as well as the use of raw materials arising from Greece.



## 2020 Product news

2020 was a year rich in product launches and re-launches:

- Milk Tou Topou mas
- Milk μμmilk
- Plant based drinks and desserts
- Yogurts
- Life tsai & Organic juice
- Infant & child Nutrition

### MILK



Launch of the new **DELTA Tou Topou mas** line that includes milk with actual shelf life of 20 days and traditional drinks from the regions and farms in Greece, renown for their production. Cow's milk from Macedonia, Organic from Florina and Kerkini, Goat's milk from the Peloponnese and Ariani, Kefir & Kefir with strawberry flavor from Northern Greece.



Relaunch of the **μμmilk** series with new visuals and inclusion in the same brand code of daily without lactose and daily with extra calcium. Launch, under the brand μμmilk, of new code with extra protein.

### PLANT BASED PRODUCTS & DESSERTS



Launch of two new chocolate plant based drinks **Choco Almond** and **Dark Choco Hazelnut** without added sugar, in a 500ml package for pleasure on the go.



Launch of plant based desserts from Greek almonds with cultivation of yogurt of non-animal origin in 4 unique flavors, **vanilla, peach, blueberry & pear**.

### YOGURTS



Relaunch of the timeless brand of white yogurt, **Complet**, enriched with 2 innovative products: **Complet Lactose free** and **Complet Protein** with 20g protein. The line has been significantly renewed through applying new, modern packaging, bright colors, new visual arts and logo, while the product retains its characteristic velvet texture and the irresistible taste due to 3 types of milk: cow's milk, cream and sheep's milk.



Launch of the **Vitaline Go Protein** series. An innovative series aimed at those who look for new healthy suggestions, but do not want to be deprived of enjoyment and taste. This is the ideal snack, with full taste of strained yogurt of 0% fat and 15g of protein per cup, which we can enjoy at any time of the day. In 3 unique flavors **Vanilla-Cocoa Nibs, Peach and Berries**.



Relaunch of the strained yogurt **SMALL FAMILY FARMS** series, in new transparent packages, with embossed ribs reminiscent of a traditional cup. Strained yogurt SMALL FAMILY FARMS is produced from fresh milk, collected on a daily basis from family farms in Greece, produced with special care and love, drained twice thus retaining its rich, traditional texture. In addition to the 2 favorite strains of the series, SMALL FAMILY FARMS launched 2 new cow yogurts of 2% and 4% of the same quality, from milk arising from small family farms, with excellent taste and unique texture, in order to become the favorite cow yogurt of the whole family.

### LIFE TSAI

**Life Tsai** has been re-introduced in a modern, stylish bottle that highlights the uniqueness of the brand with 3 innovative, delicious series:



**“LIFE TSAI WORLD RECIPES”**: Selected varieties of tea that travel you from the first sip: Ceylon Tea from Sri Lanka, Earl Grey from England, Jasmin from China, Masala from India, all with 0% sugar, & our Greek Mountain tea with honey from Crete. Two extraction methods are used, COLD BREW and REAL BREW that make this series unique in the market.



**“LIFE TSAI SUPER HERBAL”**: DELTA innovates and brings to the market of iced tea the most delicious combinations of ice tea with fruit and beneficial herbs, such as ginger, ginseng, mint and hibiscus. Options for every moment of the day, BALANCE, DETOX, UPLIFT & ENERGIZE, all with 0% sugar.



**“LIFE TSAI HALF & HALF”**: This new series came to make the complete surprise in the summer. An explosive combination with half ice tea and half juice, in two wonderful flavors, lemonade and watermelon, refrigerated for maximum enjoyment.

### LIFE ORGANIC JUICE



**LIFE** from DELTA, the first natural refrigerated juice released in the Greek market, continues to innovate by launching 100% organic juice. The new series “LIFE Organic Harvest” consists of two excellent flavors without preservatives: Life 100% natural organic orange juice and organic lemonade, from selected organic fruit crops certified by the official Organization “DIO”, Inspection and Certification Organization of Organic products.

### INFANT & CHILD NUTRITION



The **DELTA Advance** infant series continues to evolve relaunching the organic milk drink **DELTA Advance Bio High Pasteurized** 1lt for infants from 12 months, in the new innovative package TETRAPAK EDGE 1lt.



## Production Facilities and Milk Zone

Guided by the triptych “innovation, quality, safety” we continue our successful course in line with the international standards. All our production units follow the principles of total quality and we have modern and fully equipped laboratories in which all products are tested, in order to ensure their high quality.

The following table analytically presents information on the infrastructure and certifications of the Production Units and the Company’s Milk Zone:

Unit	Infrastructures and certifications
<b>Agios Stephanos Attica</b> Production Unit of fresh dairy products (yogurt and desserts) and plant based products.  At the beginning of 2020 the milk production was relocated from Tavros to Agios Stephanos. Resulting synergies are reported in the relevant Section 12 - the Environment.	<ul style="list-style-type: none"><li>Fully automated production unit</li><li>Area of 135 acres</li><li>One of the most modern biological treatment plants</li><li>State-of-the-art laboratory of Molecular Biology</li><li>Research and Development facilities, which support the development of all the Company’s product categories (dairy, yogurts, juices - teas)</li></ul> <i>Certifications: GLOBAL STANDARDS FOR FOOD SAFETY BRC, STANDARD FOR AUDITING QUALITY AND FOOD SAFETY OF FOOD PRODUCTS IFS FOOD, DIO - INSPECTION AND CERTIFICATION ORGANIZATION OF ORGANIC PRODUCTS, ELOT EN ISO 9001 QUALITY MANAGEMENT SYSTEM and ELOT EN ISO 22000 FOOD SAFETY MANAGEMENT SYSTEM.</i>
<b>Sindos Thessaloniki</b> Dairy production unit	<ul style="list-style-type: none"><li>Automated unit, according to European Union standards</li><li>Biological treatment plant</li></ul> <i>Certifications: ELOT EN ISO 22000 FOOD SAFETY MANAGEMENT SYSTEM, DIO - INSPECTION AND CERTIFICATION ORGANIZATION OF ORGANIC PRODUCTS..</i>
<b>Lamia</b> Juice and tea production unit	<ul style="list-style-type: none"><li>Fully automated unit of high standards within an organized industrial zone</li><li>Area of 9 acres</li></ul> <i>Certifications: ELOT EN ISO 22000 FOOD SAFETY MANAGEMENT SYSTEM, DIO - INSPECTION AND CERTIFICATION ORGANIZATION OF ORGANIC PRODUCTS.</i>

## Milk Zone Infrastructures

Infrastructures	Certifications
Milk Collection Centers: Gefyradio Serres and Sydini Xanthi	We have been certified under the SGS Certification (Societe General de Surveillance) for preventing the presence of genetically modified organisms in the feed chain used by cooperating farms to feed dairy cows
Other facilities: Zarko Trikala, Lechena Ilia and Florina	



## Milk Producing Prefectures

ACHAIA	LAKONIA
ARGOLIDA	LARISSA
ATTICA	MAGNISIA
CHALKIDIKI	PELLA
EVROS	PIERIA
FLORINA	RODOPI
ILIA	SERRES
IMATHIA	THESSALONIKI
KILKIS	VIOTIA
KORINTIA	XANTHI
KOZANI	



## Strong international presence

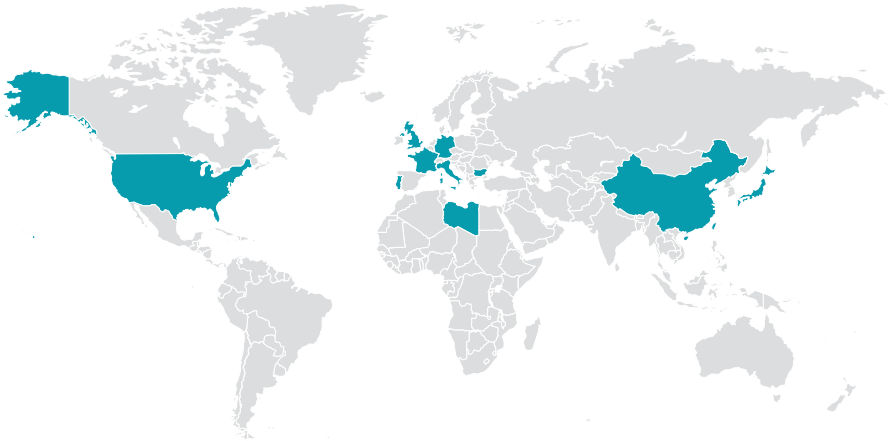
Our constant goal is to develop our operations in the international markets, with expansion to new countries, and strengthening our presence in the markets where we are already active. In 2020, exports continued the successful course of the previous years, recording an increase of 22.3% in turnover compared to 2019.

Using the product series Delta Strained Yogurt, Feta and other products, DELTA, as an ambassador of the Greek diet, tries to introduce the foreign consumer to the secrets of our tradition, always guided by the data of each market. In 2020 we were very successful in entering the particularly difficult Israeli market. Our presence in Israeli supermarkets is now quite significant and is constantly expanding.

Among other things, we continue our international activity in countries such as Italy, Cyprus, the United Kingdom, Austria, Malta, Germany, Libya, the USA, China, Taiwan, Singapore and other countries. In 2020, despite the enormous difficulties due to the pandemic, due to which all international exhibitions were canceled, we expanded into new markets, such as the aforementioned Israel, Croatia, the UAE and Bahrain.

In the Japanese market, we continued a significant Licensing cooperation with Morinaga, a leading Company in the domestic market, for the production of strained Partheno yogurt with our know-how and logo.

Our excellent taste and innovative products have been repeatedly awarded in international competitions. The Delta series of strained yogurts has been awarded by the International Taste and Quality Institute (iTQi).





# Corporate Responsibility for DELTA



Sindos Production Plant



## 2. Corporate Responsibility for DELTA

At DELTA we realize the role we play in the nutrition of the Greek society and constantly set high standards, governed by the values of sustainable development. Our entire culture is consistent with the principles of Corporate Responsibility, which also define our strategic priorities. In particular, the strategic planning of DELTA is based on 5 axes:



Lamia Production Plant

### DELTA Corporate Responsibility Team 2020

DELTA has established a team consisting of representatives of all the company's Departments, that coordinates the issues related to Corporate Responsibility and Sustainable Development. The team is in charge of preparing the Corporate Responsibility Report, as well as the implementation of new actions and initiatives. The key procedure implemented by the team, in collaboration with specialized consultants while preparing the Report, is to recognize and prioritize the material issues (materiality analysis), affecting the Company and its stakeholders. The team includes the following members, as recorded in alphabetical order:

	
Alexiadou Elpiniki	Internal Control and Procedures
Arvanitis Giannis	Logistics
Benou Dimitra	Human Resources
Giannoulis Manos	Quality Assurance
Kosmas Dimitris	Sales
Krapsiti Lilian	Marketing
Lambrou Areti	Industrial Development and Packaging Development
Manalis Nikos	Research and Development
Nestoratos Kostas	Eurofeed
Papaioannou Olympia	Milk Zone
Papanastasiou Kostas	Human Resources
Pitsinis Nikos	Industrial Policy
Rentifi Panagiota	Financial
Stamoulakis Dimitris	International Activities
Syrianou Stella	Procurement
Tapeinou Foteini	Legal Services
Vassilakopoulou Alexandra (project manager)	Corporate Communications & CSR
Vastardis Giannis	Milk Zone
Vetsika Foteini	Health and Safety

In particular, responsibilities are divided in the following way:









- The Chief Executive Officer is in charge of the issues of Corporate Responsibility at the administrative level and he/she informs the Board of Directors (BoD).
- The CEO and the Corporate Communications Department are in charge of the strategy and definition of actions related to Corporate Responsibility issues and they cooperate with the all Departments, in order to disseminate the practices and policies of responsible and sustainable development in the Company.
- Persons in charge of issues of Health and Safety, Human Resources, Procurement, Environment, etc. have been defined by sector, so as to coordinate and implement the relevant policies and programs of the Company.



Business model and Corporate Governance

DELTA business model

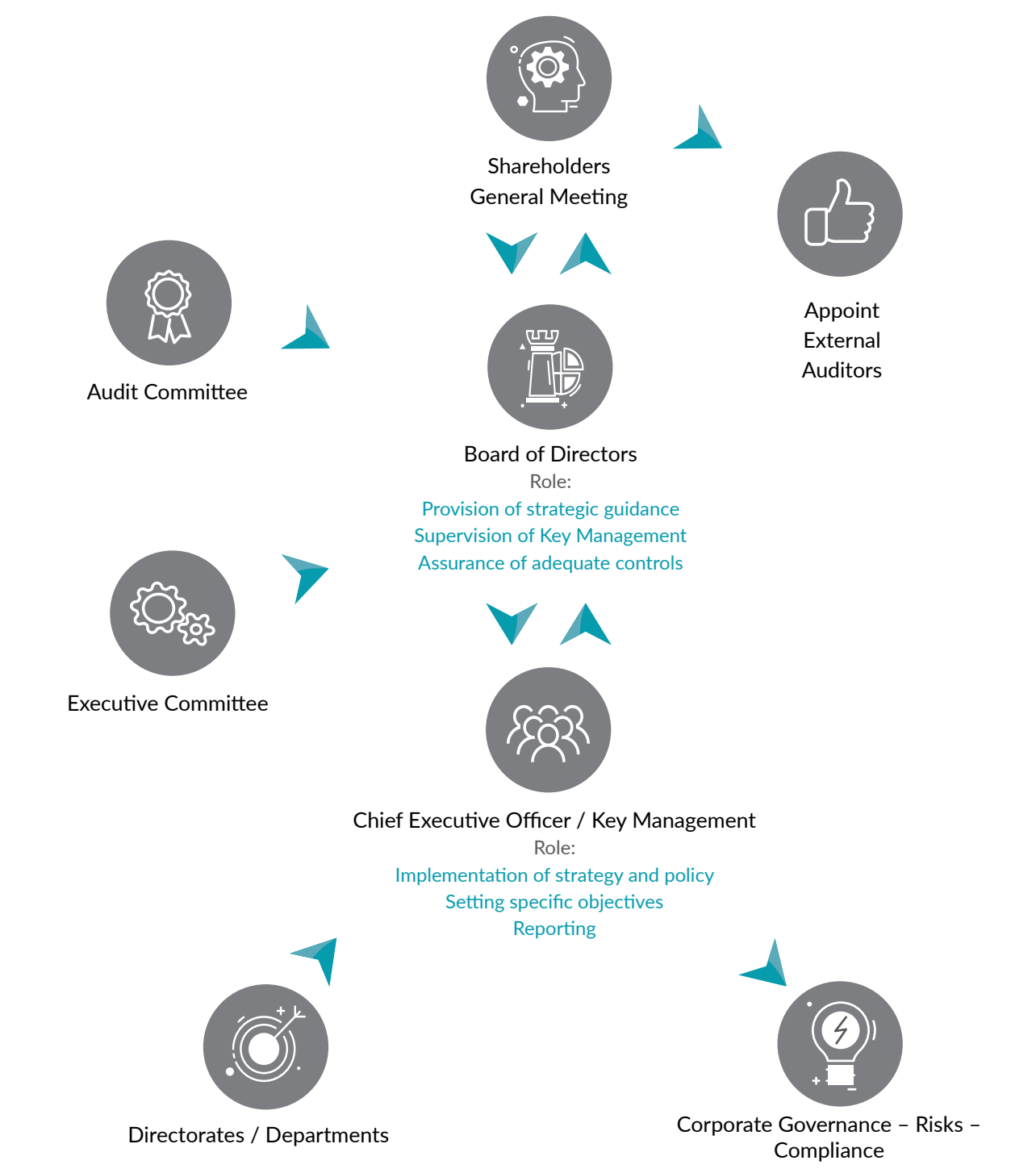
The business model briefly describes the way in which DELTA not only operates and develops, but also creates value and utility for all its Stakeholders.

 Major collaborations	 Key operations	 Value / Utility	 Relationships with consumers	 Categories of Clients
<ul style="list-style-type: none"><li>• Breeders Producers</li><li>• External collaborators - veterinarians</li><li>• Scientific community</li></ul>	<ul style="list-style-type: none"><li>• Production and distribution of milk, yogurt, baby and children nutrition products, juices, iced- tea, as well as vegetal beverages and desserts.</li><li>• Also, trade of cheeses and evaporated milk.</li></ul>	<ul style="list-style-type: none"><li>• Dairy products of high quality, nutritional value and safety</li><li>• High-quality juices, tea products and other beverages</li><li>• Awareness on the nutritional value of milk</li><li>• Support to Greek breeders</li><li>• Social contribution and support to vulnerable social groups, education of children and support to sports</li></ul>	<ul style="list-style-type: none"><li>• Responding to the needs of customers and consumers through: availability and willingness</li><li>• Immediate customer and consumer complaint management through the Nutritional Advisory Center, as well as customer satisfaction surveys</li></ul>	<ul style="list-style-type: none"><li>• Large retail (Super markets)</li><li>• Small retail (bakeries, haberdashery, kiosks)</li><li>• Final consumer</li></ul>
 Main resources	 Competitive advantages	 Channels		
<ul style="list-style-type: none"><li>• 4 production plants (3 DELTA and 1 Eurofeed)</li><li>• Collaboration with 600 Greek breeders</li><li>• It absorbs more than 1/5 of the total Greek cow milk production</li></ul>	<ul style="list-style-type: none"><li>• Strict quality assurance procedures</li><li>• International and National Quality Standards and Certifications</li><li>• DELTA MicroLab – Laboratory of Molecular Microbiology</li><li>• Pilot unit and R&amp;D workshops (analytical and sensory)</li><li>• Packaging Development Dept.</li><li>• Action Plan “GAIA” – DELTA’s contribution to the sustainable development of the primary sector</li><li>• DELTA Nutritional Advisory Center (NAC)</li><li>• Packaging Development Department</li></ul>	<p>The main channels through which DELTA comes into contract with customers are:</p> <ul style="list-style-type: none"><li>• Large and small retailers</li><li>• Segment exhibitions</li><li>• Events for Food/FMCGs</li><li>• Client / Consumer Satisfaction Surveys</li><li>• Information and education programs</li><li>• Constant communication through Commercial Division</li></ul>		
Cost allocation		Revenue allocation		
Raw material, wages and other employee benefits, product transport costs, partner fees, equipment services/upgrades.		Sales of Company’s products		

Corporate Governance

Transparency, reliability and accountability are fundamental principles of corporate governance in the modern corporate and social environment. Adopting a system of principles and practices of sound corporate governance, which governs our organization, operations and activities, contributes to sound business practices, enhances competitiveness and maximizes our value, for the benefit of all stakeholders. In this context, we have developed a transparent organizational structure, as well as an effective internal control and risk management system:

Governance system



## The Board of Directors

The DELTA Board of Directors is elected by the General Meeting of the shareholders for a two-year term. In 2020, the current BoD was elected following as of 20.6.2018 decision of the General Meeting. It comprises eight members and its term is until 20.6.2020. During the meeting of the BoD held on 21.1.2019, one of its members resigned and was replaced by a new one, maintaining the eight-member composition of the body. The withdrawal of the member and the appointment of the new member were approved by the Annual Regular General Meeting of the Company held on 29.5.2019. This composition of the BoD was maintained until 25.5.2020, when at the same meeting of the BoD, one member of the Board of Directors resigned and has not been replaced. Therefore, the Board of Directors comprised seven members until 19.6.2020. On 19.6.2020 the Annual Regular General Meeting elected a new, seven-member BoD for a two-year term, expiring on 19.6.2022.

