

# Sustainability Report

**Lucta**

2023

# A message from Carlos Ventós, CEO

GRI 2-11, 2-22, 2-23

With the same enthusiasm as last year, it is my pleasure to present the second Lucta Group Sustainability Report for 2023, a detailed record of our continuous contribution to the sustainable development of society and the planet. This report is of relevance both for those who form part of Lucta, whether directly or indirectly, and for those seeking a better understanding of our commitment to everyone's future.

Over the course of 2023, our collective efforts resulted in a 5.1% increase in turnover compared with 2022, with our profitability rising by 1.5 percentage points. In parallel, we achieved lower energy and water resource consumption, and a drop in waste generation. These results demonstrate that our constant ambition for an efficient, circular and more sustainable economy is feasible.

Bearing in mind the terms of our strategic plan and the Group's vision for the future, during 2023 we embarked on a series of strategic investments. These include in particular the opening of Lucta Thailand, in our clear commitment to Southeast Asia, the new flavors plant in China, and the fragrances plant in Spain. Along similar lines, there was also an expansion of the solid flavors plant in Mexico, the new feed additives plant in Colombia, and the new application laboratories for the Flavors Division in Spain.

We are likewise committed to technological transformation as a driver not only of competitiveness, but also sustainability. We therefore have numerous initiatives in progress, such as the deployment of the SAP ERP in Colombia, and the implementation of a PLM system in Spain, which will allow us to integrate information linked to the product life cycle and source of raw materials or circularity, for the transition towards a more sustainable economy.





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Those who make up our company represent a vital asset for us. In caring for the health and well-being of our team, we have conducted sessions to encourage employees to give up smoking, at Lucta Spain, with considerable participation and a high rate of success: 53% of participants stopped smoking and have not started again one year later. Meanwhile, Lucta Mexico provided personal finance mentoring to reflect on and plan personal and family money matters in a more secure and appropriate manner.

At Lucta we are aware of the impact of our value chain, and so our dedication to sustainability is collective and cross-cutting. In this regard, we seek out new ingredients drawn from renewable sources or those that facilitate circularity, food safety, avoid polluting rivers and seas, along with the impact of containers and packaging, designing improvements together with our customers.

The urgent need for a more efficient and effective management of our natural resources is unquestionable. In Spain, the serious drought we are experiencing has prompted us to implement improvements and adopt good practices with regard to water, which is vital both for our operations and to grow our raw materials. Water symbolizes the challenge involved in making responsible use of resources.




All these initiatives, actions and practices have borne fruit in the accolades we have achieved for our performance. We are particularly proud to have received the EcoVadis Platinum medal, along with the significant improvement in our CDP score for climate change matters.

In the name of all of us who form part of Lucta, I invite you to explore this report, setting out our track record and our shared commitment to sustainability, circularity, efficient resource use, biodiversity protection and care for people.



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Our figures for 2023

<div>Lucta</div> <div>Our impact</div>	8 international operational sites	3 divisions: Flavors Fragrances Feed additives	5 design centers and production plants	+42,400 tonnes of products supplied	<div><div>PLATINUM 2023 ecovadis Sustainability Rating</div><div>CDP DISCLOSURE INSIGHT ACTION 2023 CLIMATE CHANGE B-</div></div>
<div></div> <div>Economy</div>	€348 M (+5%) net sales	€30.6 M (8.7% of revenue) investment in innovation	€ 32.5 M (+26%) net profit	€50.3 M (+24%) EBITDA	
<div></div> <div>Environment</div>	Carbon footprint -1 % scope 1 and 2 emissions	+1 % scope 3 emissions	-2 % water consumption	-1 % energy consumption	-7 % waste generated
<div></div> <div>People and community</div>	956 staff	2,816 customers  +770 suppliers	26 % women on governing bodies	-40 % work-related accident rate	€427,200 (+8%) social contribution  >15,000 training hours

Note: Aggregate economic data. Percentage changes compared to 2022. The changes in the carbon footprint are in comparison with 2021, the baseline year for emissions calculations.



