# WORK MANAGEMENT

People are the differential value on which the future of Viscofan is built. Nearly 5,000 employees of 18 different nationalities constitute an extraordinary human wealth. People management is key to achieving our goals and that is why we want to attract and develop the best team in the industry.



- Respect for workers' rights according to the ILO
- Occupational training and development
- Health and safety of internal staff
- Health and safety of outsourced staff
- Diversity, equal opportunities and non-discrimination
- Employment stability
- Salary gap

## Our commitment to Sustainable Development Goals



- Ensure decent working conditions for all employees of the company, with non-discrimination in hiring.
- Ensure opportunities for promotion and professional development for employees, especially young people.
- Guaranteeing freedom of association and collective bargaining.
- Creating a stable working environment, supporting full-time and permanent contracts, in a climate of respect and non-discrimination.
- Encouraging youth employment through recruitment and internship programs.
- Having health and safety systems in all the company's facilities.
- Creating public-private partnerships with universities to carry out projects that contribute to sustainable economic growth.

## Multicultural team

Viscofan is made up of a large group of people who are spread across eighteen countries in which the company has a presence and that reflect its marked international character. A multicultural, competitive, qualified team in constant training, which shares solid values and common ethical principles, despite having different cultures. In short, a rich and complex multicultural environment, which is both a challenge and an opportunity for the international development for all employees. The average workforce as of December 2019 stood at 4,628 people (nearly 4,900 people if the staff of the companies acquired from Nitta Gelatin Inc. in December 2019 is included), a decrease of 0.3% compared to the average workforce reported the previous year. This decrease is more significant if we take into account that this year's comparison includes the 96 people in Australia and New Zealand from the acquisition of Globus in November 2018 who were not included in the 2018 reporting scope. The workforce at the end of 2019 was made up of 4,713 people, (2.3% higher than the workforce at the end of 2018) of which 3,332 are men (3,274 in 2018) and 1,381 women (1,335 in 2018). In 2019, we do not include the 204 employees of Viscofan Collagen USA Inc. and Viscofan Collagen Canada Inc. that were acquired in December 31, 2019 (156 men and 48 women). In 2018, the reported figure did not include the 98 people from Globus in Australia and New Zealand acquired in that year (76 men and 22 women).

## Breakdown of the average workforce by country and their coverage by collective agreements

		20	19			20	18	
Average workforce by country	Men	Women	TOTAL	% covered by collective agreement	Men	Women	TOTAL	% covered by collective agreement
Spain	586	185	771	66%	605	189	794	66%
Czech Republic	363	273	636	100%	374	301	675	100%
Germany	487	74	561	84%	494	74	568	77%
Serbia	317	178	495	100%	321	174	495	0%
Belgium	64	10	74	100%	60	12	72	0%
United Kingdom	10	3	13	0%	10	3	13	0%
France	6	3	9	100%	8	2	10	0%
Russia	4	2	6	0%	5	2	7	0%
China	206	136	342	0%	213	133	346	0%
Thailand	4	8	12	0%	4	8	12	0%
Australia	63	15	78	40%	na	na	na	na
New Zealand	12	6	18	0%	na	na	na	na
Europe and Asia	2,122	893	3,015	74%	2,094	898	2,992	55%
Canada	34	9	43	0%	34	8	42	0%
United States	311	178	489	46%	333	181	514	46%
Mexico	420	84	504	72%	436	112	548	100%
North America	765	271	1,036	57%	803	301	1,104	71%
Brazil	340	143	483	100%	324	130	454	100%
Uruguay	67	13	80	95%	66	12	78	0%
Costa Rica	7	7	14	0%	6	7	13	0%
Latin America	414	163	577	97%	396	149	545	83%
TOTAL	3,301	1,327	4,628	73%	3,293	1,348	4,641	62%

It should be noted that 83% of the members of the senior management team are recruited from the local community, i.e., they were born in the country where they hold their position.