## Audit Committee

The Company's Board of Directors is supported by the Audit Committee of the Vivartia Group to which it belongs. At the same time, the Internal Audit Department of DELTA refers to the Group Audit Committee. This ensures monitoring the effectiveness of the internal control system, the operation of the Internal Audit and the risk management.

## Executive Committee

The Executive Committee constantly supervises all the operations of the Company and the Group, defines the objectives, based on which the budgets of the Group companies are prepared in order to comply with the strategic planning, and monitors financial sizes and results.

## Internal control and responsible risk management

The Internal Control Department, as a top management body, provides assurance services regarding the management of the separate forms of risk in business operations and inspects the operation of internal safeguards. Applying the principle of prevention, DELTA has developed an effective Risk Management System at the management level. Therefore, it recognizes, evaluates, monitors and prioritizes potential corporate risks, updating its Risk Register on an annual basis (or on an ad hoc basis within a shorter period of time). It uses various instruments and/or implements specialized strategies in order to limit its exposure to risks.

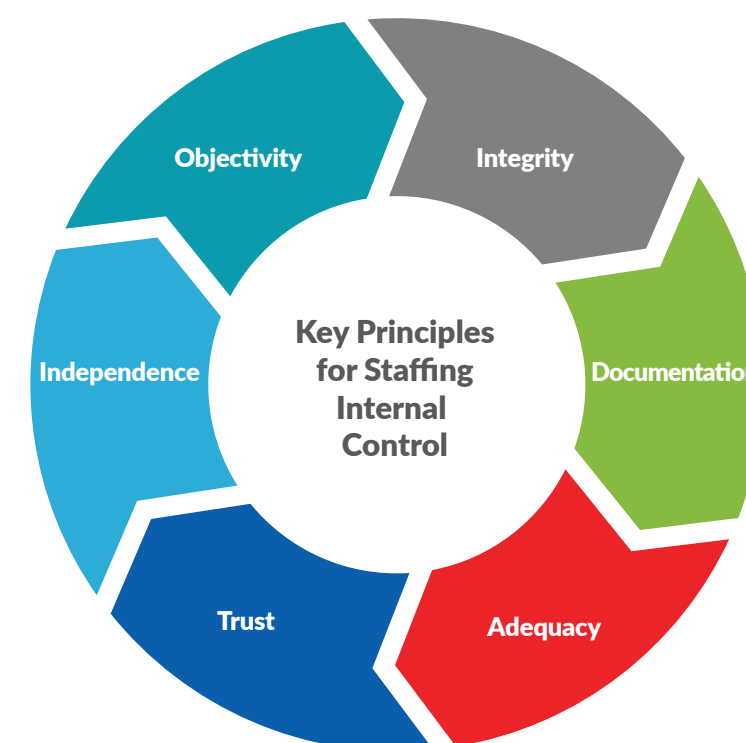
In this context, the Department annually carries out numerous control procedures, and, among other things, examines the way in which DELTA Corporate Responsibility issues are implemented. The audit results are com-



Plovdiv (BG) Production Plant

pleted and presented quarterly to the VIVARTIA group Audit Committee. The Management is in charge of monitoring the way the findings were resolved, as well as providing consultation on separate management and organizational issues.

In general, DELTA observes and applies a Code of Conduct during the Internal Control operations, in order to promote the standards imposed by the modern governance and enhance the effectiveness of the relevant regulations. The principles governing staffing and operation of the aforementioned Directorate are as follows:



## Managing issues of transparency and corruption

As a subsidiary of VIVARTIA group, DELTA implements the "VIVARTIA Code of Conduct". Under the Code's provisions, transactions in respect of all the group companies should be conducted in a legal and ethical way, according to the applicable national and international legislation. With regard to transparency and corruption, specific rules and principles have been put in place, in respect of accepting business gifts and avoiding bribery regarding all the employees.

In particular, preventive actions taken by DELTA include establishing specific limits of responsibility for all the employees and imposing relevant controls in order to assess the compliance. Moreover, the company has established the "Code of Conduct dealing with procurement of goods and services", under which specific standards and principles are described, defining the relationship between employees and suppliers with regard to offering or receiving gifts.



In addition, suppliers are required to respect and comply with the “Supplier / Partner Code of Conduct” and conduct transactions with the Company within the specific framework. We aim at honest and sound transactions with our stakeholders, creating added value.

Avoiding conflict of interest

In accordance with the precautionary principle, DELTA complies to the “VIVARTIA Code of Conduct”, which establishes specific measures and practices in order to avoid conflicts of interest. The company’s key principle is that its employees should be free from conflicts of interest, which may affect their judgment, objectivity or loyalty. Such principles include issues of parallel occupation, rules and impediments to recruitment and employment of relatives, the Information Security Policy and the Confidential Information Management Framework.

A complaint box has been placed at our Company’s premises, through which our employees can report various confidential issues, including potential policy violations.

Organization and Internal Operation

At the same time, within the framework of the separate Codes of Conduct, the Company has defined separate Policies, governing its operations. On this basis, our business procedures are clearly defined and we optimize and change them, where necessary, in order to secure safety and efficiency, avoiding any overlaps or unnecessary operations, preserving information, as well as integrating the Management decisions and respective legislation.

Our Financial Data

Delta financial data are presented on the site [www.delta.gr](http://www.delta.gr) or directly at the link is <https://www.delta.gr/company/#isologismoι>



Participation in networks, institutions and organizations

We participate in networks, institutions and organizations in the sector, aiming at exchanging know-how, constant provision of information and promotion of sustainable development and responsible entrepreneurship

Federation of Hellenic Food Industries (SEVT)
Federation of Hellenic Dairy Industries (SEVGAP)
Efficient Consumer Response (ECR Hellas)
Federation of North Greece Industries (SVVE)
Hellenic Advertisers Association (SDE)
Communication Control Board (SEE)
The Institute of Internal Auditors Greece (EIEE)
Hellenic Society of Business Administration (EEDE)
Hellenic Recovery Recycling Corporation (E.E.A.A.) as a founding member and shareholder

Sharing knowledge through participating in Conferences, Workshops and Exhibitions

DELTA expert scientists participate in conferences and exhibitions, both in Greece and abroad, and have the opportunity to present a significant part of their work and share valuable knowledge and experience. 2020 was a special year due to the pandemic, however, our experts actively participated in online conferences and events:

- Corporate Responsibility in Practice 2020:** The conference aims at presenting the entire picture of Corporate Responsibility in Greece. During the conference, the Corporate Communications & CSR Manager presented the actions implemented by DELTA specifically for pandemic issues.
- Food Waste Conference:** This Conference on Food Waste was held in 2020 devoted to the significant issue of food waste. DELTA actions in this field were presented by the Corporate Communications & CSR Manager.
- Piraeus Bank Career Day:** with a corporate presentation by the Human Resources Development Manager.





## Awards and distinctions for 2020

In 2020, DELTA won the following 30 awards and distinctions for its products and responsible operation. 5 of them concern Corporate Social Responsibility actions.



**Honored distinction from the Association “Together for the Child”,** for the overall support of DELTA to the Association during the period 2018-2019, through many actions and programs



**In 2020, the initiative “Talking to young children about food waste”,** implemented by DELTA Nutritional Advisory Center in kindergartens, talking to young children, 4-6 years old about food waste, recycling and environmental protection, received 3 awards. In particular, it received the **Responsible Entrepreneurship Award**, at the Corporate Affairs Excellence Awards of the Corporate Affairs Department of the Hellenic Society of Business Administration (EEDA) and the **Environmental Awards**.



**Delta strained yogurt series won 7 “Superior Taste” awards from the International Taste Institute ITI.** Yogurt series “ Delta authentic Greek Strained Yogurt “ received, for one more year, the significant distinction of Superior Taste Award from ITI . This series, aimed at foreign markets, was awarded for all its products (7) evaluated during the competition. The highest distinction, 3 stars, was received by the authentic Greek Strained Yogurt Delta 10%.



**8 awards at the ERMIS Awards.** The campaign “MILKO make it real - THE DREAM”, in which Antetokounmpo brothers were starring, won the GRAND ERMIS award in the category of production of commercial films, while for the music of the film it won the ERMIS SILVER. MILKO’s digital campaign “Sto Worldcup kaname tous Kinezous” during the Mundobasket period, won the ERMIS GOLD in the Digital category. The “Weights” campaign for MILKO PROTEIN, won the ERMIS SILVER in the category of outdoor advertising and the ERMIS BRONZE in the category of listings. Respectively the advertising film, the website “kantoalithino.milko.gr”, but also the inventive campaign “Planning out of the panel” in the category of outdoor advertising, won ERMIS BRONZE awards.



**Silver award at Retail Business Awards,** where the company was distinguished in the category “Suppliers’ Best Brand Launch Strategy” for the nomination **“DELTA HERBAL DRINKS - now the nut looks different”**.



**7 awards at the Super Market Awards 2020, where DELTA is awarded for the 2nd consecutive year as TOP FOOD SUPPLIER, as well as with three more gold and three silver awards.**

These awards concern its initiatives in the development of new products and new packaging (Milko Protein, Life juice), the successful relaunches (Vitaline, Life juice), the corporate campaign “For everything that is important”, but also the corporate social responsibility, for the long-term support program to SOS Children Villages.



**3 Packaging Awards for the re-launch of Life juice (2 awards), as well as for the launch of the DELTA ADVANCE BIO product**



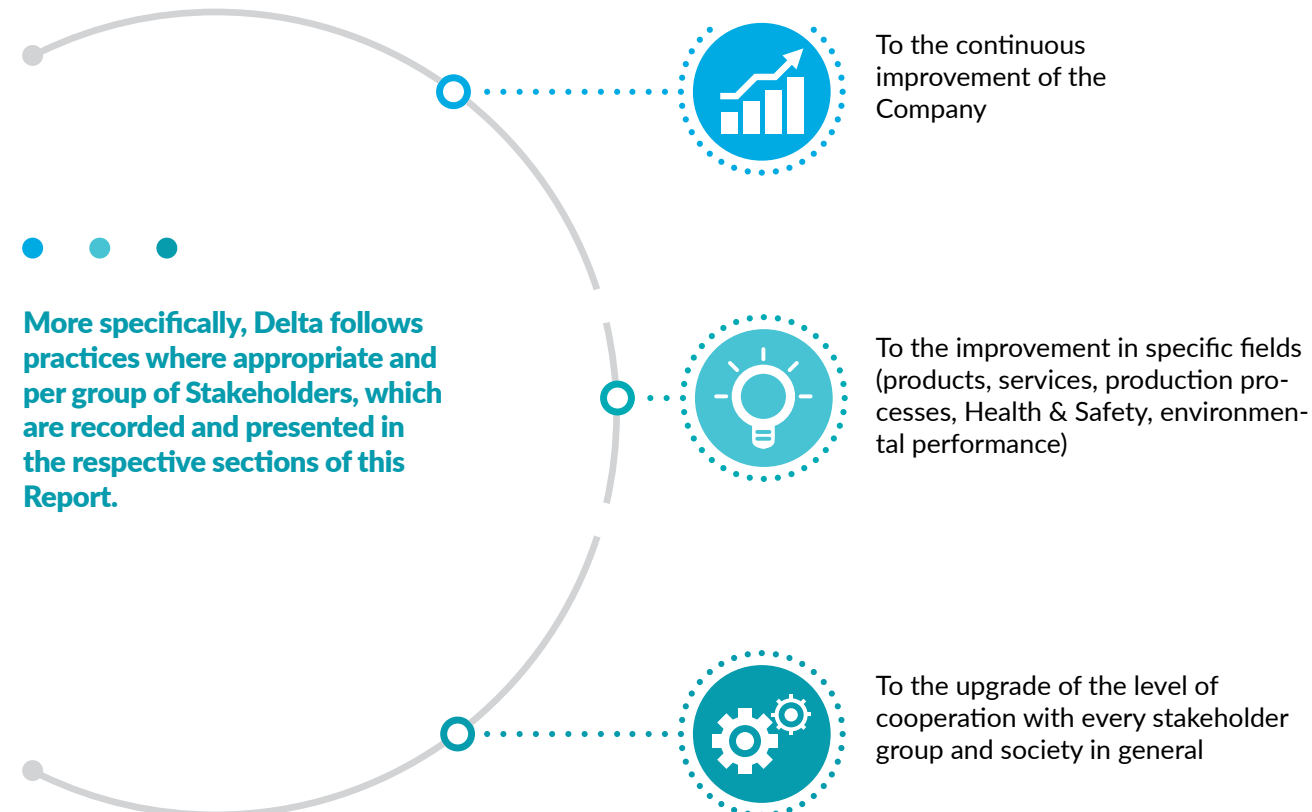


## Our Stakeholders



### 3. Our Stakeholders

DELTA identifies as Stakeholders the groups that directly or indirectly, positively or adversely, affect our operations and/or are affected by them. We have also recognized that there are factors, such as the location, scope and nature of our operations, that determine the nature of these groups. Through stakeholder consultation, we seek to identify the most significant issues for each group so that we can respond appropriately to their needs and priorities. The information arising from the ongoing consultation with stakeholders contributes:



Identifying and prioritizing the Stakeholders is based on the methodology of the International GRI (Global Reporting Initiative) taking into account, on the one hand, the amount of impact of every Stakeholder group per axis of Corporate Responsibility, and on the other hand the amount of impact we, as a Company, exercise on every Stakeholder group.

DELTA keeps an open dialogue with the Stakeholder groups in order to identify the main issues in relation to the Corporate Responsibility plan, every group and its activities. We have established specific communication channels per group in order to facilitate our mutual and systematic communication with all stakeholder groups.,

Shareholders		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Development and profitability of the Company</li> <li>Sound corporate governance</li> <li>Transparency in relations with stakeholders</li> <li>Sound risk management</li> <li>Rationalization of costs</li> <li>Expansion into new markets</li> </ul>	<ul style="list-style-type: none"> <li>Constant communication through Key Management and Internal Control (one-to-one meetings)</li> <li>Internal meetings</li> <li>Disclosure of Corporate Responsibility Report</li> </ul> <p>Frequency of communication: Monthly</p>	<p>Disclosure of decisions, announcements and Financial Statements to adequate information of shareholders</p> <p>Analytical data are included in the section: "Business Model and Corporate Governance"</p>
Employees		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Labor conditions and other labor issues</li> <li>Salaries</li> <li>Recognition, training, professional and personal development</li> <li>High level of cooperation</li> <li>Staff retention</li> <li>Achievement of personal and team goals</li> <li>Time management</li> <li>Occupational Health and Safety</li> <li>Conduct of voluntary actions</li> <li>Information on corporate issues (distinctions, scientific actions, volunteerism)</li> <li>In particular, for 2020, due to pandemic, ensuring our employees work in a safe and secure environment was of great importance</li> </ul>	<ul style="list-style-type: none"> <li>Intranet</li> <li>Constant communication between the Management and the Human Resources</li> <li>Sending updates via e-mail</li> <li>Appraisal system and trainings</li> <li>Newsletter per two months</li> </ul> <p>Frequency of communication: Daily</p>	<p>Implementation of Code of Business Conduct, Vivartia Academy</p> <p>Required, as well as many additional measures, to address the pandemic and the protection of employees. Detailed information in the sections concerning the pandemic and the occupational health and safety.</p>
Customers		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Benefits, discounts and promotion actions</li> <li>Quality and completeness of delivered products</li> <li>Quality assurance of raw materials</li> <li>Immediate service</li> <li>Resolve complaints</li> <li>Information campaigns for customers</li> <li>Issuance of regular press releases, announcements and reports on new products or services of the Company</li> <li>Information on new trends in nutrition and product news</li> <li>Information on the respective legal framework</li> <li>Credit and trade policy</li> <li>Distribution and service</li> <li>Uninterrupted operation during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Inspectors' visits (network group)</li> <li>DELTA Nutritional Advisory Center</li> <li>Constant physical and telephone communication</li> <li>Presentations and trainings</li> </ul> <p>Frequency of communication: Daily</p>	<p>Implementation of quality assurance and Health and Safety procedures in the Supply Chain, Nutritional Advisory Center</p>
Consumers		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Promotions and discounts</li> <li>Quality and nutritional value of DELTA products</li> <li>Quality and safety of products</li> <li>Information about new products</li> <li>Immediate service and response to any complaints and questions about the products</li> <li>Information about a healthy and balanced diet</li> <li>Corporate responsibility</li> <li>Availability of products at points of sale during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>DELTA Nutritional Advisory Center</li> <li>Ongoing communication through marketing actions (eg competitions)</li> <li>DeltaMomms platform etc.</li> <li>www.delta.gr</li> <li>Social Media</li> <li>Consumer visits to production units</li> <li>Market research</li> </ul> <p>Frequency of communication: Daily</p>	<p>Implementation of quality assurance and Health and Safety procedures in the Supply Chain, Nutritional Advisory Center</p>




Breeders		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Long-term active presence in the Milk Zone</li> <li>Trust and reliability</li> <li>High level of cooperation</li> <li>Terms of cooperation and implementation of a milk supply policy</li> <li>Enhancing the Sustainability of breeders</li> <li>Improvement of competitiveness of the Greek farm</li> <li>Providing information and training</li> <li>Price and credit policy</li> <li>Financial size of DELTA</li> </ul>	<ul style="list-style-type: none"> <li>Consulting support from veterinarians, agronomists, animal breeders and on-farm inspectors</li> <li>Visits of inspectors (Quality Assurance Directorate)</li> <li>Organization of trainings, workshops especially for producers</li> </ul> <p>Frequency of communication: Daily</p>	<p>Trainings, meetings, GAIA Action Plan, ensuring contact of producers with the scientific community</p>
Suppliers		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Development and expansion of the Company</li> <li>Terms of Service</li> <li>Meritorious and objective evaluation of suppliers</li> <li>Price and credit policy and payment methods</li> <li>Support of local suppliers</li> <li>Delta financial strength</li> <li>On-going cooperation and uninterrupted operation during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Department per category of supplies</li> <li>Communication through accounting department for financial issues</li> <li>Visits of inspectors (Quality Assurance Directorate)</li> <li>Visits and presentations of R&amp;D (Research and Development Directorate)</li> <li>Visits / communications of the Packaging Development Department</li> </ul> <p>Frequency of communication: Daily</p>	<p>Code of Conduct for Suppliers and Partners, Code of Conduct for Procurement</p> <p>Health and Safety Measures for everyone involved in the Supply Chain</p>
Sales network partners		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Quality - completeness of delivered products</li> <li>Delivery time</li> <li>Adherence to product specifications</li> <li>Immediate response and flexibility</li> <li>Technical and technological support (e.g. route optimization)</li> <li>Development and innovation</li> <li>Trainings</li> <li>DELTA financial strength</li> <li>On-going cooperation and uninterrupted operation during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Direct communication with the Sales Network Management</li> <li>Ordering systems</li> <li>Daily communication with the distribution department</li> <li>Information platforms (portable pricing system)</li> <li>Frequent communication with the Quality Assurance Department</li> </ul> <p>Frequency of communication: Daily</p>	<p>Communication with the entire organization of the Sales Network</p> <p>Health and Safety Measures for everyone involved in the Supply Chain</p>
State and regulatory bodies		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Respect for legislation</li> <li>Financial strength to meet tax and insurance requirements</li> <li>Participation in professional organizations</li> <li>Cooperation and consultation with institutional representatives of the state and regulatory authorities</li> <li>Initiatives to improve procedures</li> <li>Development of social actions and in particular actions addressed to children</li> </ul>	<ul style="list-style-type: none"> <li>Participation in the formulation of policies and decision making (through sector Associations)</li> <li>State control mechanisms and institutions</li> <li>Participation in research and state recommendations -Participation in the seminars on training civil services in the sector</li> <li>Communication with outward-looking bodies</li> </ul> <p>Communication frequency: Monthly</p>	<p>Full respect for legislation</p>