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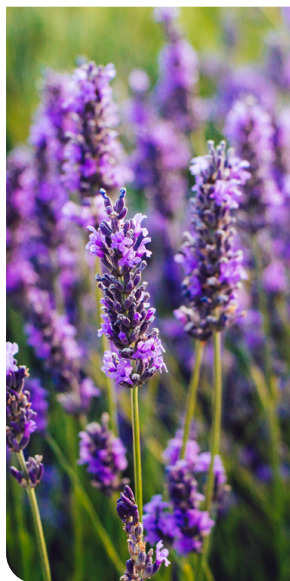
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Past, present and  
future

Value chain

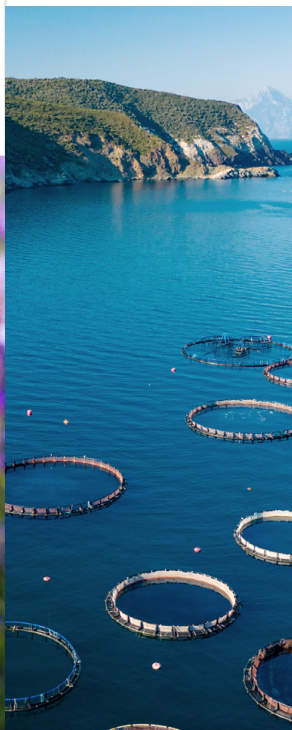
Our operational  
framework



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Sustainable solutions  
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Progressing towards  
decarbonization

Eco-efficiency through  
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An ever smaller  
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Beyond these  
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Wellbeing at Lucta

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Credits to the works by  
Ernesto Ventós







# Lucta, generating value

"We are committed to creating sustainable value through holistic solutions that inspire emotions and wellbeing, knowing that this allows us to help build a shared future."

Albert Xambó, Group Managing Director





**We embark on this journey with a firm commitment to contribute to a more prosperous future for the generations to come, where sustainability and collective action are the cornerstones of our shared success.**

At Lucta Group it is our responsibility to show that doing business and contributing to environmental improvements are inseparable goals. We are convinced that it is through the actions and decisions we take in our daily affairs as a company where sustainability becomes a tangible reality.

From opting for local suppliers to changes in packaging to use lighter or recycled materials. From creating the best flavor formulas, which in turn optimize manufacturing processes by reducing energy and water consumption, to the replacement of disposable elements with reusable alternatives. And even making use of every last drop of a raw material in manufacturing operations.

Each of these actions contributes to a positive impact, both for our business and for the environment.



## An exercise in transparency


This sustainability report has been drawn up in accordance with the internationally recognized [GRI reporting standards](#), and within the context of our [commitment to the SDGs](#).

The contents of this report are based on our **D-X Strategic Global Plan**, our objectives and progress in terms of ESG (Environmental, Social and Governance), and our first double materiality evaluation conducted in 2022.

Although we have for some years now engaged in transparency in our non-financial corporate information, this second sustainability report allows us to conduct an internal exercise to integrate ESG aspects, build our team and highlight what we do well, while also remaining aware of how much there is to do in terms of improving the quality of ESG data, as well as the need to speed up our sustainability initiatives.

This report was drawn up thanks to the participation and in-depth consultation of experts throughout the Lucta Group, with their information subsequently being reviewed by the different functional supervisors and senior management.

We should point out that the pages of this document are illustrated with a varied selection of images of paintings and sculptures of the Nasevo series by **Ernesto Ventós**, the former president of Lucta.

 [For further information](#)

# Past, present and future

GRI 2-1, 2-22, 2-29

## Shared purpose and values

### Vision

Become the preferred partner by creating innovative solutions that inspire memorable emotions among people and ensure animal welfare.

### Mission

We design high-end holistic solutions:

—— **Food & taste**

—— **Fast-to-market fragrances**

—— **Palatability, efficiency, and animal welfare**

### Our values

#### Focus

We specialize in commercial segments centered on offering the very best solutions and optimal customer service.

#### Spirit of service

We solve our (internal and external) customers' needs through mutual understanding, rigor and long-term commitment.

#### Integrity

We act fairly and respectfully, putting honesty first in all our business endeavors.

#### Commitment

We proactively promote the creation of shared value with our customers, partners, and shareholders.