International mobility is constant in Viscofan. An example of this is that in 2019 an average of 39 employees participated in international projects, sent abroad for long periods of time (41 employees in 2018). The vast variety of nationalities both at origin and destination is the result of an internationalisation strategy and initiatives to reinforce international mobility and transfer best practices through benchmarking from the Group to all its subsidiaries. In fact, there are numerous projects to transfer knowledge between the different production plants, and to develop specific global training seminars for Group workers.

One of the Viscofan's objectives is to foster the highest degree of safety in these deployments. To achieve this, there are "Risk Reports" from those countries where we are present, at the production or commercial subsidiary level, which include recommendations, emergency telephones, directory of medical facilities, etc. We also continue to invest in new digital tools in the Group's communication that reduce travel time, risk and the economic and environmental costs associated with it.



## Age

We are committed to young talent: the average age in the company is 42 (41 in 2018). Of the total average workforce, 32% are people under 35 years old, 41% are between 36 and 50 years old, and 26% are over 50 years old. Also, in line with the ILO Conventions on Child Labour 138 and 182, there are no employees under the age of 14 at Viscofan.

## Average workforce by age

	2019			2018			
	Men	Women	TOTAL	Men	Women	TOTAL	
Between 17 and 35 years	1,026	469	1,495	1,046	514	1,560	
Between 36 and 50 years	1,341	569	1,910	1,335	551	1,886	
More than 50 years	934	289	1,223	912	283	1,195	
TOTAL	3,301	1,327	4,628	3,293	1,348	4,641	

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## Average workforce by age and contract type

		2019				
	Permanent contract	Temporary contract	TOTAL			
Between 17 and 35 years	1,278	217	1,495			
Between 36 and 50 years	1,817	93	1,910			
More than 50 years	1,202	21	1,223			
TOTAL	4,297	331	4,628			



## **Quality in employment**

Our business model has a marked industrial character: about 50% of the people working in Viscofan are operators and 18% are specialised personnel. Within this industrial context, Viscofan is committed to stable and quality employment, with nearly 93% of the workforce working on a permanent contract and over 98% on a full-time basis.

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## Average workforce. Workday type

	2019			2018		
	Men	Women	TOTAL	Men	Women	TOTAL
Permanent contract	3,083	1,214	4,297	3,049	1,224	4,273
Temporary contract	218	113	331	244	124	368
TOTAL	3,301	1,327	4,628	3,293	1,348	4,641

## 🔁 Average workforce. Workday type

	2019			2018			
	Men	Women	TOTAL		Men	Women	TOTAL
Full-time contract	3,255	1,300	4,555		3,242	1,313	4,555
Temporary contract	46	27	73		51	35	86
TOTAL	3,301	1,327	4,628		3,293	1,348	4,641

#### Average workforce by category

	2019			2018			
	Men	Women	TOTAL		Men	Women	TOTAL
Directors	99	18	117		92	17	109
Technicians and supervisors	824	299	1,123		832	263	1,095
Administratives	53	178	231		55	176	231
Specialists	637	209	846		611	212	823
Labourers	1,688	623	2,311		1,703	680	2,383
TOTAL	3,301	1,327	4,628		3,293	1,348	4,641

## Average workforce by category and contract type

		2019				
	Permanent contract	Temporary contract	TOTAL			
Directors	113	4	117			
Technicians and supervisors	1,080	43	1,123			
Administratives	217	14	231			
Specialists	785	61	846			
Labourers	2,102	209	2,311			
TOTAL	4,297	331	4,628			

#### Average workforce by category and temporary workday

		2019				
	Men	Women	TOTAL			
Directors	1	0	1			
Technicians and supervisors	7	5	12			
Administratives	1	5	6			
Specialists	8	7	15			
Labourers	29	10	39			
TOTAL	46	27	73			

#### Average workforce by age and temporary workday

	2019			
	Men	Women	TOTAL	
Between 17 and 35 years	9	4	13	
Between 36 and 50 years	11	12	23	
More than 50 years	26	11	37	
TOTAL	46	27	73	