Scientific community		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Connection of academic research with applied practices</li> <li>Strengthening and supporting scientific work (e.g. through partnerships for participation in European programs)</li> <li>Providing internships to students</li> <li>Support for postgraduate studies</li> <li>Directing and professional orientation of students in relevant professional fields</li> <li>Support for conferences, student events, workshops, competitions and other activities</li> </ul>	<ul style="list-style-type: none"> <li>Participation in conferences</li> <li>Research</li> <li>Knowledge dissemination and information exchange activities</li> </ul> <p>Communication frequency: Monthly</p>	<p>Participation in conferences and research, as well as European know-how exchange programs</p>
Local communities		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Contribution to keeping employment level in areas with structural problems of animal farming</li> <li>Employment</li> <li>Environmental impacts</li> <li>Direct communication with representatives of the local government</li> <li>Sponsorships / donations of products</li> <li>Support of social structures to address poverty, as well as support of events and sports events</li> <li>Training programs from Nutritional Advisory Center, such as visits to kindergartens, tours of factories, interactive games related to nutrition</li> <li>Participation in joint actions</li> </ul>	<ul style="list-style-type: none"> <li>On-going communication with local institutions and associations</li> <li>Participation in activities of local organizations and associations</li> <li>Participation of the Company's representatives in events and fora, aiming at the exchange of views</li> <li>DELTA Nutritional Advisory Center</li> </ul> <p>Frequency of communication: Daily</p>	<p>Job creation, support for socially susceptible groups</p>
Mass Media		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Presentation of new products</li> <li>Developments in the food sector</li> <li>Television market</li> <li>Promotion of the Company's actions</li> <li>Sponsorship of events</li> <li>Providing information on the Company's actions during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Corporate website (www.delta.gr)</li> <li>Print and electronic publications</li> <li>Separate</li> <li>Corporate Responsibility Report</li> </ul> <p>Frequency of communication: Weekly</p>	<p>Corporate website, press releases and articles / listings</p>
NGOs and socially vulnerable groups		
Main Issues	Communication	Our response
<ul style="list-style-type: none"> <li>Food donations</li> <li>Support of actions and sponsorships</li> <li>Direct contact and on-going cooperation</li> <li>Implementation of actions to address COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Electronic and telephone communication</li> </ul> <p>Frequency of communication: Daily</p>	<p>Food donations, voluntary actions</p> <p>Supply of food, supply to EKAB</p>

Through communication and collaboration with every Stakeholder group, we record significant issues and evaluate their views and needs, in order to redesign procedures and define an action plan, so that we could successfully meet these needs.

## Material issue: Creating Value for our Stakeholders

Our goal is to create added value through our business and social actions. This added value - our social product - is addressed to all our stakeholders and contributes to the wider economic development of the country. We make significant investments, maintaining a high number of jobs and contributing to the improvement of the country's economic sizes, creating indirect results in development, employment and the national product. In addition, DELTA collects and pays a significant part of indirect tax to the State. In particular, added value created and distributed to our stakeholders over the last two years is analyzed as follows:

DELTA social product			
	SOCIAL PRODUCT	2019*	2020*
	Payroll payments (gross fees)	29.674	27.886
	Social security payments (employer's contributions and private insurance)	7.388	7.184
	Employees other benefits	2.731	2.226
	Tax paid (VAT, Property Tax)	5.312	2.064
	Total investments	8.049	11.362
	Payments to domestic suppliers (VAT included)	141.194	152.082
	Payments to foreign suppliers	20.737	36.633

\* (in thousand euro)



**VITALINE GO PROTEIN 15G**  
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για σένα

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Για σένα... που θες να προσφέρεις κάτι παραπάνω στον εαυτό σου!

Σε 3 υπέροχες γεύσεις που συνδυάζουν κομμάτια φρούτων με απολαυστικό στραγγιστό γιασούρι, χωρίς λιπαρά και 15G πρωτεΐνης σε κάθε κύπελλο, για εντυπωσιακή γεύση και δύναμη σε κάθε κουταλιά!

    
[www.delta.gr](http://www.delta.gr)

Αναδείχθηκε ΠΡΩΤΟΝ ΤΗΣ ΧΡΟΝΙΑΣ 2021  
οι Έλληνες καταναλωτές βραβεύουν την καινοτομία

Ανεξάρτητη καταναλωτική έρευνα, που διεξήχθη από την M&S δείχνει 3.200 καταναλωτές στην Ελλάδα.

\*ΑΝΑ ΚΥΠΕΛΛΟ



## Material Issues



## 4. Material Issues

The issues that mostly affect the Company's activities, have the greatest impact on its operations and directly affect its stakeholders, are characterized as material issues. The following material issues have arisen through communication with key stakeholders:

Food safety, quality and high nutritional value

Employee health and safety

Customer and Consumer service and satisfaction

Support to the society

Product innovation and new product development

More environmentally friendly packaging and recycling

Support to the primary sector of milk producers

Reduction of greenhouse gas emissions, liquid effluents and waste

Certifications and quality assurance, non-GMO policy

Zero food waste

Product labeling and traceability

Value creation for our stakeholders

Training our employees

Working conditions and benefits

Improving procedures and controls for personal data (GDPR) issues



## Material Issues Thresholds

The way Material Issues are addressed is affected both by the Company and its other stakeholders, internally and externally. This Report and the data recording our performance in the material issues cover the entire spectrum of DELTA activities.

MATERIAL ISSUE	INTERNAL THRESHOLD	EXTERNAL THRESHOLD
Food safety, quality and high nutritional value	DELTA	Customers, Consumers, Scientific community, Media
Employee health and safety	DELTA Employees	Media
Customer and Consumer service and satisfaction	DELTA	Customers, Consumers
Support to the Society	DELTA	Local communities, Media, NGOs and vulnerable groups
Product innovation and new product development	DELTA	Customers, Consumers, Breeders, Suppliers, Sales network partners, Scientific community, Media
More environmentally friendly packaging and recycling aid	DELTA	Customers, Consumers, Suppliers, Sales network partners, Scientific community, Media
Support to the primary sector of milk producers	DELTA	Customers, Consumers, Breeders, Media, NGOs for the environment
Reducing greenhouse gas emissions, liquid effluents and waste	DELTA	Local communities, Media, NGOs for the environment
Certifications and quality assurance non-gmo policy	DELTA	Customers, Consumers
Zero food waste	DELTA	Customers, Consumers, Local communities, Media, NGOs and vulnerable groups
Product labeling and traceability	DELTA	Customers, Consumers
Value creation for our stakeholders	DELTA Employees	Shareholders, Customers, Consumers, Breeders, Suppliers, Sales network partners, State and institutional bodies, Scientific community, Local communities, Media, NGOs and vulnerable groups
Employee training	DELTA Employees	
Labor conditions and benefits	DELTA Employees	
Strengthening procedures and inspections in respect of personal data issues (GDPR)	DELTA Employees	Customers, Consumers



## Standing Commitment to the UN Sustainable Development Goals

# Complet

Με το Complet όλοι έγιναν  
gourmet και personalizé!





# 5. Standing Commitment to the UN Sustainable Development Goals





DELTA adopted the United Nations agenda for 2030, as expressed in 17 Sustainable Development Goals (SDGs). The Management has decided to actively support their achievement, promoting prosperity and safety of the population, protection of the environment, as well as good health and progress of the employees.



Our priority is to achieve the objectives directly related to the activities and challenges of our sector, as well as to the material issues arising from this Report. Direct connection between our programs and actions and the Sustainable Development Goals (SDGs) is analysed below as follows:



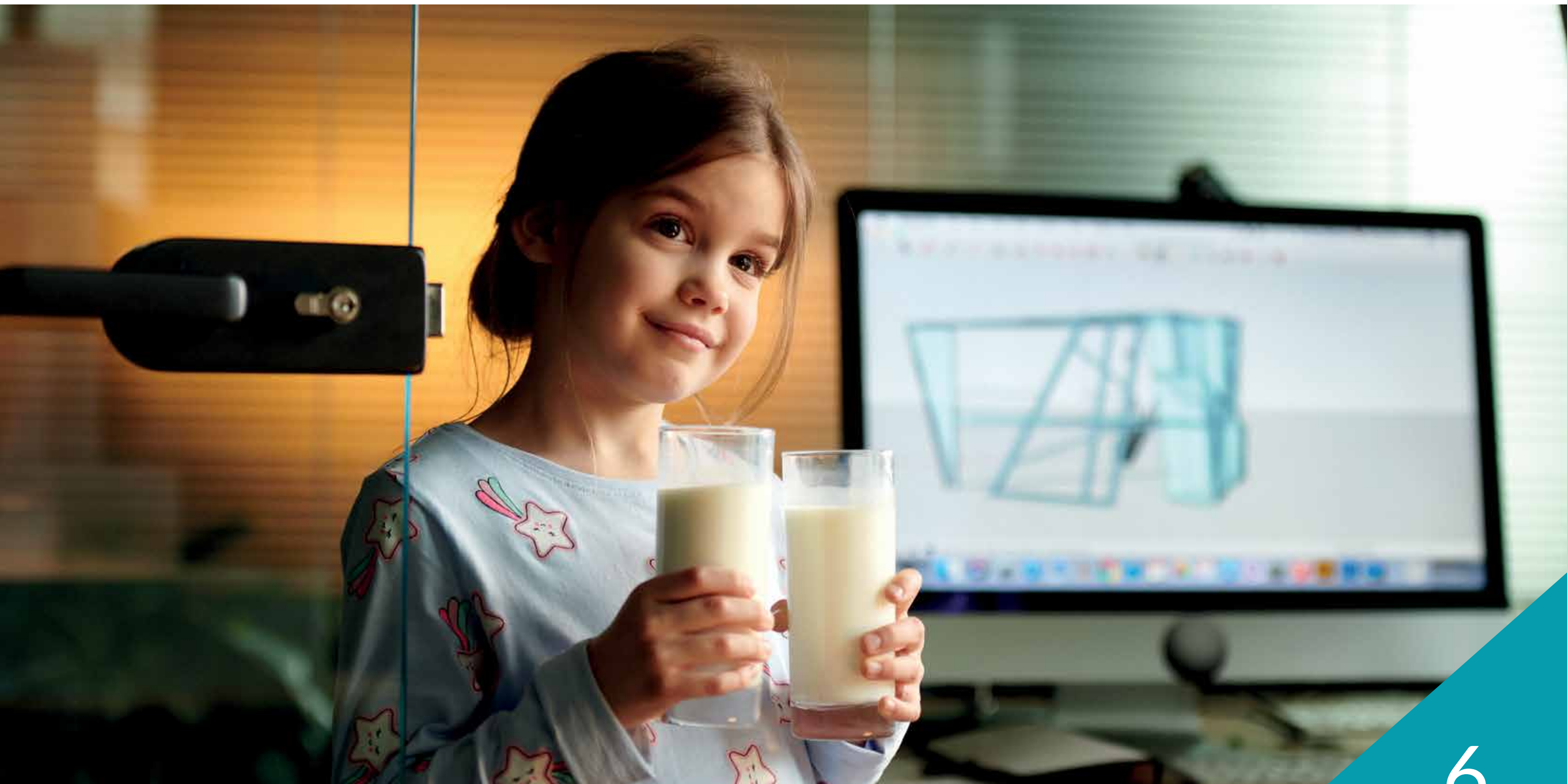
Sustainable Development Goal	Related Material Issues to Sustainable Development Goals	Related GRI	Our Response – Reference to the Report
1 NO POVERTY	Support to the primary sector of milk producers		DELTA is the largest buyer of cow's milk in Greece (according to the official data of ELGO DIMITRA) and takes care to support 600 breeders-partners, recognizing that wellbeing of dairy animals is one of the most important factors to nutritional value and quality of milk.
2 ZERO HUNGER	Support to the society	GRI 413	<p>Since the very outbreak of the pandemic, the increased needs arose regarding institutions and social structures, namely, indicatively, the children, the elderly and the vulnerable group, experiencing conditions of isolation,. Therefore, ELTA has lunched several product offers.</p> <p>In 2020, DELTA distributed over 1,500,000 portions of food (milk, yogurt, cheese and juices) free of charge through a number of actions.</p>
3 GOOD HEALTH AND WELL-BEING	Employee Health and Safety	GRI 403	<p>Our daily concern is to ensure employee Health and Safety. Our commitment to the matters of occupational health and safety is expressed through the Policy we have developed, effective throughout all our production units and facilities.</p> <p>We follow the OHSAS 18001 Standard for Occupational Health and Safety.</p> <p>From the beginning of the pandemic, DELTA took all the necessary measures to protect its employees and at the same time contributed to the national effort to address COVID-19 strengthening the health system by offering EKAB two specialized portable isolation capsules for patients. Further details are provided in the unit "Actions to address the COVID-19 pandemic"</p>
4 QUALITY EDUCATION	Employee Training	GRI 404	<p>Our main long-term goal is to offer appropriate training and know-how to the Company's employees so that they could constantly develop and enrich their knowledge, find immediate solutions to the challenges of everyday life and - at the same time - increase their productivity. In total, in 2020, 3,527 hours were devoted to training and 109 seminars were held on a variety of topics.</p> <p>Programs for farmers and breeders were implemented through the GAIA Action Plan. Until today, 20 training days have been held with the participation of more than 1,100 farmers and breeders. At the same time we provide scholarships to young breeders and children of breeders engaged in animal farming.</p>
	Support to the primary sector of milk producers		



Sustainable Development Goal	Related Material Issues to Sustainable Development Goals	Related GRI	Our Response – Reference to the Report
	<b>Value creation for our stakeholders</b>	<b>GRI 413</b>	Our labor culture is based, among other things, on encouraging diversity. We recognize that human resources include various human capital, with their own personality, their own way of life and goals. We actively support all our employees in their entirety, regardless of age and gender, and ensure they have equal opportunities for development and growth.
	<b>Reducing greenhouse gas emissions, liquid effluents and waste</b>	<b>GRI 306</b>	As far as liquid waste is concerned, we have special units of physicochemical and biological treatment, which purify water, as provided for its consumption.  In 2020, milk production was relocated from the Tavros facility to the Agios Stephanos with consequent improvement by 14% in water consumption (quantity of water / quantity of final product)
	<b>Labor conditions and benefits</b>	<b>GRI 401</b>	In addition to the agreed-upon benefits, we support our human capital through voluntarily offering them additional benefits. These additional benefits are provided to all DELTA employees.  We follow the OHSAS 18001 Standard for Occupational Health and Safety.
	<b>Product innovation and new product development</b>  <b>Food safety, quality and high nutritional value</b>		The birth of a new product idea ensuring future success starts from the real needs of consumers, but it can also be formulated by our employees. Design and development of every new product, in combination with the quality assurance procedures followed by our production units, guarantee channeling to the market products of high nutritional value and excellent quality, from the very first moment.  We follow the Standard ELOT EN ISO 9001 QUALITY MANAGEMENT SYSTEM to ensure the quality of our products.

Sustainable Development Goal	Related Material Issues to Sustainable Development Goals	Related GRI	Our Response – Reference to the Report
	<b>Certifications and non-GMO quality assurance policy</b>          <b>Zero food waste</b>       <b>More environmentally friendly packaging and recycling aid</b>		DELTA applies a Quality Management System in all areas of activities, through the application of the strictest controls and rules, as defined by European and national legislation, from the stage of receipt of raw materials to the final disposal of products in points of sale. In particular, we comply with, apply and are certified according to the following systems: <ul style="list-style-type: none"> <li>• ELOT EN ISO 22000 FOOD SAFETY MANAGEMENT SYSTEM</li> <li>• GLOBAL STANDARDS FOR FOOD SAFETY BRC</li> <li>• STANDARD FOR AUDITING QUALITY AND FOOD SAFETY OF FOOD PRODUCTS IFS FOOD</li> <li>• SGS</li> <li>• DIO, INSPECTION AND CERTIFICATION ORGANIZATION OF ORGANIC PRODUCTS</li> <li>• ELOT EN ISO 9001 QUALITY MANAGEMENT SYSTEM</li> </ul> We place special emphasis on the care and protection of the environment in which we operate, reducing plastic and constantly improving our packaging, but also ensuring zero food waste.  DELTA acts with environment responsibility, looking for and choosing environmentally friendly packaging for our products. In this context, we also use packaging from recycled materials, especially in paper product packaging.
	<b>Reducing greenhouse gas emissions, liquid effluents and waste</b>	<b>GRI 413</b>	DELTA recognizes that we have to protect the environment and has adopted and implemented an Environmental Policy based on the principle of prevention. In 2020, milk production was relocated from the Tavros facility to the Agios Stephanos, bringing about the consequent improvement of: <ul style="list-style-type: none"> <li>• 24% in electricity consumption (MWh.el / quantity of final product)</li> <li>• 17% in fuel consumption (MWh.ther / quantity of final product)</li> <li>• 22% reduction of fuel used for transportations (from intra-traffic and kilometers of provincial routes)</li> </ul>

## Actions to address COVID-19 pandemic





# 6. Actions to address COVID-19 pandemic

## Caring for our employees safety

### COVID-19 preventive measures

DELTA has given top priority from a very early stage to the safety of its employees, taking all the appropriate measures to address COVID-19 pandemic with composure and responsibility, following the instructions of the National Agency for Public Health (EODY) and the Ministry of Health. For this purpose, the Company established a team responsible for the pandemic, which organizes daily meetings, monitoring and coordinating actions aimed at mitigating business risks, in all companies operations. Its ultimate goal is to protect the health of employees, ensuring their smooth daily workplace, as well as on-going cooperation with all milk producers and the supply chain, domestically and abroad.