Viscofan has 959 employees with university degrees (957 in 2018), of which 40 hold a doctorate (37 employees in 2018). A very high level of training that shows Viscofan demanding professional standards and its willingness to achieve excellence in production and maintain the levels of innovation necessary for our activity. In a growing team, the policy on staff selection and recruitment is key to ensure continuity in leadership. In this sense, development and recognition of Viscofan Group's staff is being stepped up by listing the company's job vacancies in internal information channels and the intranet. In addition, the attraction talent strategy is pursued through international management tools for selection, hiring, internal mobility and expatriation processes.

Viscofan aspires to be a company where the talent of its employees can develop and reach the highest level. In this sense, several of its corporate directors have been recognised with awards for the best professional career, as is the case of the Group's Financial Director and R&D Director.

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## Equality and work-life balance

We are committed to creating work environments for our employees that allow them to develop and give the best of themselves. A space where they feel integrated and participate in the future of the company, regardless of their race, ethnicity, gender, sexual orientation, age, religion or nationality, among others.

The high percentage of men (71%) compared to women (29%) continues to be significant. A similar percentage to that of companies in the sector, where the incorporation of new companies to the Viscofan perimeter throughout the strategic period MORE TO BE continues to present a similar percentage, thus diluting the results of greater employability of women carried out by Viscofan.

Increasing the weight of the less represented sex is one of the challenges we face, especially in the retention, development and promotion of female talent: currently only 15.4% of the management level is made up of women. The Viscofan Group has created a Corporate Conciliation Committee, reporting to the Appointments and Remuneration Committee, which analyses opportunities and monitoring initiatives to facilitate balance between the professional activity and the family. This Committee met twice in 2019 (as in 2018), where it analysed the evolution of the workforce by gender, monitoring of the universal licenses approved last year for the birth of children and death by spouses and children, even in countries whose legislation does not provide these licenses.. No policies for work disconnection were approved last year.

Within this subject, the 2016-2019 II Equality Plan was completed in Viscofan S.A. The objective, as with preceding plan, was to propose improvements and establish equality and work-life balance objectives within the company. Through the GEW (Gender Equality in the Workplace) process, the plan has focused on four main areas: Leadership; Policy and Strategy; People; Process Management and Relationship with the Environment, so that all of them have had specific action plans.

In this regard, it should be noted that Naturin Viscofan GmbH, the German subsidiary of the Viscofan Group, holds the "Berufundfamilie" certificate, which recognises the best family work-life balance policies in companies in that country.

In addition, in order to promote and improve the management of this matter, the Viscofan Group participates as a collaborating entity and member of the Management Committee of the Observatory of Conciliation and Joint Responsibility of the Pontifical University of Comillas.

#### % Average workforce by gender and category

	2019		20	018
	Men	Women	Men	Women
Directors	84.6%	15.4%	84.4%	15.6%
Technicians and supervisors	73.4%	26.6%	76.0%	24.0%
Administratives	22.9%	77.1%	23.8%	76.2%
Specialists	75.3%	24.7%	74.2%	25.8%
Labourers	73.0%	27.0%	71.5%	28.5%
TOTAL	71.3%	28.7%	71.0%	29.0%

## Employment and remuneration

Workers are a key part of the MORE TO BE strategic plan. Their commitment, constantly evolving work and improvement are a clear competitive advantage for the Group.

During the early years of MORE TO BE, the workforce was increased, a fact associated with the implementation of the new capacity and technology in different plants, particularly plant 4 in Cáseda, Spain. In addition, improvements in efficiency and productivity have reduced the need for personnel at other Group plants.

The increase in revenues due to billing growth and the incorporation of the Globus business in Australia and New Zealand has been carried out with an average workforce 0.3% lower than the previous year, which explains the 8.7% improvement in revenue per employee achieved this year.



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#### Average workforce and productivity evolution

	2019	2018*	2017
Average workforce	4,628	4,641	4,554
Revenue in million €	850	784	778
Revenue per employee (thousand €)	183.6	169.0	170.9

\* It excludes Globus

The quest for efficiency and productivity is reflected in the net variation in employment which has meant a decrease of 13 people compared to the previous year. The breakdown by category, sex and age is as follows:

#### Average workforce net change

	2019			2018
Breakdown by age	Men	Women	TOTAL	TOTAL
Between 17 and 35 years	-20	-45	-65	9
Between 36 and 50 years	6	18	24	62
More than 50 years	22	6	28	17
TOTAL	8	-21	-13	88

		2019		
Breakdown by category	Men	Women	TOTAL	TOTAL
Directors	7	1	8	10
Technicians and supervisors	-8	36	28	67
Administratives	-2	2	0	40
Specialists	26	-3	23	-56
Labourers	-15	-57	-72	27
TOTAL	8	-21	-13	88

<sup>3</sup>The net change in employment is calculated as the difference between the 2019 average workforce and the 2018 average workforce.

The importance of these stakeholders - the employees - can be seen in the generated and distributed resources table. Employees within the Viscofan Group have received in  $2019 \notin 180$ million of distributed expenses ( $\notin 161$ million in 2018).

The necessary training in the production process, the strategies for creating long-term value, and the high level of commitment of the people who make up our team are reflected in the voluntary redundancy rate of the average workforce for 2019, which stands at 3.0% (4.2% in 2018).

The Group's business activity requires adapting to various market needs in the different locations, under criteria of competitiveness and efficiency, which in some cases requires cuts in the workforce. The breakdown of average dismissals by category, age and gender is as follows:

#### Dismissals

Breakdown by category	2019	2018
Directors	1	1
Technicians and supervisors	7	15
Administratives	5	3
Specialists	10	10
Labourers	33	69
TOTAL	56	98

Breakdown by age	2019	2018
Between 17 and 35 years	29	47
Between 36 and 50 years	18	38
More than 50 years	9	13
TOTAL	56	98

Breakdown by gender	2019	2018
Men	46	70
Women	10	28
TOTAL	56	98

The Group's business activity requires adapting to various market needs in the different locations, under criteria of competitiveness and efficiency, which in some cases requires cuts in the workforce.

#### **Competitive remuneration**

The activity and the development of the company are largely determined by the talent of the people that make it up.

In this regard, the contracting policy of the Viscofan Group is based on objectivity, equal opportunities and training, and one of its aims is to favour gender diversity, among other aspects. This implies a competitive remuneration, adapted to the capacities and competences of the different profiles required according to the industrial or commercial process, and also according to the realities of the multitude of countries in which Viscofan is present.

The average remuneration expressed in Euros by category and age is:



The contracting policy of the Viscofan Group is based on objectivity, equal opportunities and training.

#### Average compensation (€)

Breakdown by category	2019	2018
Directors	134,636	115,182
Technicians and supervisors	42,414	39,827
Administratives	30,933	29,721
Specialists	23,358	23,062
Labourers	22,418	20,322
TOTAL	30,712	28,106

Breakdown by age	2019	2018
Between 17 and 35 years	19,571	19,033
Between 36 and 50 years	30,328	27,951
More than 50 years	43,929	40,195
TOTAL	30,712	28,106

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Average remuneration increased by 8.3% over the previous year. This increase must take account of the wage updates resulting from the collective agreements in different countries and the strengthening of some currencies against the euro. At the same time, in 2019, the three-year long term compensation plan for executives and key personnel of Viscofan was paid out, which was reflected in the increase in the average compensation of executives (16.9% vs. 2018) and technicians and managers (6.5% vs. 2018).