The precautionary measures that apply to all the company’s facilities include as follows:

Compliance with all government instructions and recommendations of EODY
Amendment to the general occupational risk assessment
Intensive daily cleaning and disinfection is carried out in all areas of the facilities, with a disinfectant solution defined by EODY.
Additional personal hygiene measures have been taken in all areas, for use by both staff and visitors of the facilities.
Shifts were partitioned to reduce staff overcrowding.
Preparing a policy for the management of possible cases
Staff buses tripled (20 routes per day)
Provision of 11 thousand protection masks to employees and visitors
Thermal measurement is done daily in all workplaces.
The staff is frequently informed about the actions decided on the prevention of the spread of the virus and brochures with instructions of protection and hygiene from EODY are frequently distributed.
Participation in conferences, corporate events, meetings, trainings and indoor gatherings are not allowed.
Written information was provided to external partners and visitors, regarding the measures taken by the company regarding the prevention of the virus regarding the flow of their arrival and their use of personal protective equipment.
Implementing more than 1,000 COVID tests (molecular and rapid) and collaborating with diagnostic laboratories to facilitate employees
Informing the employees, through the "COVID-19 Guide" of DELTA, which includes all necessary information about a possible case of illness of an employee or his/her relative.

### Actions to ensure employee health

From the pandemic outbreak, the occupational physicians guided and trained the Samaritans\* at all DELTA facilities on COVID-19 cases or potential COVID-19 cases cases management within the facility, in accordance with the company’s “In-Site Case or Potential Case Management Procedure”.

In addition, the Samaritans were trained in managing sick or wounded employees during the pandemic.

At the same time, the Company invested in teleworking systems, for as many employees as possible, in order to protect them as well as their families.

*\* The Samaritans are a group of DELTA volunteers, trained to address emergencies related to employee health.*

## Supporting the Society

### Safe transportation of coronavirus patients

DELTA contributed to the national effort for COVID-19 treatment and contributed to improving the national health system, offering EKAB (Emergency Patient Transportation Service) two specialized portable chambers (capsules) for patient isolation and transportation. The capsules prevent the transmission of the virus from the patient to the medical and nursing staff, operating under negative pressure.

In the event of a COVID-19 case, especially in the Greek islands, the patient’s airlift is the only option to be performed in a portable negative pressure chamber (Patient Isolation Unit or capsule) in order to protect patients and nurses.

Donation of 2 capsules to the Ministry of Health aims at improving the EKAB services, in order to address the increased needs of transporting patients to hospitals.





## March 2020 Corporate Campaign supports and spreads the message

### #menoumespiti

DELTA was one of the first companies to support #menoumespiti (we stay at home), in March 2020, with a holistic campaign, conveying an optimistic message, through 2 glasses of milk. “We, the people of DELTA, take care of you with responsibility, so that you can stay at home, close to your loved ones, enjoying more and better quality time with them. The value of the moments close to our family and loved ones, is an opportunity to take a break from our daily life, our anxieties & fears, to reflect on what really has value in our lives! Whatever it takes!”



## Care and support for children, the elderly and vulnerable social groups

From the very outbreak of the health crisis, DELTA, understood the increased needs regarding institutions and social structures, as well as the needs of the children, the elderly and vulnerable social groups, and created a plethora of different product offerings.

**More than 1,500,000 portions of food (milk, yogurt, cheese and juices) were distributed free of charge by DELTA, through a number of actions, during the difficult year 2020.**

The food distribution initiatives are implemented through reliable organizations/institutions, such as the Child's Smile, the SOS Children's Villages, the Children's Village in Filiro, the Mission of the Holy Archdiocese, the Hospice for Neuro-disability, the Leirio Foundation, the Nursing Homes of Athens, and Piraeus, the Food Bank, Boroume (food donation), many Special-need Schools throughout the country, the KYADA of the Municipality of Athens, the Municipality of Thessaloniki, but also many more Social Structures of Municipalities throughout Greece, giving priority to the areas where the DELTA facilities are located. In particular:

- During the difficult months March-May 2020 the company covered all the dairy needs of the **550 children living in the Smile of the Child and in the SOS Children's Villages throughout Greece**, as well as took care of the **150 elderly people of the Nursing Home of Athens** respectively.



- DELTA offers the infants' breakfast all year round at the **Kindergartens of YMCA**, as well as the children of the **Mission, of the Holy Archdiocese of Athens**.
- On the occasion of the World Milk Day 2020, DELTA offered milk and yogurt to all the children of the **SOS Children's Villages**.
- In September 2020, on the occasion of the new school year, DELTA started a new collaboration with the Association “**Together for the Child**”, implementing a program to support vulnerable large families

Specifically, DELTA fully covers the needs, in milk and yogurt, of the children of large families with zero or very low income, for the whole new school year, until June 2021. At the same time, within the same program and with the financial support of DELTA, the Association “Together for the Child” provides counseling and guidance to these families, in order to help them overcome difficulties and improve their condition.

In fact, taking into account the limitations imposed during the 2nd lockdown and strictly adhering to all the health protocols, this offer is made by the Association even through home deliveries to several families unable to leave their locations. It is a care initiative, which provides large families with the necessary nutritional goods to ensure proper development of their children.

Moreover, on the occasion of the new school year, for the 3rd year, DELTA implemented the initiative “**School smiles**”, through which the company and its employees offered 100 school bags full of boxes, notebooks and stationery to the children in need so that they could return to school with joy and optimism.

- It is worth noting that DELTA is already implementing a social program in collaboration with the “**Together for the Child**” Association, offering food to single-parent families on a monthly basis in the form of checks for supermarkets, **an initiative of delta-moms infant-child products site**.
- DELTA long-shelf-life products (concentrated milk, juices and tea) were **supplied to those affected by natural disasters**, as the Company did in 2020 for the residents of the Municipalities of Karditsa, Psachnon, Evia and Heraklion, were affected by severe weather conditions, as well as residents of Samos affected by the earthquake. Moreover, products were distributed to the soldiers in Evros.
- The Company often distributes its products to **special-need schools (EEEEK) in order to cover the needs of cookery - confectionery workshops**, as well as to the Special-need Kindergarten of Corinth, thus participating in an educational program for proper nutrition organized by the school.
- The Company also donated money for the construction of a shelter in the playground of the **SOS Autism Center** of the ASSOCIATION OF PARENTS & FRIENDS OF AUTISM CHILDREN.





## Responsible Policy for the Market



The advertisement features a basketball player in a black jersey with 'FR34K LIMITED EDITION' printed on it, holding a basketball. In the foreground, three bottles of Milho FR34K are displayed. The bottles are black with red and white accents. The central bottle has a signature 'D. KANTONITSAKO' in yellow. The bottles are set against a dark background with yellow lines on the floor.

**FR34K LIMITED EDITION**

**MILHO**

**ΦΡΑΟΥΛΑ**

**FR34K LIMITED EDITION**

Κάθε συσκευασία  
στηρίζει κι άλλα όνειρα  
για να γίνουν αληθινά.

Μπες στο milho.gr  
και μάθε περισσότερα.

**ΚΑΝΤΟΝΙΤΣΑΚΟ**

**NEA FR34K LIMITED EDITION ΣΥΣΚΕΥΑΣΙΑ**

Μια συσκευασία με τη δύναμη  
να κάνει κι άλλα όνειρα αληθινά,  
δίνοντας χρώμα και ζωή σε γήπεδα

# 7. Responsible Policy for the Market

## Research & Development

DELTA systematically invests in Research and Development. We monitor and study international scientific developments in new technologies, new innovative ingredients, nutrition and health, as well as the nutritional and general trends governing consumer behavior, globally. Our goal is not only to improve the existing products, ensuring their high nutritional value, but also to generate new products that meet the ever-changing nutritional and other needs of modern consumers, belonging in different age groups.

### Material issue: Food safety, quality and high nutritional value

When the new products are designed and developed, small-scale simulation procedure in the pilot lines of the Research and Development Directorate is focused on selecting the conditions ensuring manufacture of safe, quality and high nutritional value new products. Taking as its starting point selection of the auxiliary raw materials to be used, targeting the nutritional characteristics of the final products and the production parameters to be applied during the transition to large-scale productions from our factory infrastructure, the profiles of the new products are analytically specified, based on the modern methods of analysis implemented in our well-equipped laboratories (Research and Development laboratories, Factory Quality Control, Quality Assurance) in combination with the specialized analyses carried out in selected, certified and international laboratories.

## Design and Development of high nutritional value products

### Case Study: Development of protein-rich dairy products

- Proteins are key and essential macronutrients, assisting to increase and maintain our muscle mass. DELTA created a series of high quality protein-rich dairy products:
- μμmilk Protein plus Semi-fat milk, containing 50% more protein than simple semi-fat milk, is rich in calcium and phosphorus
  - Strained Yogurt Complet 0% with 20g of protein per cup
  - Vitaline Go Protein yogurt desserts with 15g of protein per cup, without added sugar, in 3 flavors: with Peach pieces, with vanilla flavor and raw cocoa beans (cocoa nibs) and a combination of Berries (Cranberry, Raspberry, Blueberry). All products are enriched with B vitamins ensuring antioxidant action and better metabolism and constitute a modern healthy proposal of low fat and sugar for the consumers.

The above products were approved through multiple factory-scale tests and their organoleptic and nutritional characteristics are monitored throughout their life span.



### Material issue: Product innovation and development of new products

Introducing a new product and its success in the market depends to a great extent on our ability to listen to the real needs of consumers, to formulate the “idea” and launch new products that live up to their expectations. Our executives who combine scientific knowledge, know-how and market knowledge along with the opinion of consumers, play a key role in designing and developing all the new products.

## Commitment to Research and Development of new products

### Case Study: Development of Almond Plant based Desserts

Following the current consumer food trends, the increase in the consumption of plant based products for ethical, environmental or health reasons (milk protein allergy or lactose intolerance) is clearly distinguished. DELTA, has launched in the market plant based drinks already in 2017, proceeded to the development of herbal almond desserts with Greek almonds in 4 flavors: with Blueberry, with Peach, with Pear and with Vanilla flavor. During the product development phase, emphasis was placed on Safety as well as Quality. Almonds and fruit with allergenic action are the main ingredient and our production lines process milk that belongs to the main allergenic related ingredients. With this in mind, we ensured there was no potential contamination between the almond plant

products and the dairy products, assisted by all our staff, who showed cooperation and commitment during the entire the new product approval process. Implementing the new recipes was a challenge for the staff of the Directorate of Research and Development, as the experience in yogurt production was linked to exploring the effect of new ingredients in order to produce products with quality characteristics that stand out among the other products available in the market. DELTA plant based desserts are 100% vegetable, do not contain lactose & gluten, are suitable for vegetarians and fasting periods. They contain beneficial living microorganisms of the yogurt culture, are enriched with vitamins and calcium and have low fat of plant origin.





## Case Study: Development of LIFE Tsai products

The consumers' desire to taste products with special flavors that are identical to traditional products, both in Greece and elsewhere, gave us the idea of developing the Life Tea series, World recipes. We searched and used famous varieties and flavors of tea from different parts of the world such as Ceylon, Masala Tea (India), Earl Gray (England). We identified the aroma of Greece with the Cretan mountain tea (known as malotira), which is collected by local farmers, dried and then left in water as long as is necessary, so that with a little Cretan honey, its special aromas are highlighted. At the same time, we took into account the technological development in the industrial production of tea infusions through modern natural extraction methods (Brewed or Cold Brewed) that lead to refined aromas that today's consumers seek by achieving the taste experience of authentic teas, with particularly mild flavors and aroma notes. We searched and selected herbs such as Ginger, Ginseng, Hibiscus, mint, matcha green tea, as well as ingredients such as rooibos, cranberry, blueberry, lemon and green apple, which are both known for their content in antioxidants as well as for their beneficial action, in order to create the products of the Life tea series, Super Herbal with functional properties (Balance, Uplift, Energize, Detox), with 0% sugar and low energy value. At the same time, with our «red tea», the taste of Rooibos Tea with Cranberry and Hibiscus, we meet the need for caffeine free tea, while with matcha tea with green apple and mint we highlight even more the creativity in the development of new products. We know all too well that taste is one of the main demands of today's consumers. With this in mind, we constantly rely on the knowledge we have obtained in fresh juices category and combine juices and tea in a new approach in the category of Iced Teas, which did not exist in the past and created the Life Tea, Half & Half line, containing 50% juice and 50% ice tea, in two refreshing flavors (lemonade and watermelon).



## Material issue: Certifications and quality assurance policy for Non-GMO presence

### DELTA quality

DELTA applies a Quality Management System in all domains of its operations, applying the strictest regulations, as defined by European and national legislation, from the stage of raw materials to the final disposal of products in points of sale.

We apply the most appropriate internationally certified systems for food safety. In particular, we comply with, apply and are certified according to the following systems:



The following actions are applied in the context of systems implementation:

- Internal inspections in all production units, in the framework of verification of Quality Management and Food Safety Systems
- Coordination of external bodies inspections of the Quality Management Systems of the production units
- Internal training programs for the staff of the production units and DELTA Advisory Center on issues of quality and food safety, key principles of microbiology, occupational safety and health
- Internal traceability control tests, as well as simulations of final product batch recalls
- Evaluation of suppliers

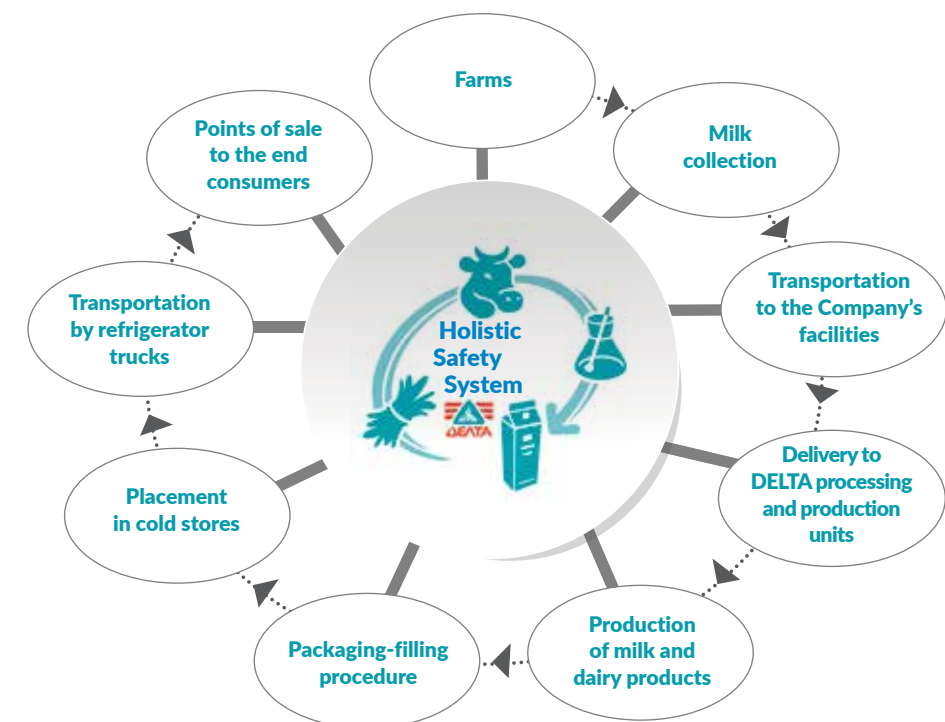
### DELTA MicroLab - Laboratory of Molecular Microbiology quality issues

In 2004, DELTA established Molecular Microbiology laboratory in Agios Stephanos, proving its pioneering role in technologies and systems. The laboratory is part of the Quality Assurance Department and occupies experts in this field.

The Molecular Microbiology laboratory is the only in Greece that performs molecular identification of environmental microorganisms, as well as any organic material (of plant or animal origin). It provides complete microbiological solutions to production units, analyzes the presence of pathogenic microbes in food and constantly updates the methods it uses, according to the latest scientific developments. The laboratory also analyzes adulteration in food, and performs its authenticity. Finally, genetically modified organisms can be analyzed to ensure that the products are free of genetically modification.

### Quality at every stage

DELTA has recorded every step of production process, in order to carry out all the necessary inspections. From the first stage of acquiring the raw material to the final disposal of the products in the points of sale, we ensure quality and freshness of our products, as well as their nutritional value.



Implementation of quality assurance procedures

Our approach to our products quality assurance is fully compatible with the strictest international standards for quality management and food safety.

In addition, we have established, for all our operations, internal quality indicators (KPIs), which we monitor on a regular basis. KPIs are used to measure, evaluate and review all the operations involved in production and control of a product.

Suppliers quality assurance

DELTA recognizes the key role the suppliers play in manufacturing safe products. Therefore, we have adopted and apply strict criteria in respect of cooperation and selection of raw and auxiliary materials suppliers. In this context, we have developed a Code of Conduct for Suppliers and Partners, which includes our non-negotiable business principles, which all our partners should respect and abide by, such as:



Respect for legislation



Health and Safety



Business Ethics and respect for human dignity



Respect for the environment



Respect for the employees

It is worth noting that we reserve the right to confirm our suppliers and partners compliance with the Code. In case of non-compliance, we have the right to terminate our collaboration.

We have also developed a Procurement Code of Conduct, which includes the rules and principles that govern the way we collaborate with our suppliers. The Procurement Code of Conduct is signed by all the employees directly related to the procurement departments.

Responsible selection and evaluation of suppliers

Every potential supplier of raw and auxiliary materials, packaging materials, finished products and other materials related to product quality, is initially evaluated based on the company process of evaluating suppliers. The evaluation includes completing questionnaires, searching for certificates and quality standards, as well as possible visit to the supplier's premises. If the outcome is positive, based on the criteria of the evaluation process, the potential supplier is included in the list of Evaluated (and accepted) Suppliers.

In addition to the initial evaluation, we re-evaluate all the suppliers on a regular basis.

Material issue: Customer service and satisfaction


Meeting the needs of our customers and consumers

DELTA takes great care of its customers and the consumers and offers daily products of high nutritional value and quality, at affordable prices, in all large or small points of sale. At the time of the pandemic and the lock-down, all our small and large points of sale operated, ensuring that the consumers could access and purchase their favorite products.

Excellent cooperation with our customers

We actively support small points of sale and hold long-term collaboration with them. In this context, we offer our products to local businesses (dairies, kiosks, confectioneries, bakeries and coffee shops), enabling consumers to buy daily basic products from their neighborhood, while creating value for a large number of small points of sale.

In 2020, the following small retail POS participated in Trade actions:

 Customer type	Number
MINI MARKETS	2.475
BAKERIES	3.130
KIOSKS	1.930
COFFEE SHOPS	1.880
OTHER CUSTOMERS*	485
Total	9.900

\* Other customers category includes hotels, restaurants, canteens, etc.