Within the area of remuneration, about 73% of the company's employees are covered by general collective bargaining agreements, therefore improving the minimum conditions set by different labour legislations. Collective Bargaining Agreements regulate the remuneration received by the workers who sign them, and in particular establish criteria of equity between similar jobs, thus avoiding gender discrimination and the wage gap between equivalent jobs. However, the mathematical calculation of the wage gap, understood as the difference between the average hourly remuneration for men and women and the average hourly remuneration for men stands at 27.4% (26.5% in 2018), with the average remuneration for the Group being €30,712 (€28,106 in 2018): €33,531 for men (€30,404 in 2018) and €23,688 for women (€22,487 in 2018).

## Country minimum wage vs. minimum paid in country (% difference over minimum salary)

Spain	28%
Czech Republic	23%
Germany	39%
Serbia	14%
Belgium	35%
United Kingdom	35%
France	15%
Russia	92%
China	1%
Thailand	54%
Australia	24%
New Zealand	9%
Canada	8%
United States	53%
Mexico	62%
Brazil	38%
Uruguay	4%
Costa Rica	6%

This wage gap is similar to that of other industrial companies. The analysis of the reported wage gap identified a multitude of factors, from the gender composition of the Group, to its geographical presence, the different distribution among jobs, their level of specialisation, the night shifts for a continuous production process of 24 hours, danger bonuses, seniority, etc. which are in line with the industrial context, the composition of the workforce and the historical trajectory of the Viscofan Group.



The individual remuneration of all the members of the Board of Directors is detailed in note 24 of the company's consolidated annual accounts in accordance with the remuneration policy of the Board as shown in the Remuneration Report available on the company's website, www.viscofan.com.

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The Group makes contributions to various different defined benefit plans. The relevant information is in note 18 of the consolidated annual accounts.

## Professional development

We promote people's personal and professional development through different initiatives that allow us to manage knowledge and take advantage of employees' abilities to achieve the group's objectives. Continuous training is one of Viscofan's primordial goals for its personnel, thereby boosting personal and professional development. With this aim, the Human Resources team managed more than 130,000 training hours in 2019 (115,000 hours in 2018), an average of 28.2 hours per employee (24.8 hours in 2018).

For this commitment to human capital training, the group has invested €2.6 million (€2.2 million in 2018), of which €0.8 million (€0.7 million in 2018) correspond to training and explicit awareness in health and safety (more information in the workplace safety section).

The industrial nature of Viscofan needs to combine a great number of labourers with specialised staff. This is an increasingly demanding and global industry in terms of requirements, which requires greater knowledge and expertise of the workforce. To take on this challenge, the Group constantly invests in staff capabilities, added to the continuous training effort carried out in the organisation.

Training

		2019			2018	
	Men	Women	TOTAL	Men	Women	TOTAL
Number of hours	90,170	40,498	130,668	81,776	33,386	115,162
Average number of hours per employee	27.3	30.5	28.2	24.8	24.8	24.8
% of employees who have received training	92.4%	92.9%	92.5%	85.8%	83.4%	85.1%

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Within the training plan, subjects related to aspects of human rights have been addressed, such as the use of non-sexist language, corporate social responsibility, gender equality and sexual harassment, for a total of 2,163 hours, compared to 2,247 hours invested in 2018. Training is carried out according to the skills and abilities of the people who make up the Viscofan Group and the needs of the job, and there is no record of the professional category in all the Group's companies that carry out training. By way of example, and in order to assist in the comparability of the information below, the number of hours of training by category that have been carried out in Spain, the headquarters of the corporate group, is broken down as follows:

## Training. Number of hours by category

		2019	
	Men	Women	TOTAL
Directors	760	154	914
Technicians and supervisors	6,136	2,876	9,012
Administratives	13	1,283	1,296
Specialists	1,112	345	1,457
Labourers	2,504	638	3,142
TOTAL	10,525	5,296	15,821

	2018	
Men	Women	TOTAL
623	201	824
4,685	1,956	6,641
100	991	1,091
1,031	424	1,455
2,449	629	3,078
8,888	4,201	13,089



In 2019, 43% of the Group's staff was subject to a performance assessment process, compared to 31% the previous year. Facilitating training is one of the most effective measures to encourage the employability of our people, both for the development of their career and for opportunities for professional development that may arise. Looking towards promoting employment, the Group also fosters participation in the main universities of the countries where it develops its activity. Within the objective of attracting and developing talent, there were an average of 55 internships in 2019 (the same as in 2018).