Sales and distribution network

Our products are delivered to our customers at least 3 times a week, ensuring consumers' daily access to our products. It is just one of many characteristics of our responsible operation, distinguishing us from our competitors.

We have one of the largest distribution networks in Greece, which includes more than 430 trucks and serves more than 26,000 points of sale, with average 29 visits / day per route. Our network manages approximately 250 product codes and issues 10,000 invoices per day. Our modern methods of logistics work based on satellite devices (telematics), facilitating round the clock provision of information about the cabin temperature, the geographical location of the vehicles, the speed, the driving hours, as well as the fuel consumption.

The distribution network is supported by IT systems at all stages - from acquisition to disposal - using special tools to route and monitor the stock.

During the COVID-19 pandemic, we took all the necessary protection measures regarding our drivers and employees and ensured safe distribution of our products.



## Continuous contact with consumers through consumer survey

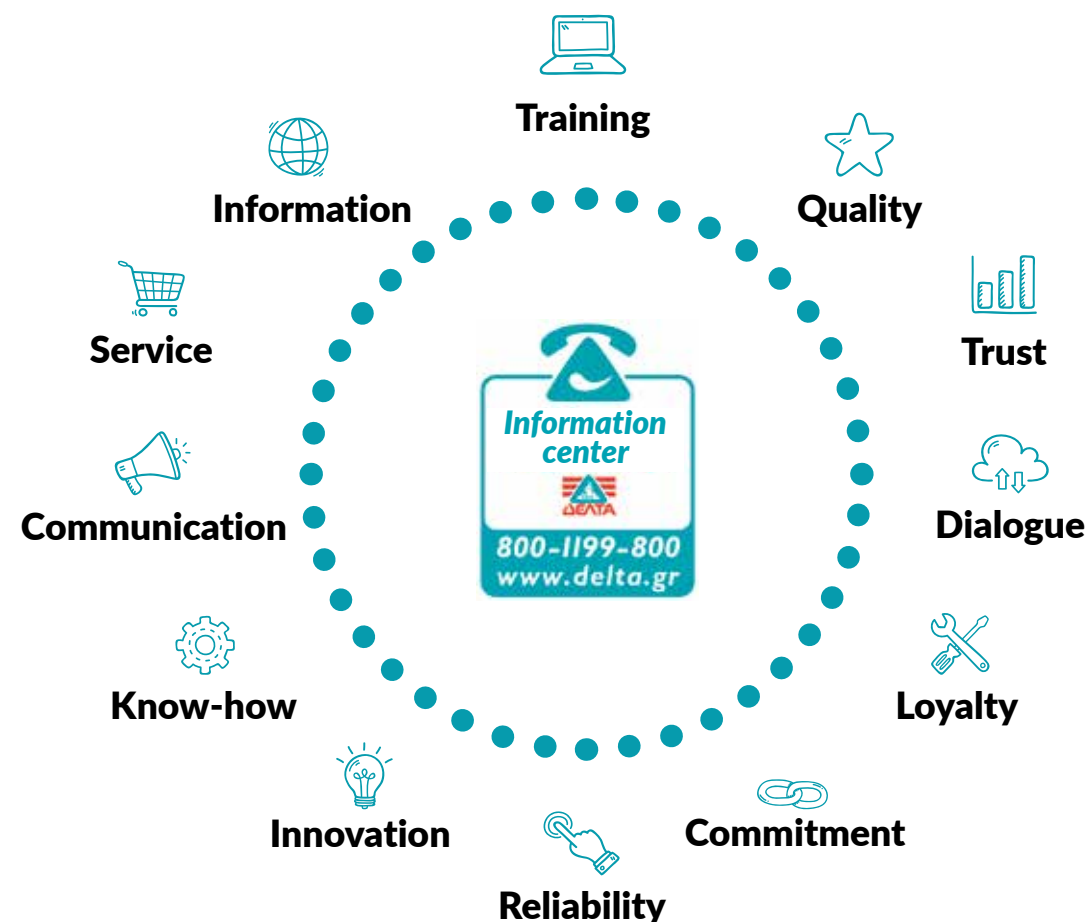
DELTA constantly develops its products and places particular emphasis on frequent communication with the consumers, through relationship of mutual trust. In this context, we annually design and implement consumer surveys, both quantitatively and qualitatively (focus groups). **More specifically, in 2020 we conducted 8 focus groups for the needs of quality research.** The researches concerned evaluation of communication scenarios, review of new products concept and brand image, as well as evaluation of DELTA image in its entirety.

## DELTA Nutritional Advisory Center (NAC)

DELTA Nutritional Advisory Centre operates since 2001 and is staffed by scientists of the food sector. The Center is part of the Corporate Communication Department and its objective is to ensure the two-way communication between consumers and the market with DELTA. Direct communication of consumers with us, through the Advisory Center, increases the public's trust in the Company and its products.

The consumers can communicate with DELTA Nutritional Advisory Center via the telephone number 8001199800 and the contact form of the site [www.delta.gr](http://www.delta.gr) for the following issues:

- Questions and general matters regarding our products
- Questions about nutrition
- Planning and implementation of guided tours to our production units for all the Scholl pupils
- Kindergarten visit programs, which present to young children issues of balanced nutrition, and proper food management at home
- Market research and distribution of gifts to consumers through competitions.



Issued addressed by the Nutritional Advisory Center in 2019-2020

**2019: 3.679 issues:** 52% marketing, 21% sales, 27% quality assurance

**2020: 3.697 issues:** 50% marketing, 24% sales, 26% quality assurance

## Responsible communication and information about our products

DELTA proves its commitment to consumers, focusing on communication and promotion, through advertising its products. We take into account the need for provision of sound information and full transparency, in line with full compliance with the requirements of the Food and Beverage Code. With this in mind, we are committed to providing accurate information about our products and actively participate in the Hellenic Advertisers Association and, voluntarily, in the Communication Control Council.

## Material issue:

### Improving procedures and controls in personal data issues

DELTA is committed to protecting the personal data of its customers, employees and partners. In this context, we implement procedures that ensure legality of all kinds of personal data processing.

More specifically, from the beginning of 2018 and before the relevant General Data Protection Regulation (GDPR) was effective, we recorded and analyzed the deviations from the basic requirements of the Regulation. We directly appointed a Compliance Committee and Data Protection Officer, in charge of controlling the level of protection of all the processed data, as well as the compliance of our procedures and structures with the requirements of the Regulation.

Improving data security is another priority to the Company. For this reason, we have appointed an Information Security Officer and carry out significant work in evaluating and enhancing the security of the Company's systems.

At the same time, training programs for all our staff have been completed and are constantly repeated, both in respect of the general requirements of the Regulation and in specific issues related to Executives and Employees.

DELTA Compliance Committee in collaboration with the Information Security Officer go on redesigning the existing and establish the new procedures and policies, which secure the compliance with the Regulation. Our key priority is to minimize any kept data as considered necessary for the performance of employees' duties and for rendering services and providing products to our customers and partners. Evaluating and improving security of the Company's systems also plays a significant role in this effort. Data protection has become and will remain one of our priorities. We make every effort to safeguard and protect any personal data processed in the context of our separate operations.

We are committed to taking all the necessary technical and organizational measures in order to protect the personal data of customers, employees, suppliers and all our collaborates.

In 2020, no breaches of personal data protection legislation were reported.

## Material issue:

### Product labeling and traceability

#### Responsible Product Labeling

DELTA implements analytical evaluation of data labeling by trained, experienced and specialized staff, to ensure that presentation of labeling information takes into account the relevant legislation and is easily understood by the consumer.

> **Where required, labeling information shall be communicated to the competent bodies for control and cross-checking.**

- Special diet food (eg infants and child food products)
- Organic products
- New food products

> **Promoting Greek Milk (as a valuable raw material), in the products that use it**

> **Performing analysis in our internal and external laboratories in order to ensure the accuracy of the labeling information, regarding:**

- Nutritional characteristics of products
- Specific nutrient on which Nutrition / Health claim is made
- Ensuring the absence of allergens that are not mentioned on the food label.

> **Promoting the special nutritional characteristics of the food, in order to help the consumers make their choice based on their individual nutritional needs.**

- Lactose Free
- Sugar Free
- Reduced sugar
- Presentation of energy per unit of consumption, easily accessed on the packaging

#### Product Traceability

All our final products can be traced based on their brand name and expiry date. All documentation regarding the main and auxiliary raw materials, as well as the production process, is kept in appropriate electronic systems. Such measures ensure traceability in both directions, from the raw materials to the suppliers and through the intermediate production stages, to our final products and their distribution.

DELTA recognizes the right of consumers to be informed about food and has established a procedure according to which provision of food information ensures a high level of protection of consumer health and interests. At the same time, this process constitutes the basis for end consumers who remain informed and make safe use of food, with particular emphasis on health, economic, environmental, social and ethical factors.

Labeling and traceability of our products is in line with the European legislation, the National legislation of the locations where the food is intended to be sold and the Legislative framework worldwide.

## Material issue:

### Primary production sector support

#### Quality of the milk supply starts with the breeders

Delta is the largest buyer of cow's milk in Greece (according to the official data of ELGO DIMITRA), thus we support our 600 breeders-partners and recognize that ensuring care of dairy animals is one of the most significant factors in nutritional value and quality of the milk. Significant development of DELTA organic milk zone during 2020 made our company one of the most important buyers of organic milk in the country, since it collects 15% of the Greek organic cow's milk.

The majority of our breeders are family businesses with a long experience in milk production. We have constant and direct contact with the breeders, through the veterinarians, agronomists and cattle breeders in charge of inspecting the milk zone. They frequently visit the farms and provide the necessary technical support (systematic laboratory tests of the milk quality and assurance of compliance of the cold chain on the farm, under the supervision of the quality control laboratories of the Company).

We also develop activities that help breeders promote and adopt efficient crops of high nutritional value as animal feed. We constantly train breeders in sustainable farming practices, efficient utilization of crops in animal nutrition, observance of good living conditions of cows and balanced natural nutrition, thus ensuring the high quality in the production of milk.

#### “GAIA” Action Plan - DELTA’s contribution to the sustainable development of the primary production sector

We started implementing GAIA Action Plan in 2012, in the context of the practical support to Greek farming, in collaboration with the Agricultural University of Athens and other research institutions, trying to link academic knowledge with farming practice.

The contribution of our subsidiary feed production unit EUROTROFES (EUROFEED) to training and technical support of producers is also significant. This production unit actively participates in the actions, supporting the producers through know-how and guidelines, in matters of proper nutrition and balanced diets.





In addition, the GAIA Action Plan applies a wide range of actions that includes participation in informational and educational events (conferences, workshops, etc.) in the region and presence in the media and seeks to inform everyone involved to multiply the benefits.

Until today, the GAIA Action Plan has presented its activities at 24 scientific/informative events and conferences held in the sector.

The **GAIA» ACTION PLAN** is one of our initiatives aimed at sustainable development and, in particular, supporting the Greek dairy animal farming through research, training and technical support, as well as the utilization of Greek crops for the production of animal feed. Detailed information is available on the site: [www.delta.gr/gaia](http://www.delta.gr/gaia)

## Actions of the GAIA Action Plan in 2020

### 1. Non-GMO soybean cultivation

The European Union (EU) is deficient in protein animal feed. That is why efforts are being made and policies are being promoted, in order to increase the areas under cultivation for the production of plants for protein feed and in order to reduce imports accordingly. In the above context, the Agricultural University of Athens, in collaboration with the based in Giannitsa Institute of Animal Production Science of ELGO-DIMITRA and with the funding of DELTA TROFIMA, organized and implemented a NON-GENETICALLY MODIFIED cultivation in the Institution's farm.

The results of the crop, completed and published in 2020, show that soybean production is feasible and efficient for this purpose. In addition, it can be considered economically advantageous, as a protein feed, with a positive contribution to the environment and climate change, even with the application of a single herbicide. Finally, in terms of energy content, soybean is superior to all other seeds and therefore improves the productive capacity of the feed of dairy animals.



### 2. Goat farmers' training day in Stefani, Corinth

In February 2020, at the Cultural Center of Stefani, Corinth, a training day was organized by DELTA Milk Zone of Southern Greece, on "Sustainable goat breeding". The training was successfully held, and attended by about 30 goat farmers in the Eastern Peloponnese.

The objective of the day was to highlight the critical factors in the management of goat farms, in order to improve the competitiveness of the segment. In their speeches, the executives of the DELTA milk zone as well as the company EUROTROFES, developed significant issues, such as the importance of the goat breeding sector and its prospects, the need to extend the production season of goat milk, in order to increase product demand and to meet the needs of consumers, issues of quality of goat's milk and proper nutrition of goats.

### 3. Participation of the DELTA Milk Zone in a Research Project of the Agricultural University of Athens

During the period 2019-2020, DELTA participated in the project of the Agricultural University of Athens entitled "Development of innovative mixtures of concentrated feed, to optimize the quality of sheep milk produced", contributing to it through the laboratory analysis of sheep milk samples.

This is a research project, in the context of which the following effects were investigated:

- i) the replacement of placental soybean seeds with other protein feed produced in our country
- ii) breast shape characteristics of two domestic sheep breeds (Chios and Frizarta)
- (iii) the quantity and quality characteristics of sheep's milk.

The results of the research yielded useful conclusions, both for the replacement of soybeans with domestically produced protein feed (which turned out not to affect the quantity or quality of milk), and for the efficient characteristics of animals of the two above breeds. The project was completed and as a result of the above research scientific papers emerged, two of which were presented at the annual international conference of the European Association of Animal Production (2020).



## On-going axes of the GAIA Action Plan:

### A) Implementation of pilot alternative crops, legumes and other plants suitable for animal feed, utilized in the diet of dairy animals through properly designed diets

Through these crops, sustainable farming practices are enhanced, thus ensuring significant contribution to the environment and ecology, through improved nitrogen soils, reduced irrigation needs, winter use of fields and crop rotation.

This program is carried out in collaboration with the Laboratory of Nutrition and Nutrition Physiology of the Agricultural University of Athens and the Institute of Animal Production Science of Giannitsa of ELGO DIMITRA.

Until today, **12 comprehensive research projects** have been implemented, while **8** of them have already been presented **at scientific conferences and workshops** in the period 2012-2020.

### B) Implementation of an advisory program for the improvement of farm management and nutrition

Within the framework of the program, in collaboration with scientists from the Laboratory of Nutrition and Nutrition Physiology of the Agricultural University of Athens, milk production, nutrition and animal reproduction data of every farm are systematically recorded. Then a guideline report is disclosed to the producer, in order to ensure the balance of the animal feed, maintain the level of milk quality, as well as reduce the production costs. The program provides specialized and individual counseling, which is a direct and practical benefit for the producer, and raises the breeder's awareness of maintaining the high level of milk quality.

### Γ) Implementation of a training program for farmers and breeders

The objective of the program is to transfer new scientific/technical data and knowledge arising from research programs and focus on issues of sound animal farming practices and quality assurance of milk during its production. Workshops and meetings are held throughout Greece (Xanthi, Serres, Imathia, Florina, Thessaly, Ilia, etc.), in which experienced scientists train the participants in critical issues of crops for animal feed, nutrition, reproduction and animal welfare.

Until today, **20 training days** (2012-2019) have been held with the participation of more than **1,100 farmers and breeders**.

### Scholarships for young breeders and children of breeders engaged in animal farming

It is our firm believe that education and ongoing professional training of breeders are an important tool that contributes to more effective management and improvement of animal farming sustainability. Therefore, we established a scholarship scheme for young breeders in 2017. 64 new beneficiaries successfully completed their training in the three year period of 2017-2019, gaining valuable knowledge and experience.

However, the COVID-19 pandemic forced the withdrawal of a 30 Scholarship Program for young farmers, announced for 2020. Our objective is to continue the scholarship scheme for young farmers through the GAIA Action Plan.

## Contractual Farming

We support Greek primary production through our cooperation with Piraeus Bank for Contractual Farming in the dairy sector. The program continued in 2020, providing the breeders with the required liquidity under satisfactory terms, during the period needed, aiming at the direct and active support and development of dairy farming.

## Quality assurance during milk collection and transportation

DELTA collaborates with over 600 producers of cow's and sheep's milk through its Milk Zone Directorate and collects milk quantities, which are further transported to its production facilities. We collect daily, 365 days a year, milk from selected farms throughout the mainland, from Thrace to the Peloponnese.

When milk is collected, it is not only delivered from the farm units to our facilities, but its quality is also inspected as the first hoop in the quality assurance chain. Predefined inspections are carried out on the farm, so that the milk we collect meets the necessary specifications and daily milk samples are taken from every producer, for the second level of inspections carried out in our laboratories. Milk collection guides are systematically trained in collection procedures. At the same time, their professional adequacy is inspected and evaluated on an annual basis regarding the procedures they apply and the hygiene measures they take. Moreover, they are tested in milk treatment until its delivery to the production facilities.

## Evaluation of milk suppliers

Our general supplier evaluation procedure applies to all milk suppliers. They are annually evaluated at several levels by DELTA executives of high experience and technical competence. The evaluation is carried out taking into account the quality criteria of the milk, such as microbiological and physicochemical results, the infrastructure and conditions of milk production on the farm, the good cooperation of the suppliers and the prompt response to the requirements.





## Responsible Policy for our Human capital



## 8. Responsible Policy for our Human capital

DELTA takes care of its human capital that are the most valuable pillar for the Company. Our priority is to maintain a safe, fair and merit-based working environment, through continuous growth opportunities that are offered to all its employees.

Delta ensures excellent working conditions, training and development opportunities for all its employees, even under the difficult conditions it had to address in 2020 with the outbreak of the COVID-19 pandemic.

### Key principles and values of the Code of Conduct



### Human Capital Management



We are placing considerable emphasis on attracting competent executives, on maintaining high level of development of employees through modern methods of training, evaluation and rewarding.

### Respect for Human Capital and Diversity

The working culture established in DELTA is based inter alia on encouraging diversity. The company recognizes that human resources comprise various kinds of people who have their own personality, lifestyle and goals. All the employees, regardless of age and gender, are widely supported and granted equal opportunities for growth and development.

We select partners who, in turn, respect human rights, do not in any way infringe on human dignity and, of course, oppose child and forced labor.

#### Respect for the human capital

DELTA respects human dignity and supports the local, national and global community, depending on our objective and geographical presence. Delta respects human rights, opposes child labor, gives equal rights to men and women, to ethnic, religious and racial minorities. Moreover, it selects partners who share our moral values.

In the context of avoiding any form of harassment in the workplace, we prohibit comments on age, racial background, political beliefs, trade union affiliation, religion, sexual orientation, marital status, pregnancy, citizenship and special regarding our customers, colleagues, visitors and partners.