In line with the results from the Work Environment surveys, the purpose of the Viscofan Group is to forward development of a personal highperforming culture and evaluate the established objectives through a performance assessment process. In particular, performance assessment is a process of planning, monitoring and evaluating the objectives that are defined by each person responsible with each member of their team. This methodology improves the professional capacity of each person and aligns individual expectations with the strategy and objectives as a company.

In 2019, 43% of the Group's staff was subject to a performance assessment process, compared to 31% the previous year. The breakdown by gender and professional category is as follows:

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#### Performance assesment

	2019					2018		
	Men	Women	TOTAL	% average workforce	Men	Women	TOTAL	% average workforce
Directors	95	15	110	94%	71	13	84	77%
Technicians and supervisors	479	168	647	58%	466	144	610	56%
Administratives	27	76	103	45%	26	85	112	48%
Specialists	209	92	301	36%	154	92	246	30%
Labourers	527	283	810	35%	239	168	407	17%
TOTAL	1,337	634	1,971	43%	956	502	1,458	31%

The Group promotes bilaterality in evaluation through multiannual global opinion surveys (Viscofan Opinion Survey). In 2018, the third opinion poll of the Viscofan Group was held, with 70% of employees from around the world taking part, to learn more about our strengths and our areas of improvement. As strong points, workers pointed out quality and customer service and sustainable commitment. Certain aspects in need of improvement were also detected, such as remuneration, internal communication and the development of careers and training, on which the Group is developing initiatives as mentioned above.

## Workplace safety

Corporate workplace safety policies are the responsibility of the Environment Health and Safety (EHS) department, working in close partnership with the corporate and local Human Resources department. In this regard, measures and investments continue to be implemented to improve working conditions. In addition, the Viscofan Group works to obtain reliable and consistent indicators to measure and compare performance in the various countries in which the Group operates, in this way extending best health and safety practices to its production centres.

Viscofan considers that accidents may be prevented, and that is why not only does the Group work to have safer facilities but to make all staff aware of the importance of attitude in relation to safety. For Viscofan, the material aspects that affect safety are essentially based on the characteristics of the position and the activities that are required.

Viscofan still makes huge efforts to standardize its procedures while also communicating its policies throughout the companies using specific courses and informational materials, available to employees at their areas of work.

In order to carry out these initiatives, the Group has the EHS policy, approved by the Board of Directors, pointing out the following relevant guidelines with regard to workplace safety:

• Provide employees with a safe and healthy workplace.

- Identify and comply with applicable legislation and regulation in terms of Environment, Health and Safety (EHS) in each of the locations where the Group does business, and any other voluntarily-acquired commitments of Viscofan to improve these areas.
- Ensure that management, employees and all staff working for the organisation (or on its behalf) are aware of this policy and are trained, according to their responsibilities, to comply with it.

Alongside this, certain specifications are determined within the collective bargaining agreements of the different locations in which the Viscofan Group is present in matters related to health and safety.

In 2019, a worker died in an occupational accident at the Cáseda facility in Spain. This is the first fatal accident in the history of the plant. An investigation into the causes of the accident has been carried out and a report has been generated with proposals for improvements and recommendations on which work is ongoing. As a result of this accident, the safety protocols have been reviewed and the facilities have been checked.



The indicator of hours lost due to accident or illness of own staff has been re-linked to management's variable remuneration, and a reduction in the severity of accidents at work has also been set as an objective within the longterm variable remuneration plan for Viscofan's senior management and key personnel, reflecting the number of hours lost due to accidents among the total number of hours worked.