#### Total Headcount per gender

2019			2020		
<b>984</b>	<b>805</b>	<b>179</b>	<b>1.008</b>	<b>845</b>	<b>163</b>
DELTA EMPLOYEES	MEN	WOMEN	DELTA EMPLOYEES	MEN	WOMEN

#### Headcount allocation per age

	2019			2020		
	<30	30-50	51+	<30	30-50	51+
Men	13	514	278	53	518	274
Women	6	124	49	10	104	49
<b>Total</b>	<b>19</b>	<b>638</b>	<b>327</b>	<b>1.008</b>	<b>622</b>	<b>323</b>

#### Employee allocation per position / Hierarchy ranks per gender

Ranks	2019			2020		
	Men	Women	Women	Men	Women	Women
Senior Executives	5	1	6	5	1	6
Other Executives and Department Managers	92	44	136	87	40	127
Administrative staff	114	75	189	117	70	187
Foremen and workmen	594	59	653	636	52	688
<b>Total</b>	<b>805</b>	<b>179</b>	<b>984</b>	<b>845</b>	<b>163</b>	<b>1.008</b>



Employee allocation per position / Hierarchy ranks per gender

Ranks	2019				2020			
	<30	30-50	>50	Total	<30	30-50	>50	Total
Senior Executives	0	2	4	6	0	2	4	6
Other Executives and Department Managers	1	80	55	136	1	73	53	127
Administrative staff	5	139	45	189	9	125	53	187
Foremen and workmen	13	417	223	653	53	422	213	688
<b>Total</b>	<b>19</b>	<b>638</b>	<b>327</b>	<b>984</b>	<b>63</b>	<b>622</b>	<b>323</b>	<b>1.008</b>

Employee allocation per working category and gender

Working category	2019			2020		
	Men	Women	Total	Men	Women	Total
Seasonal	8	4	12	87	3	90
Full time	795	173	968	757	159	916
Part time	2	2	4	1	1	2
<b>Total</b>	<b>805</b>	<b>179</b>	<b>984</b>	<b>845</b>	<b>163</b>	<b>1.008</b>

Employee allocation per employment agreement and gender

Employment Agreement	2019			2020		
	Men	Women	Total	Men	Women	Total
Indefinite term	797	174	971	758	160	918
Definite term	8	5	13	87	3	90
<b>Total</b>	<b>805</b>	<b>179</b>	<b>984</b>	<b>845</b>	<b>163</b>	<b>1.008</b>

Total employee recruitment per gender and age

	2019			2020		
	<30	30-50	51+	<30	30-50	51+
Men	27	42	12	64	87	12
Women	5	11	2	7	9	0
<b>Total</b>	<b>99</b>			<b>179</b>		

Total employee recruitment per gender and location

	2019			2020		
	<30	30-50	51+	<30	30-50	51+
Attiki	21	36	10	63	83	10
Thessaloniki	6	4	1	8	3	1
Imathia	0	1	0	0	0	0
Lamia	1	8	1	0	10	1
Serres	0	0	1	0	0	0
Elassona	4	4	1	0	0	0
<b>Total</b>	<b>99</b>			<b>179</b>		

Total employee terminations per gender and age

	2019			2020		
	<30	30-50	51+	<30	30-50	51+
Men	26	143	75	21	56	46
Women	3	30	17	3	23	6
<b>Total</b>	<b>294</b>			<b>155</b>		

Total employee terminations per gender and location

	2019			2020		
	<30	30-50	51+	<30	30-50	51+
Attiki	17	50	48	21	61	42
Thessaloniki	4	10	4	3	6	7
Imathia	1	61	24	0	0	0
Lamia	0	7	2	0	9	1
Xanthi	0	5	1	0	2	0
Lechena	0	0	1	0	0	0
Serres	0	1	3	0	1	2
Elassona	7	39	9	0	0	0
<b>Total</b>	<b>294</b>			<b>155</b>		

Material issue:

Employee Training and Development

Our key long-term objective is to offer our employees appropriate training opportunities and know-how, facilitating their on-going development. This way, they enrich their knowledge, are able to directly address the challenges of everyday life, but also their productivity is increased. To this end, Delta conducts a variety of training activities, such as seminars, conference attendance, Certifications, and subsidies post-graduate program. Ενδεικτικά αναφέρουμε:

In total, in 2020, 3,528 hours were devoted to training and 109 seminars on various topics were held. Indicatively:

- Training of operators in sound and safe forklift trucks functioning
- 3M Science of Safety Expert
- Information Security
- Check Point Certified Security Administrator (CCSA)
- Requirements for the New Version of the Food Safety Management Systems Certification Scheme
- Vocational Training of Warehouse Executives
- Building the Profile of the Supervisor-Leader
- GDPR and teleworking
- Food Safety, FOOD FRAUD & COVID 19
- Food Waste
- COVID 19 and teleworking
- Package Integrity Training
- Information on COVID-19 (occupational physician updating the Samaritans)
- Good Manufacturing Practice (GMP)
- Training in the Data Protection Regulation GDPR / EU 2016/679

Employee Training in Quality and Safety Management Systems

Management Systems. Throughout the year, 12 training programs were held by internal and external trainers regarding the following topics:

- Requirements of the New Version of the Food Safety Management Systems Certification Scheme / ELOT EN ISO 22000 FOOD SAFETY MANAGEMENT SYSTEM
- Food Safety, Food Fraud & COVID- 19
- Basic Principles of Food Hygiene & Safety
- Good Manufacturing Practice (GMP)

In total, 512 hours were devoted to training and 148 employees were trained.

Special conditions due to pandemic

Taking into account the special conditions prevailing in 2020, emphasis was placed on the Information on COVID-19 issues the Occupational Physician provided to Company's Samaritans as well as the data on Teleworking and GDPR issues. A total of 66 employees were trained, while a total of 106 hours were devoted to training.

Vivartia Academy

In addition, we consider it extremely important to facilitate the development of our executives and employees, implementing training programs through the Vivartia Academy.

The Academy's objective is to train the employees of the Group companies and its selected associates. The training sessions are held voluntarily by experienced executives of the Group, who are either certified trainers or are experts in every particular subject. The topics are related to various specialties or special skills (soft skills). Valuable educational experience, strengthening the team spirit, as well as zero cost of participation are some of the benefits of those who attend these internal programs.













In 2020, 45 employees of the Company were trained through the Vivartia Academy 246 training hours were devoted to training regarding the following topics: Food Waste, COVID-19 & Teleworking, Business Planning - Basic Principles, Project Management etc.

Participation in conferences

In 2020, the participation of our employees in conferences was significant (40 participations - 29 employees). Specifically, the employees participated in 15 conferences on the following topics:

- Learning & Development Conference,
- Plastics Conference,
- Nielsen Shopper Trends 2020 Webinar
- Food Waste Conference
- 2nd Thessaloniki Conference – Logistics Solutions VIII
- 3M Science of Safety Experts etc.

In total, 230 hours were devoted to attending conferences in 2020, compared to 524 hours in 2019.

Training Data												
Position / Hierarchy Rank	Total training hours						Average training hours per employee category					
	2019			2020			2019			2020		
												
Senior Executives	33	22	55	88	20	108	4,71	11	6,11	17,6	20	18
Other Executives and Department Managers	336	227	563	295	198	493	3,43	4,45	3,78	3,39	4,94	3,87
Administrative staff	999	721	1.720	533	335	868	8,06	8,48	8,23	4,56	4,79	4,64
Foremen and workmen	1.081	204	1.285	1.961	98	2.059	1,46	2,91	1,58	3,08	1,88	2,99
Total	2.449	1.174	3.623	2.877	651	3.528	2,52	5,64	3,07	3,4	3,99	3,5







Training hours allocation per subject

SUBJECTS	Number of seminars per subject		Total training hours		Percentage of hours per subject	
	2019	2020	2019	2020	2019	2020
Quality and Safety Management Systems	15	12	408	512	11,3%	14,5%
Supply Chain	2	4	39	166	1,1%	4,7%
Development of skills	17	8	855	180	23,6%	5,1%
Financial	1	2	44	102	1,2%	2,9%
IT	6	7	144	263	4%	7,5%
Corporate Responsibility	3	1	86	14	2,4%	0,4%
Health and Safety	28	33	935	246	25,8%	7%
Manufacturing Policy Subjects	6	2	302	1.632	8,3%	46,3%
Other	31	40	810	413	22,4%	11,7%
<b>Total</b>	<b>109</b>	<b>109</b>	<b>3.623</b>	<b>3.528</b>	<b>100%</b>	<b>100%</b>

## Material issue: Working Conditions and Benefits

In addition to the agreed-upon benefits, we support our human capital by offering them, voluntarily, additional benefits. These additional benefits are effective for all the employees and include:

-  Group life insurance
-  Hospital and outpatient insurance for employees and their family members who wish to participate
-  Staff transport buses to all our facilities
-  Free availability of products where appropriate and discounts on Company and Group products
-  Wedding and birth benefits

## Employee Development and Performance Rating System

DELTA applies a system of targeting and evaluating the employee performance. It is a modern development system, which emphasizes performance and conduct as well as the skills of every employee. In addition, every year we offer our employees an opportunity to apply for the “Recognition Schemes”, through which we reward their ideas regarding innovation, simplification or efficiency.

One of the main priorities of DELTA is to invest in the development of its people. This is achieved through clear targeting, ongoing promoting of skills, training and an aligned path to achieving personal and corporate goals. The main objective of the Employee Performance and Development System is as follows:

- Creation of individual goals, prioritization and alignment of them with the overall goals of the company
- Development based on the results of evaluations, in an objective and meritocratic way.
- Ongoing improvement of skills through training and development programs.

DELTA's objective through the Performance and Development system is to identify the challenges for each employee and plan his/hers development and employment in the appropriate department and position.

## Internal Communication

Internal communication channels constitute an important tool, as they seek to disseminate and exchange information and ideas at all levels of hierarchy.

Employees can contact the Human Resources Department at any time, for issues concerning them.



Material issue:  
Employee Health and Safety

Extract from Health and Safety Policies

DELTA remains committed to the following issues:

- Development, implementation, maintenance and continuous improvement of Health and Safety procedures at Work Management System
- Full compliance with the relevant national and European legislation on health and safety at work
- Prevention and permanent reduction of accidents at work and occupational diseases and continuous improvement of the working environment
- Protection of employees and third parties from occupational hazards
- Prevention and elimination of occupational hazards at source
- Development of responsible measures that the employees must take to protect themselves and their colleagues and for consolidation of safe working conduct
- Commitment of external partners to taking similar measures.

Ensuring Health and Safety of its employees is a daily concern for DELTA. The company’s commitment to health and safety at work is expressed through the policy it has developed and implemented in all production units and facilities.

We follow the OHSAS 18001 Standard for Health and Safety at Work.

Health and safety programs are formulated on an annual basis, according to the projections made in respect of every production facility and the results of health and safety indicators analysis. However, 2020 was an unprecedented year and the Company took measures from a very early stage in order to address the spread of the COVID-19 virus.

Investment in employee Health and Safety

DELTA’s investment in health and safety is an integral part of its commitment to its employees. The annual needs of every production facility, as well as headquarters, for health and safety are carefully evaluated, ranked and then implemented by the company.

Prevention and medical tests

Prevention is a key element of our philosophy regarding effective management and monitoring of Health and Safety issues. In this context, apart from legally required medical tests, we offer vaccination to our employees in production units, as well as preventive medical check-up.

In 2020, we allocated a total of 108,000 Euro for provision of medical care and preventive tests regarding our human resources.

Health and Safety issues are covered by the Rules of Procedure, attached to every employment agreement.

DELTA is in constant communication and consultation with the employees, cooperates with the competent Authorities and supervises and constantly updates the Written Occupational Risk Assessment. DELTA records and evaluates the risks, potentially generating needs (eg maintenance, tests, training, Certifications and measurements), as well as opportunities for improvement.

In addition, in order to properly manage the relevant issues, we place particular emphasis on the following factors:



Safety Technician and the Occupational Physician are present in every facility. Their ultimate objective is to prevent accidents in all workplaces and protect employees’ health.

In case a Health and Safety issue arises, a specific procedure is followed, aimed at taking corrective actions to resolve it and avoiding its recurrence in the future.

Health and Safety Management Procedure:











## Health and Safety Indicators Monitoring

DELTA closely monitors Health and Safety Indicators, as they represent the material footprint of the integrated actions implemented in this sector.

We remain closely and constantly engaged in maintaining high safety standards through the implementation of specific prevention programs and protection actions.

Health and Safety Indicators	2019			2020		
						
<b>Injuries</b>						
Number of injuries or accidents due to or during working	11	1	12	12	2	13
Injury Rate (IR)	6,5	3,1	6	7,6	3,5	7
<b>Leaves due to accidents</b>						
Lost Days Rate (LDR)	174,03	574,65	239,21	252,85	10,64	215,97
<b>General leaves</b>						
Absenteeism Rate (AR)	0,13	0,18	0,13	0,15	0,23	0,16
<b>Mortality</b>						
Number of deaths	0	0	0	0	0	0
<b>Occupational diseases</b>						
Number of occupational diseases	1	0	1	0	0	0

## Health and Safety Actions and Programs

Health and safety programs are formulated on an annual basis, according to the projections made in respect of every production facility and according to the results of the analysis of health and safety indicators. In addition, common vaccinations (anti-tetanus, etc.) continue, mainly for the employees in production units and technical service departments.

## Emphasis on Education

DELTA places special emphasis on Health and Safety training for the employees in all our production facilities, as we recognize that knowledge is our ally in prevention and protection.

Seminars on health and safety	2019	2020
Number of seminars	28	33
Employee participation	242	173
Total training man-hours	934	246

















We also perform and conduct:

- Regular general fire safety trainings, in theory and in practice. Such training sessions can be organized annually, especially in the production units, located close to forest areas, always at the beginning of the summer period regarding increased fire safety, ie during the spring months.
- Continuous training in first aid in the clinics of the production units. Our trained employees help address emergencies.
- Evacuation drills in our facilities with active participation of the evacuation team and the employees.

During the pandemic, we did everything that was necessary to inform our employees about managing actual or potential COVID-19 cases.

## Special brochures

Our production units have issued special brochures, informing the employees about serious Health and Safety issues, such as:

	<b>Eye protection</b>		<b>Hot work operations</b>
	<b>Prevention of musculoskeletal disorders</b>		<b>Noise protection</b>
	<b>Portable ladders (for safe use of escalator)</b>		<b>Fluids, Pressure, Flow, Temperature</b>
	<b>Safe floors</b>		<b>Liquefied nitrogen</b>
	<b>Evacuation</b>		<b>Chemical safety</b>
	<b>Mechanical hazard</b>		<b>Precautionary measures to deal with heatstroke</b>
	<b>Fire prevention, firefighting</b>		<b>Smoking cessation</b>
	<b>Electrical hazard</b>		<b>Seasonal Influenza</b>

## Voluntary Work

Our employees are part of the wider society and always come to assist those in need. We implement a number of voluntary donation actions and take part in the annual voluntary blood donation, thus demonstrating our awareness.

No voluntary blood donations were implemented in 2020, due to the COVID-19 pandemic.



## Responsible Policy for the Society





## 9. Responsible Policy for the Society

Proving its social sensitivity in practice, DELTA undertakes various actions supporting the society, education and sports. Our objective is to support and assist the society in which we operate, generating a positive social impact.

### DELTA Social Contribution



### Material issue: Social contribution

The year 2020 was unprecedented time for everyone. Under these new and difficult conditions, from the very beginning, DELTA implemented a series of measures in order to protect employees, drivers, partners, suppliers and the entire supply chain, operating on a daily basis, to ensure foods delivery to every family.

DELTA contributed to the national effort though:

- Providing two state-of-the-art portable negative pressure chambers for the Ministry of Health
- Providing the products to meet the increased needs created in institutions and social structures, regarding the children, the elderly and vulnerable groups faced with social isolation,
- Being one of the first to support #menoumespiti initiative through a holistic campaign conveying an optimistic message

The aforementioned actions are analytically recorded in Section 6.

### Education and Sports

1. In the context of training for proper-balanced diet and responsible consumption, DELTA Nutritional Advisory Center made, at the beginning of 2020, presentations of the educational fairy tales “Journey to Breakfast-Land” and “Journey to Food-Land” to 602 young children, 4-6 years, while student visits to the Sindos factory continued. Of course, with the beginning of the pandemic and the restrictive measures imposed, this activity stopped.

The “Journey to Breakfast-Land” aims at to highlight the value of a healthy and balanced breakfast, while the “Journey to Food-land”, first performed in 2018, emphasizes the significance of food economy and zero food waste, promotes recycling and protection of the environment. This program received 3 awards in 2020: Responsible Entrepreneurship, Corporate Affairs of the Hellenic Management Association (EED) and Environment.



2. The company also supported the students of Erasmeio School in the training project People's Society, for their participation in the Virtual Business competition of SEN.
3. In the context of supporting young scientists, as well as connecting academics with labour market, in 2020, DELTA provided the possibility of internships for 12 senior students. In addition, its expert scientists participate in conferences and guide students in their projects.
4. In the context of Corporate Responsibility actions, the company trained and informed employees on issues of Corporate Responsibility, Food Waste and Recycling.







5. Milko “makes real” the new St. Barbara Basketball Court. DELTA’s Milko, even in the most adverse conditions, supports sports and with its head held high, handed over in the fall of 2020 the completely reconstructed St. Barbara’s Basketball Court to the children of the area (Autumn 2020). After the reconstruction, the stadium really came to life, giving young people the opportunity to play safely, to dream and to believe in their potential and their dreams.

### Voluntary work

In September 2020, the DELTA Solidarity team carried out a voluntary action collecting school supplies at Agios Stephanos and Kifissia facilities. Our goal was to offer 100 school bags, full of pencil cases, notebooks and stationery, to children who need them and are supported by the “Together for the Child” Association. The scope was to help the children return back to school with joy and optimism. For this purpose, the Company delivered 100 school bags and 500 notebooks, while the DELTA Solidarity team, collected a total of 1,200 pieces of school supplies.



## Material issue: Reduction of Food Waste

Food waste is an issue of great significance - both at European and National level and affects our society and the environment.

Reducing food waste is our priority and corporate objective. So, we make sure that the products, nearing expiry, stocked in the warehouses, are offered free of charge to vulnerable social groups, through reliable institutions.

Therefore, we collaborate with organizations such as the Food Bank, Boroume (food donation), Municipalities and other social structures that support families and children.

At the same time, DELTA Nutritional Advisory Center implements educational programs for young children and our employees, aiming to raise their awareness on issues of food waste.



### DELTA participates in the «Alliance for the Reduction of Food Waste»

With a view to the future and with the aim of sustainable development, DELTA joins in the coordinated action of the state, market and society and participates voluntarily in the “Alliance for the Reduction of Food Waste”.

The “Alliance” is under the auspices of the Ministry of Environment and Energy and aims at developing synergies between public authorities, professional bodies, food & catering companies from all stages of the supply chain, civil society organizations and bodies of the academic & research community. The main priority of the Alliance is to inform and raise public awareness about the extent and effects of food waste, but also to highlight best practices and take action to reduce food waste in Greece.