The performance of the health and safety indicators of the Viscofan Group is as follows:

#### Viscofan Group. Health and Safety indicators evolution

	2019	2018	2017
Hour lost per accident	20,682	32,864	31,228

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		2019			2018	
	Men	Women	TOTAL	Me	n Women	TOTAL
Number of accidents	129	23	152	12	I 40	161
Number of professional diseases	2	2	4			

	2019					
	Men	Women	TOTAL	Men	Women	TOTAL
Number of accidents	129	23	152	121	40	161
Work-related accidents. Frequency *	19.7	9.5	16.9			18.4

\*Number of accidents occurred per million hours worked

		2019			2018		
	Men	Women	TOTAL	Men	Women	TOTAL	
Absenteeism index*	3.3%	5.2%	3.8%	3.9%	3.9%	3.9%	

\*Number of hours lost due to sick leave divided by the total number of hours worked

		2019			2018	
	Men	Women	TOTAL	Men	Women	TOTAL
Accident rate*	0.23%	0.23%	0.23%	0.37%	0.40%	0.38%

\*Number of hours lost divided by the total number of hours of work

		2019			2018	
	Men	Women	TOTAL	Men	Women	TOTAL
Severity index*	0.29	0.29	0.29	0.46	0.50	0.47

\*Number of equivalent day lost per accident per thousand hours worked

In 2018, overtime by gender was not registered in the corporate systems, having being weighted in line with those made in 2019 to facilitate the comparison of the data.

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Training in accident prevention and about the importance of safe behaviour patterns is one of the cornerstones of health protection of our employees. This training includes basic prevention measures that have to be adopted in the workplace, or the importance of day-to-day heart-healthy habits, the role of middle-level management and the improvement of its leadership in safety.

## Health and Safety Training

	2019			2018			
	Men	Women	TOTAL		Men	Women	TOTAL
Number of hours	19,871	4,939	24,810		23,261	5,104	28,366
Average hours per employee	6.0	3.7	5.4		7.1	3.8	6.1
% of employees who have received training	75%	67%	73%		87%	87%	87%

Notable improvements in the area of occupational health and safety include: improvement of the machines in Montgomery (US), fire-fighting facilities in Weinheim (Germany), Zacapu and San Luis Potosi (Mexico), and ergonomic adaptations in the new plant 4 in Caseda (Spain). At the same time, inclusion of the OHSAS 18001 certification in all the production plants is one of the objectives to be achieved in the "MORE TO BE 2016-2020" period. It is an internationally accepted specification that defines the requirements for the establishment, implementation and operation of an effective Occupational Health and Safety Management System. ISO 45001 is the new safety standard that replaces OHSAS and in Viscofan we already have some plants certified according to this new regulation: Cáseda and Urdiain (Spain), Hasselt (Belgium) and Kentland (USA). Currently, the rest of the plants are in the process of migrating to the new certification, a process that will culminate in the first months of 2021.

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## 🔁 Certifications of the Viscofan Group

Country	Plant	Certification	
	Cáseda	ISO 45001	V
Spain	Urdiain	ISO 45001	v
Czech Republic	Ceske Budejovice	OHSAS 18001	v
Germany	Weinheim	OHSAS 18001	<b>v</b>
Serbia	Novi Sad	OHSAS 18001	<b>v</b>
Belgium	Hasselt	ISO 45001	v
China	Suzhou	OHSAS 18001	v
	Danville	OHSAS 18001	*
USA	Montgomery	OHSAS 18001	*
	Kentland	ISO 45001	v
N4 '	San Luis	OHSAS 18001	v
Mexico	Zacapu	OHSAS 18001	v
Uruguay	Pando	OHSAS 18001	V
	ltu	OHSAS 18001	v
Brazil	Ermelino	OHSAS 18001	<ul> <li>✓</li> </ul>

\* Audit due in March 2020