## Responsible Policy for the Environment



# 10. Responsible Policy for the Environment

DELTA fully recognizes its duty to protect the environment and has adopted and implemented an Environmental Policy based on the precautionary principle. In order to effectively reduce our environmental footprint, decrease greenhouse gas emissions and ensure the optimal waste management, we develop and implement a variety of actions.

All our employees are committed to sound implementation of environmental policy and are constantly informed about the most significant issues by the managers of our facilities, so that all kinds of negative impact on the environment could be prevented.

The Managers of the production units are responsible for harmonization of the respective unit with the environmental legislation and the approved environmental conditions. In particular, they are to ensure as follows:

- Sound electricity, fuel and water management
- Operation of wastewater treatment plants
- Correct recycling in all areas of production facilities
- Proper disposal of all types of waste
- Correct measurements
- Keeping data and records
- Provision of comprehensive reports to the competent environmental authorities and institutions
- Management of the environmental budget and supervision of improvement and energy and water saving projects, deemed necessary to implement.

## Initiatives and Actions for the Protection of the environment

DELTA undertakes significant initiatives aimed at ensuring efficient use of energy and water resources, proper use of chemical substances, but also makes continuous efforts to minimize the environmental impact of its operations. In doing so, it does not only demonstrate its commitment to care and protection of the natural environment, but also remains faithful to its objective, that of achieving sustainable development.

## Additional Environmental Actions

We are undertaking further initiatives to reduce electricity, thermal energy and water consumption and implement the following actions:



### Initiatives to reduce electricity and thermal energy

- Application of monitoring and data transfer systems (Scada) to ensure direct collection of electricity consumption data and their evaluation, in relation to the production volume, in order to avoid unpredictable loads (peak).
- Optimization of combustion with regular adjustments and maintenance of boiler burners.
- Rationalization of thermal demand from production, in order to minimize the use of spare boilers.
- Expansion of closed steam condensate collection circuits to save thermal energy and water.



### Initiatives to reduce water consumption

- Generalized use of closed steam condensate collection circuits, with the aim of saving water and thermal energy.
- Continuous effort to raise awareness of all employees to minimize unnecessary water consumption.

We take due care to decrease the environmental impact of our offices by recycling paper, other packaging materials and batteries. Guidelines are in place on how to limit printing (reducing paper and ink) and reduce power consumption (shutting down electrical appliances and air conditioners).



### Total expenses for the protection of the environment (in euro)

	2019	2020
Monitoring environmental parameters	8.401	8.420
New environmental projects and equipment maintenance for the protection of the environment	25.789	38.591
Waste management to properly licensed contractors	268.261	352.857
Department of environment and cost of certifications	340.370	505.903
Total	624.821	905.771

## Material issue: Reduction of Greenhouse Gas Emissions, Liquid Outputs and Waste

We systematically monitor and record significant environmental performance indicators in order to improve our environmental performance.

### Responsible Waste Management

Proper waste management is our regular practice and we are trying to do the best we can to minimize burdening the natural environment.

As far as liquid waste is concerned, our production units apply physicochemical and biological treatment, purifying the water part, as provided for its disposal.

Residual sludge produced by the waste treatment is channeled to specialized external partners for further treatment.

Specifically, liquid waste arising from draining of yogurt (whey) is treated separately, based on the regulations governing the animal by-products and is immediately forwarded to properly licensed partners, as provided by law.

Other waste is also disposed to licensed associates, exactly as provided by the legislation and the approved environmental conditions of every production unit.





## Non-hazardous waste management per method

### Total quantities in Kg

	2019	2020
Mud disposal in landfill / KEL	4.700.280	9.820.000*
Recycling	551.551	578.830
Sorting	607.395	645.060
Waste to landfill	101.230	163.920
Mud for proper management to a licensed partner	1.291.390	1.129.510

\* Substantial increase in sludge is due to the change in the way milk waste is treated, as fully processed since 2020.



## Liquid waste management per method

### Total quantities in m³

	2019	2020
Liquid waste after treatment in biological treatment and final disposal in the environment	190.000	479.000
Liquid waste after treatment to industrial area	250.000	261.000
Liquid waste to EYDAP network	300.000	48.000
Liquid waste to industrial area (raw)	100.000	111.000



## Hazardous waste management

### Total rate

	2019	2020
Recycling	81%	88%
Disposal to licensed administrators	19%	12%

## Responsible Transportation and Distribution

Transportation is essential to the nature of our business, as our products reach every corner of Greece, along 15,000 routes a year to 72 destinations. The make tremendous efforts to reduce the gaseous pollutants related to products distribution, mainly replacing the Company's fleet with new type of diesel cars (low pollutants), in order to further reduce our environmental footprint.

Our fleet mostly consists of privately owned vehicles and vehicles belonging to our exclusive partners, i.e. mainly refrigeration trucks and milk collection tanks. We also use specific vehicles for various tasks (road assistance, snowplow, etc.).

DELTA monitors and records the emissions of our privately owned vehicles arising from transportation of raw materials and distribution of our end products. We constantly invest in telematics technology, through which we record complete reports and historical data on the movement, the route, the storage temperature and the operation of the vehicle round the clock in order to secure best transportation conditions for our products.

These systems allow us to improve the services we render, reduce operating costs from fuel consumption and our impact on the environment. Moreover, we can optimize route scheduling, with more efficient use of vehicles and better planning of preventive maintenance.

We also periodically train our employees in the best driving practices. Driving behaviour is evaluated on monthly basis through the telematics system, aiming at a safer and more cost-effective driving.

## Responsible Energy Consumption

Location	Electric energy consumption (MWh)		Specific electric energy consumption (KWh/tn product)	
	2019	2020	2019	2020
Agios Stefanos & Tavros	30.150	22.801	422	340
Sindos	11.334	11.730	156	147
Lamia	4.503	4.715	228	224
Milk Zone	584	608	The Milk Zone is not included as there is no production process.	

Location	Thermal energy consumption (MWh)		Specific thermal energy consumption (KWh/tn product)	
	2019	2020	2019	2020
Agios Stefanos & Tavros	37.716	31.299	528	467
Sindos	24.721	26.132	341	328
Lamia	5.910	7.588	299	360
Milk Zone	1.103	755	The Milk Zone is not included as there is no production process.	

## Greenhouse Gas Emissions

Location	Direct emissions CO <sub>2</sub> (tn)		Specific direct emissions CO <sub>2</sub> (tn CO <sub>2</sub> /tn product)	
	2019	2020	2019	2020
Agios Stefanos & Tavros	6.414	5.621	0,09	0,084
Sindos	4.944	4.659	0,068	0,059
Lamia	1.285	1.640	0,065	0,077
Milk Zone	333	210	The Milk Zone is not included as there is no production process.	

Location	Direct emissions NOx (kg)		Specific direct emissions NOx (kg NOx/tn product)	
	2019	2020	2019	2020
<b>Agios Stefanos &amp; Tavros</b>	4.573	4.008	0,06	0,048
<b>Sindos</b>	3.470	3.322	0,048	0,042
<b>Lamia</b>	1.063	1.364	0,054	0,064
<b>Milk Zone</b>	430	272	The Milk Zone is not included as there is no production process.	

Location	Direct emissions VOCs (kg)		Specific direct emissions VOCs (kg VOCs/tn product)	
	2019	2020	2019	2020
<b>Agios Stefanos &amp; Tavros</b>	343	301	0,005	0,004
<b>Sindos</b>	191	249	0,003	0,003
<b>Lamia</b>	46	59	0,002	0,002
<b>Milk Zone</b>	77	49	The Milk Zone is not included as there is no production process.	

### Water consumption (m³)

Location	2019	2020
<b>Agios Stefanos &amp; Tavros</b>	572.835	571.187
<b>Sindos</b>	382.940	413.916
<b>Lamia</b>	128.467	138.340
<b>Milk Zone</b>	42.470	37.267



### Synergies and reduction of environmental footprint arising from relocation of milk production lines from Tavros to Agios Stephanos facility.

The environmental interest synergy presents significant benefits in 2020 compared to 2019, as presented below.

**Improvement**

14% in water consumption  
(quantity of water / quantity of end product)

24% in electricity consumption  
(MWh.el / quantity of end product)

17% in fuel consumption  
(MWh.ther / quantity of end product)

22% reduction of transportation fuel  
(from intercompany transportations and kilometers of provincial routes)

### Material issue: More environmentally friendly packaging and contribution to recycling

Our main priority is to continuously reduce the environmental impact of our products. To achieve this goal, we use the smallest possible amount of packaging materials, especially plastic, always ensuring the quality and safety of the product, and thus reducing both the volume and weight of these materials. Accordingly, we increase the percentage of recycled materials used in packaging, give priority to the use of paper packaging by FSC certified suppliers and use mostly recyclable materials.

Our Packaging Development Department was established in 1995. It manages all our production units, each of which uses different materials, cooperates with different suppliers and has different equipment and requirements. The responsibilities and objectives of the Department include:

- ✔ Design and development of packaging and post-packaging for new and existing products, according to the technical characteristics of every unit, marketing requirements, our harmonization with applicable laws and trends, as well as product characteristics
- ✔ Continuous monitoring of the effective legislation and trends in the packaging sector
- ✔ Continuous updating and monitoring alternative waste management systems, as well as new trends in recycling
- ✔ Calculation of our annual contribution to the recycling costs
- ✔ Research and design of new packaging development projects
- ✔ Selection of appropriate equipment based on maximum productivity, minimum cost and excellent quality of our products
- ✔ Organization of the facilities timetables, in collaboration with the respective production unit



The Department undertakes a lot of projects related to on-going reduction of plastic packaging, use of better recyclable plastic bottles, development of yogurt cups with a special filter to protect phytosterols, etc.


The following projects were implemented in 2020

- **Small Family Farms Milk 1L & 1,5L**
  - New practical design of transparent packaging with special protection barrier and increased mechanical properties (safety when managed by the supply chain & product safety).
  - Use of innovative design cap, which offers greater ‘protection’ due to low permeability of aluminum to oxygen and light. In addition, it acts as an inert barrier against odors from the environment, blocking the loss but mainly the entry of odors into the package and thus maintains the ‘freshness’ of the product (improving the image & safety of the product).
  - Use of clear PET preforms with a recycled rate of up to 35% (strengthening of circular economy, protection of the environment, environmental legislation proactivity)
- **Small Family Farm Yogurt**
  - Design upgrade of the cup with the addition of ribs (Increased resistance to pressure, safety when managed by the supply chain).
  - Switch from White to Transparent cup with special protection sleeve (Visibility along with product safety).
- **Complet Yogurt Series**
  - New oval container designed exclusively for this series (design exclusivity & better grip on the consumer)
  - Sleeve with high analysis printing (improved product image)
- **Yogurt Container 500gr**
  - New weight (increase in the range of packages)
  - Use of a new container that follows the traditional style of 1kg packaging (enhancing the family effect on the shelf)
  - Paper transfer design (security when managed by the supply chain)
- **Tou Topou Mas Milk Series 1L & 1,5L**
  - New practical design of transparent packaging with special protection barrier and increased mechanical properties (safety when managed by the supply chain & product safety).
  - Use of high waterproofing cap and better grip (improvement of image & safety of the product).
  - Ability to Use clear PET preforms with a recycled rate of up to 35% (strengthening the circular economy, environmental protection, environmental legislation proactivity)
- **Mymmilk TETRAPAK Long Life Milk 1L & 1.5L**
  - Transition to more practical and highly aesthetic Tetra Edge 1L & 1.5L cartons that respect forests as they are produced from FSC certified paper (product image improvement & environmental protection)
  - Design of new transport cartons (security in supply chain management)
- **Fresh Milk in Paper Packaging**
  - Packaging line automation by eliminating the use of plastic baskets (production process improvement and transport flexibility-logistics improvement)
  - Completion of development for extended use of rPET in all our facilities (strengthening of circular economy, protection of the environment, environmental legislation proactivity)

Following all the aforementioned actions and as a result of our constant efforts, we have managed to create more environmentally friendly packaging for our products. Our commitment is to continue - and given the new legislation on disposable plastics - to constantly strive to improve packaging materials.

Product Packaging that respect the Environment

DELTA acts environmentally responsible, looking for and choosing environmentally friendly packaging for its products. In this context, DELTA also uses packaging from recycled materials, especially in paper packaging.

 Packaging Material	Total quantities (kg)	
	2019	2020
Paper / cardboard	1.672.766	1.656.930
Paper packaging of liquids	2.729.090	2.539.270
Plastic packaging	2.538.767	2.732.240
Aluminum	39.506	38.310
Iron	947.861	652.740
Total	7.927.990	7.619.490

Responsible Promotion of Recycling

It is through our financial contributions that we support the recycling infrastructure in our country, in collaboration with the Hellenic Recovery Recycling Corporation (HRRC). From the beginning of this cooperation, until today, the total amount of our financial contributions corresponds to **acquisition of 85,725 blue bins or 156 recycling trucks** or the construction and equipment of 2 regular / large size Sorting Centers!

In 2020, the total amount of financial contributions we made to HRRC for collection and utilization of our products packaging sold in the Greek market, corresponds to the purchase cost of **3,685 blue bins or 7 recycling trucks**.



## Our Subsidiary

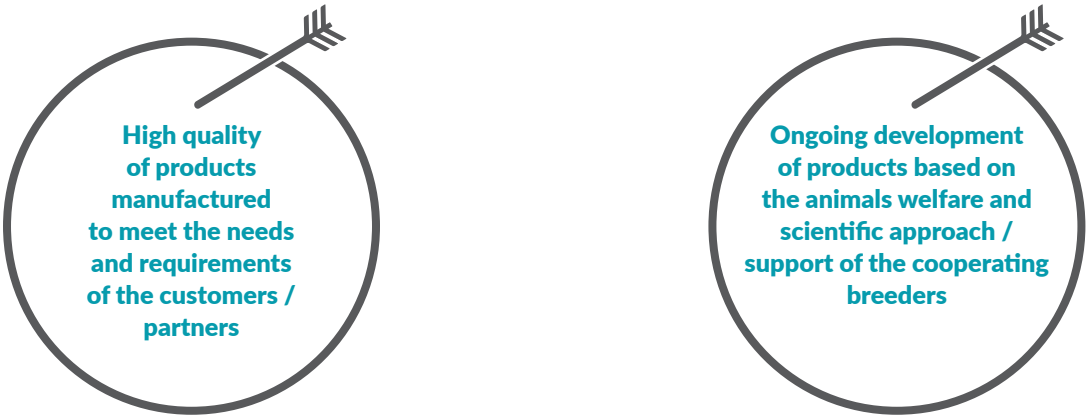




# 11. Our Subsidiary - EUROTROFES S.A.

The company EUROTROFES S.A. or EUROFEED, has been a 100% subsidiary of DELTA Group since 1988. It is domiciled in Schimatari, Viotia. Its main objective is to serve the network of cooperating milk producers.

## Strategic objectives



EUROFEED mainly operates in production of complex complementary animal feed, mostly intended for ruminants. The Company also trades raw materials and feed additives (vitamins, trace elements, prebiotics, etc.) that promote health, growth, fertility and performance of dairy animals.

DELTA breeders represent the highest percentage of of EUROFEED products recipients, they are not EUROFEED exclusive clients, since the company also distributes feed mixtures and feed additives to other breeders, mainly to be used for ruminants. There is close cooperation between the Company and all component of the DELTA milk zone, with a constant exchange of information and know-how.

## Philosophy and strategic objectives

Production of reliable animal feed, which guarantees animals welfare, is a key part of EUROFEED philosophy. The feed mixtures are well-balances of fixed composition and quality, and the strictest standards are observed under the feed preparation – both regarding raw materials and production methods.

### Responsible Policy to prevent Genetically Modified Organisms

EUROFEED has been implementing a strict non-GMO policy since 2007. It has undertaken the obligation to channel to the market only products that are not manufactured, do not include or arise from genetically modified raw materials, in accordance with the legislation provided in Directive 2001/18 / EC and Regulations 1829/2003, 1830/2003 of the European Union (EU). To this end, the Company implements a certified system for the exclusive production and management of non-genetically modified (non-GMO) soy flour, maize and animal feed.

The system makes provisions for a strict control plan regarding every quantity of raw materials prior to their delivery to the Company. Apart from analyzing the suppliers certificates and their performance to detect genetic modification, the Company also analyzes the immediate result, while specialized tests are conducted in an accredited molecular biology laboratory. EUROFEED ensures that strict procedures are observed and best practices are implemented during the production and feed distribution stages, in order to avoid any accidental contamination. The system applied to ensure non-genetically modified feed is in compliance with DELTA non-GMO standard and is annually certified by an independent certification institution.

### Responsible Organic Feed Production Policy

The Company started preparing organic compound complementary animal feeds in 2019, certified by the certification institution of organic products DIO, INSPECTION AND CERTIFICATION ORGANIZATION OF ORGANIC PRODUCTS. The organic feed is intended for the DELTA network of organic milk suppliers and other organic farms breeders.

### GAIA Action Plan

EUROFEED feed production unit is the main pillar of the DELTA GAIA Action Plan. participates in the actions, making a significant contribution to training and technical support of breeders-producers, is informed about the results of the performed studies and participates in the working groups with the Agricultural University. EUROFEED executives deliver educational speeches at the workshops organized under the GAIA Action Plan, on animal nutrition issues and often host educational visits of students at the Company’s premises. They also support breeders, offering the necessary know-how and guidance on proper nutrition and balanced diet training.

### EUROFEED products


In the context of manufacturing high quality products, EUROFEED has set specific objective regarding the feed composition:

- Ensuring energy-protein balance
- Ensuring the right calcium/phosphorus ratio
- Use of Vitamins-trace elements with a fixed composition, aiming at well-being, good fertility, as well as ensuring a fixed milk production
- Use of organic trace elements (maximization of assimilation by animals)

The food mixtures are prepared using excellent quality raw materials, such as cereals (corn, wheat, barley) and protein seeds of oilseeds, such as soy, oilseed rape and sunflower.

### EUROFEED human capital

EUROFEED people are the key factor in its success and development. They acquire the appropriate knowledge through education and training programs and remain at the forefront of their professional developments.

Total Headcount per gender				
	2019		2020	
	Men	Women	Men	Women
Employees	20	3	20	3
Total	23		23	

### Employee allocation per age

	2019			2020		
	<30	30-50	>50	<30	30-50	>50
<b>Men</b>	0	12	8	0	12	8
<b>Women</b>	0	0	3	0	0	3
<b>Total</b>		23			23	

### Employee allocation per position / Hierarchy ranks per gender

Ranks	2019			2020		
	Men	Women	Total	Men	Women	Total
<b>Senior Executives</b>	0	0	0	0	0	0
<b>Other Executives and Department Managers</b>	2	0	2	2	0	2
<b>Administrative staff</b>	1	2	3	1	2	3
<b>Foremen and workmen</b>	17	1	18	17	1	18
<b>Total</b>	20	3	23	20	3	23

### Employee allocation per position / Hierarchy ranks per gender

Ranks	2019				2020			
	<30	30-50	>50	Total	<30	30-50	>50	Total
<b>Senior Executives</b>	0	0	0	0	0	0	0	0
<b>Other Executives and Department Managers</b>	0	1	1	2	0	1	1	2
<b>Administrative staff</b>	0	1	2	3	0	1	2	3
<b>Foremen and workmen</b>	0	10	8	18	0	10	8	18
<b>Total</b>	0	12	11	23	0	12	11	23

### Employee allocation per working category and gender

	2019			2020		
	Men	Women	Total	Men	Women	Total
<b>Full time</b>	4	2	6	4	2	6
<b>Part time</b>	16	1	17	16	1	17
<b>Total</b>	20	3	23	20	3	23

EUROFEED has no seasonal employees.

## Occupational Health and Safety

EUROFEED's main concern is to improve working conditions, provide information and training to its employees, aiming at prevention of accidents and avoidance of occupational risks and protection of occupational. The Safety Technician and the Occupational Physician, who are on alert and in constant communication with the employees are the key figures regarding Health and Safety. The company constantly invests in equipment, procedures and materials, in order to minimize the risk of accidents.



### Expenses categories for Health and Safety (€)

	2019	2020
Means of personal protection	580	1.280
Fire safety (maintenance / upgrade of fire protection equipment)	500	695
Medical service and health monitoring	1.500	1.440
Consultant services	500	
Safety upgrading projects	3.000	17.850
Space cleaning works	1.150	4.500
<b>Total</b>	<b>7.230</b>	<b>25.765</b>

Health and Safety Indicators	2019			2020		
	Men	Women	Total	Men	Women	Total
<b>Injuries</b>						
<b>Number of injuries or accidents due to or during working</b>	0	0	0	1	0	1
<b>Injury Rate (IR)</b>	0	0	0	29,8	0	26,4
<b>Leaves due to accidents*</b>						
<b>Lost Days Rate (LDR)</b>	0	0	0	3.006,22	0.00	3.006,22
<b>General leaves</b>						
<b>Absenteeism Rate (AR)</b>	0,12	0,15	0,12	0,15	0,11	0,14
<b>Mortality</b>						
<b>Number of deaths</b>	0	0	0	0	0	0
<b>Occupational diseases</b>						
<b>Number of occupational diseases</b>	0	0	0	0	0	0

\* The accident rate appears so high, because 1 injury has led to many days of employee absence (101 days of absence)



EUROFEED Environmental Responsibility

EUROFEED fully implements DELTA's environmental policy, as well as the current regulatory framework for environmental protection. In this context, the Company takes measures to minimize its environmental footprint and aims to continuously improve its environmental performance. The Company's main objectives, regarding the protection of the environment, are as follows:

- Optimal use of resources
- Pollution prevention
- Proper waste management

The employees' support and participation is crucial to environmental protection. Recognizing the contribution of the human factor, EUROFEED has developed strict procedures to be followed by its employees and systematically provides information and trains its human resources on these issues.

Responsible Waste Management and Greenhouse Gas Emissions

No liquid and solid waste arise from EUROFEED production procedure. The majority of waste consists of packaging materials (paper bags, plastic bags, scrap bags and disposable packaging pallets), managed by a licensed company (collection, sorting, processing). The Company has also signed a contract with the Hellenic Recovery Recycling Corporation (HRRC), regarding the alternative packaging management.

EUROFEED records the greenhouse gas emissions arising from its operation, as presented in the table below.

Energy consumption	2019	2020
Electric energy consumption (MWh)	612	720
Specific electric energy consumption (KWh/tn product)	36	42

Emissions CO <sub>2</sub>	2019	2020
Direct emissions CO <sub>2</sub> (tn)	510	451
Specific direct emissions CO <sub>2</sub> /tn product	33,8	29

Water Consumption	2019	2020
Water from the water supply network	4.150	3.425

Nitrogen oxides	2019	2020
Direct emissions NOx (kg)	658	582
Direct emissions VOCs (kg)	123	97
Specific direct emissions Nox (kg/tn product)	0,042	0,037
Specific direct emissions VOCs (kg/tn product)	0,008	0,006

Packaging Materials

EUROFEED uses mostly paper packaging materials (46% of the total), which are environmentally friendly.

 Packaging Material	Total quantities (kg)	
	2019	2020
Paper packaging	5.245	5.800
Plastic packaging	3.300	6.500
Other packaging	3.925	4.500
Total	12.470	16.800

Research and Development of New Products

EUROFEED constantly invests in research and development of new products. It develops milk production mixtures, always aiming at increasing the yield and promoting animal welfare. EUROFEED communicates with milk producers on an on-going basis and records their needs and the special nutritional features of their animals. The company performs research on the best possible nutritional support, based on the respective needs, depending on various parameters, such as the animal breed, the current stage of reproduction and development, the available feed, performance-target etc. New feed mixtures are constantly developed in order to meet the specific needs of breeding.

The quality of feed mixtures is achieved through strict and systematic laboratory tests, animal welfare and production of contaminants free milk.

Quality assurance

Production of high quality feed is EUROFEED primary objective. The company implements ELOT EN ISO 22000 / HACCP quality management system and ensures full compliance with the standards and regulations regarding the quality and safety of feed, in accordance with Greek and European Legislation. EUROFEED sets additional internal standards and manages to manufacture excellent quality products of high biological value, applying the following:

- Establishment of stable partnerships with reliable suppliers and compliance with strict specifications
- Identification and assessment of risks associated with feed production, identification of critical points and implementation of appropriate control measures for product safety
- Implementation of a strict control plan, both in raw materials and in end products
- Well-equipped modern analysis laboratory
- Cooperation with accredited external laboratories, performing specialized analyzes
- Carrying out inspections (internal and of suppliers)
- On-going staff training
- Constant contact with supervisory authorities and services, ensuring constant update of information on changes in legislation

# Future Goals



12.

## 12. Future Goals

Every year, in the context of designing a more general substantive strategy, DELTA sets goals based on the pillars of Corporate Responsibility. We monitor the previous year goals and evaluate our actions related to sustainable development.

### GOALS WE ACHIEVED IN 2020

We have achieved the goals set for 2020 in Quality / Innovation, Environment, Society, Corporate Responsibility With through dedication and teamwork.

Goals 2020	Achievement in 2020
Quality/innovation	
Launching organic and goat milk categories through high heat treatment milk	Achieved
Launching protein-enriched milk product	Achieved
Expanding the category of plant based drinks with new launches of organic almond and chocolate plant based drink, entrance in plant based desserts category.	Achieved xcept organic almond
Launching traditional Ariani / Kefir drink products	Achieved
Reconstituting wider portfolio of DELTA yogurts, brand image and dynamic development through innovative launches	Achieved
Launching the organic product category with the DELTA Advance Bio baby series from 100% Greek milk, which is the first to introduce DELTA to the organic yogurt and milk category, offering baby products adapted to the needs of consumers, for healthier and no added sugars baby and infant nutrition	Achieved Successful introduction and consolidation of DELTA in the organic product category that has won the trust of mothers
Extensive relaunch of the Life Tsai series, upgrading the image of the LIFE brand and increasing profitability in the category, further enhancing the product offering.	Achieved Relaunching the Life Tsai series upgraded the image of the LIFE brand and increased the profitability in the category, further strengthening the product offering and consolidating Life Tsai as the second best brand in the category.
Creating a separate line of products using innovative production techniques and raw materials at the leading edge of progress in iced tea market.	Achieved
Launching a new line series for particular health claims.	Achieved
360-degree communication regarding the new products launched by DELTA and Life Tsai.	Achieved
Entering the BIO market in the context of strengthening the concept of quality and natural flavor of Life fresh juice.	Achieved
Strengthening the relaunch of 2019 with ATL and BTL actions.	Achieved
Enhancing the relaunch of 2019 with ATL and BTL actions promoting sports and inspiring young people to keep trying to make their dreams come true.	Achieved



Goals 2020	Achievement in 2020
<b>Environment/society</b>	
MILKO Renovating basketball grounds to promote sports, in the context of CSR portfolio of the brand.	<b>Achieved</b> Very successful reconstruction of the basketball ground in Ag. Varvara with the contribution of Giannis Antetokounmpo. It was handed over to the children in June 2020, while another reconstruction of the basketball ground in the area of Zografou started after public voting, through the big Milko Hood Makeover competition. The new basketball ground will be delivered in 2021. Change from Milko 450ml paper to a slim package, which is 100% environmentally friendly using paper from trees grown for this purpose, under FSC certification. Packaging can be folded and save a lot of waste volume.
<b>Corporate responsibility</b>	
Further enhancing vigilance and sensitivity of the Company and the employees, in personal data protection regarding the employees themselves and anyone, addressing the Company for various reasons.	<b>Achieved</b>
Raising further awareness and in taking actions in relation to food waste.	<b>Achieved</b>

## GOALS SET FOR 2021

We have set the following goals in Quality / Innovation, Environment, Society, Corporate Responsibility for 2021.

<b>Quality/innovation</b>	
MILK	<ul style="list-style-type: none"> <li>• Relaunching Small Family Farms products and introduction in the categories of fresh organic and fresh goat's milk</li> <li>• Expanding plant based drinks and desserts category through introducing new products</li> <li>• Expanding μμmilk category through introducing new functional milk codes</li> <li>• Launching chocolate milk with rich taste under Tou Topou Mas brand</li> </ul>
INFANT/ BABY	<ul style="list-style-type: none"> <li>• Strengthening the category of infant yogurt with targeted product proposals from No.1 series of DELTA Smart infant yogurt.</li> <li>• Relaunching www.deltamoms.gr in collaboration with Stamatina Tsimitsili who joins her voice with DELTA in this call to the new moms, encouraging them to become members of an online community. This community promotes child care, supports moms and children and stands by those bringing children up without the support of a partner. DELTA actively supports single-parent families with every registration in the deltamoms club, in collaboration with the Association "Together for the Child".</li> </ul>
YOGURT	<ul style="list-style-type: none"> <li>• Launching the traditional yogurts category. Support for new launches, expanding our consumer base. Expanding the lines series that have dynamic (vitaline go protein). Improving product recipes or liens to bring added value (removal of sugars from vitaline).</li> </ul>
LIFE JUICE	<ul style="list-style-type: none"> <li>• Entering a new market through the Life Smoothies series. Following the international trends of wellbeing and healthy lifestyle, Life launches the category bringing to the market what is closest to real fruit. The launch aims at strengthening the brand, as well as gaining a leading role in the category of great potential for growth.</li> <li>• Relaunch of the Long Life series in order to upgrade the LIFE brand.</li> <li>• Enriching the Life Organic Harvest series with the ultimate goal of strengthening the concept of quality and natural flavor of Life natural juice.</li> <li>• Enriching the Life Tsai Half &amp; Half series, which has been embraced and loved by the public, always guided by the needs of the market.</li> </ul>
MILKO	<ul style="list-style-type: none"> <li>• Further research of innovative launches, always following the international trends (less sugar, more protein, energy) in order to expand the product range of the brand.</li> </ul>
<b>Environment/society</b>	
	<ul style="list-style-type: none"> <li>• Change to environmentally friendly packaging from recycled plastic rPET up to 35%.</li> <li>• Conversion of the program «Travel to Breakfast-Land» into online form to facilitate easy implementation in remote domestic areas</li> <li>• Intensifying support of the elderly</li> </ul>
<b>Corporate Responsibility</b>	
	<ul style="list-style-type: none"> <li>• Corporate Responsibility Milko will continue reconstructing sport grounds, thus promoting supporting sports for young people in the context of CSR portfolio of the brand.</li> <li>• DELTA participation in CSR Hellas</li> <li>• CRI Pass Certified by the Institute of Corporate Responsibility</li> <li>• More actions against Food Waste</li> </ul>

# GRI Content Index

This is the fifth Corporate Responsivity Report covering the actions undertaken by DELTA in 2020. The Center for Sustainability and Excellence (CSE) assessed the Report in compliance with GRI STANDARDS, and verifies that the compliance level is “in accordance Core”.

## GRI Content Index

Gri Standards	Description	Reference
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Organization's Profile		
GRI 102-1	Name of the organization	DELTA Foods S.A.
GRI 102-2	Activities, brands, products, and services	p.p. 9-11
GRI 102-3	Location of headquarters	p.p. 12
GRI 102-4	Location of operations	p.p. 13
GRI 102-5	Ownership and legal form	Societe Anonym
GRI 102-6	Markets served	p.p. 13
GRI 102-7	Scale of the organization	p.p. 22, 57, 69 EUROFEED S.A. p.100
GRI 102-8	Information on employees per category, gender, age, region and other diversification indices	p.p. 69-70
GRI 102-9	Supply chain	p.p. 55
GRI 102-10	Significant changes to the organization and its supply chain	Relocation of milk production from the Tavros facility to the Agios Stephanos facility.
GRI 102-11	Precautionary Principle or approach	p.p. 20-21, 56, 59
GRI 102-12	Externally-developed sustainable development initiatives to which the organization subscribes	p.p. 47-49, 82-85
GRI 102-13	Memberships of industry or other associations	p.p. 23
Strategy		
GRI 102-14	Statement from senior decision-maker	p.p. 4
Ethics and integrity		
GRI 102-16	Values, principles, standards, and policies regarding sustainable development	p.p. 8, 16

Gri Standards	Description	Reference
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Stakeholder engagement		
GRI 102-40	List of stakeholder groups	p.p. 29-31
GRI 102-41	Percentage of total employees covered by collective bargaining agreements	p.p. 70
GRI 102-42	Identifying and selecting stakeholders	p.p. 28
GRI 102-43	Approach to stakeholder engagement	p.p. 29-31
GRI 102-44	Key topics and concerns that have been raised through stakeholder engagement	p.p. 29-31
Reporting practice		
GRI 102-45	Entities included in the consolidated financial statements	p.p. 22
GRI 102-46	Defining report content and topic boundaries	p.p. 5, 37
GRI 102-47	List of material topics	p.p. 36
GRI 102-48	Restatements of information	No significant restatements of information were made versus prior editions
GRI 102-49	Changes in reporting	No significant restatements of information were made versus prior editions
GRI 102-50	Reporting period	1.1.2020 – 31.12.2020
GRI 102-51	Date of most recent report	1.1.2019 – 31.12.2019
GRI 102-52	Reporting cycle	Annual
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GRI 102-54	Claims of reporting in accordance with the GRI Standards	p.p. 5, 108
GRI 102-55	GRI content index	p.p. 109-112
GRI 102-56	External assurance	No external assurance regarding the Report
Specific Disclosures		
Environment		
Emissions, effluents and waste		
GRI 305	Emissions	
GRI 103	Management Approach	p.p. 88-89
GRI 305-1	Direct (Scope 1) GHG emissions	p.p. 91-92 EUROFEED S.A. p.102
GRI 305-2	Energy indirect (Scope 2) GHG emissions	p.p. 91-92 EUROFEED S.A. p.102
GRI 305-5	Reduction of GHG emissions	p.p. 91-92 EUROFEED S.A. p.102



Gri Standards	Description	Reference
<b>GRI 306</b>	Waste Management	
<b>GRI 103</b>	Management Approach	p. 89
<b>GRI 306-2</b>	Waste by type and disposal method	p. 90 EUROFEED S.A. p.103
<b>Employees – Society</b>		
<b>GRI 401</b>	Employment	
<b>GRI 103</b>	Management Approach	p. 74
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<b>GRI 403-1</b>	Occupational health and safety management system	p. 76
<b>GRI 403-2</b>	Hazard identification, risk assessment, and incident investigation	p. 77
<b>GRI 403-3</b>	Occupational health services	p. 77 EUROFEED p. 101
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<b>GRI 403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 79
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<b>GRI 404</b>	Training and Education	
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<b>GRI 413</b>	Local Communities	
<b>GRI 103</b>	Management Approach	p. 82
<b>GRI 413-1</b>	Operations with local community engagement, impact assessments, and development programs	p.p. 82-85
<b>GRI 417</b>	Marketing and Labeling	
<b>GRI 103</b>	Management Approach	p. 60
<b>GRI 417-1</b>	Requirements for product and service information and labeling	p. 60

Certifications and quality assurance, non-GMO policy	Description	Reference
<b>GRI 418</b>	Customer Privacy	
<b>GRI 103</b>	Management Approach	p. 59
<b>GRI 418-1</b>	Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 59
<b>Non-GRI</b>	Food safety, quality and high nutritional value	
<b>GRI 103</b>	Management Approach	p. 52
<b>Non-GRI</b>	New products development and innovations	
<b>GRI 103</b>	Management Approach	p. 53
<b>Non-GRI</b>	Environmentally friendlier packaging and recycling aid	
<b>GRI 103</b>	Management Approach	p. 93
<b>Non-GRI</b>	Support for primary sector	
<b>GRI 103</b>	Management Approach	p. 61
<b>Non-GRI</b>	Certifications and quality assurance, non-GMO policy	
<b>GRI 103</b>	Management Approach	p.p. 54-55
<b>Non-GRI</b>	Zero food waste	
<b>GRI 103</b>	Management Approach	p. 85
<b>Non-GRI</b>	Customer service and satisfaction	
<b>GRI 103</b>	Management Approach	p.p. 57-58
<b>Non-GRI</b>	Generating Value for Stakeholders	
<b>GRI 103</b>	Management Approach	p. 32

# ESG Data (Environmental-Society-Employees)

Subject	2019	2020	Page
ENVIRONMENT			
Total enviromental expenses in euros	624,821	905,771	89
Electricity Consumption in MWh	46,571	39,854	91
Thermal Energy Consumption in MWh	69,450	65,774	91
CO2 Emissions in tn	12,976	12,130	91
NOx Emissions in kg	9,536	8,966	92
VOCs Emissions in kg	657	658	92
Water Consumption in m3	1,126,712	1,160,710	92
Waste - Mud to XYTA/KEL	4,700,280	9,820,000	90
Waste - Recycling	551,551	578,830	90
Waste for sorting	607,395	645,060	90
Waste to XYTA	101,230	163,920	90
Waste - Mud to 3rd party	1,291,390	1,129,510	90
Packaging materials in kg	7,927,990	7,619,490	95
SOCIETY			
Portions of food donated	1,250,000	1,500,000	48
Total Social product amount in 000s	215,085	239,437	32
Social product - to the employees	39,793	37,296	32
Social product - taxes	5,312	2,064	32
Social product - investments	8,049	11,362	32
Social product - to the suppliers	161,931	188,715	32
EMPLOYEES			
Total employees	984	1,008	69
Total men	805	845	69
Total women	170	163	60
Directors	6	6	69
Executives	136	127	69
Employees	189	187	69
Firemen and workmen	653	688	69
Full time employees	968	916	70
Seasonal employees	12	90	70
Part time employees	4	2	70
Permanent base employees	971	918	70
Temporary employees	13	90	70
Hours of training	3,623	3,528	73
Medical expences for the employees	129,000	108,000	76
No of injuries and accidents	12	13	78
No of professional deseases	1	0	78
No of deaths	0	0	78
Lost days rate	240	216	78
Absentee rate	0.13	0.16	78

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