#### Adaptability

We embrace current and future challenges in an agile and positive manner, with an open-minded approach to new business solutions and ways of working.

#### Sustainability

Social and environmental responsibility are at the heart of our values and are part of all our actions.

#### Differentiation

We constantly innovate to deliver a unique value proposition.

#### Efficiency

We employ a diligent, agile, and efficient business model to ensure sustainable and profitable growth.

### Our stakeholders





## We are awarded the EcoVadis Platinum medal

In 2023 we earned the prestigious EcoVadis Platinum medal, an accolade awarded to only 1% of the companies evaluated.

We in fact attained an overall score of 78 % in the EcoVadis evaluation, helping us to underpin our purpose of contributing value to people and the planet, positioning us in the marketplace through increased trust among our customers, partners and other stakeholders.



EcoVadis is a leading platform for sustainability evaluation, measuring and rating more than 100,000 companies according to their impact on the environment, employment practices, human rights, ethics and responsible procurement.

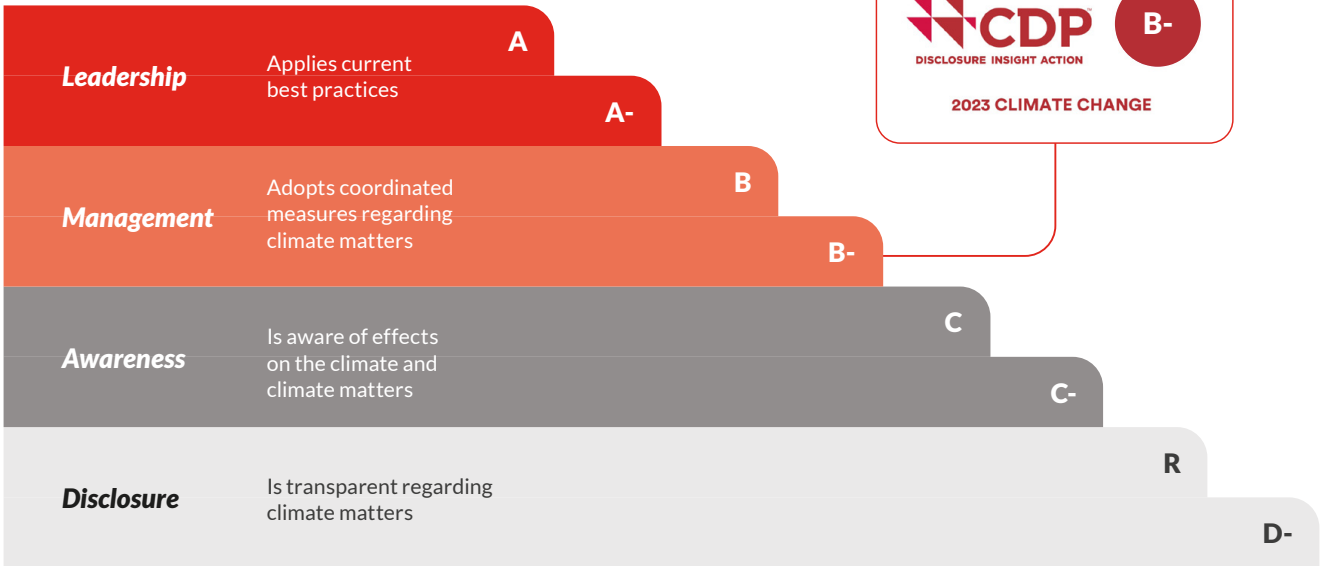
## We improved our CDP score in the fight against climate change

In 2023 we climbed 3 steps in the [Carbon Disclosure Project \(CDP\)](#) ranking for climate change, from D in 2022 to B-, significant progress which raises us from *Disclosure* to *Management* level. This rating in turn bears further witness to our progress in decision-making, and in more sustainable practices for a low-carbon economy. Our improved CDP assessment is the result of our commitment to transparency: this is the first year that we have disclosed the details of all our CO<sub>2</sub> emissions, including all 3 scopes, and for our climate risk management and mitigation processes.

Our next steps will focus on our supply chain, verification of our CO<sub>2</sub> footprint and different aspects of governance.

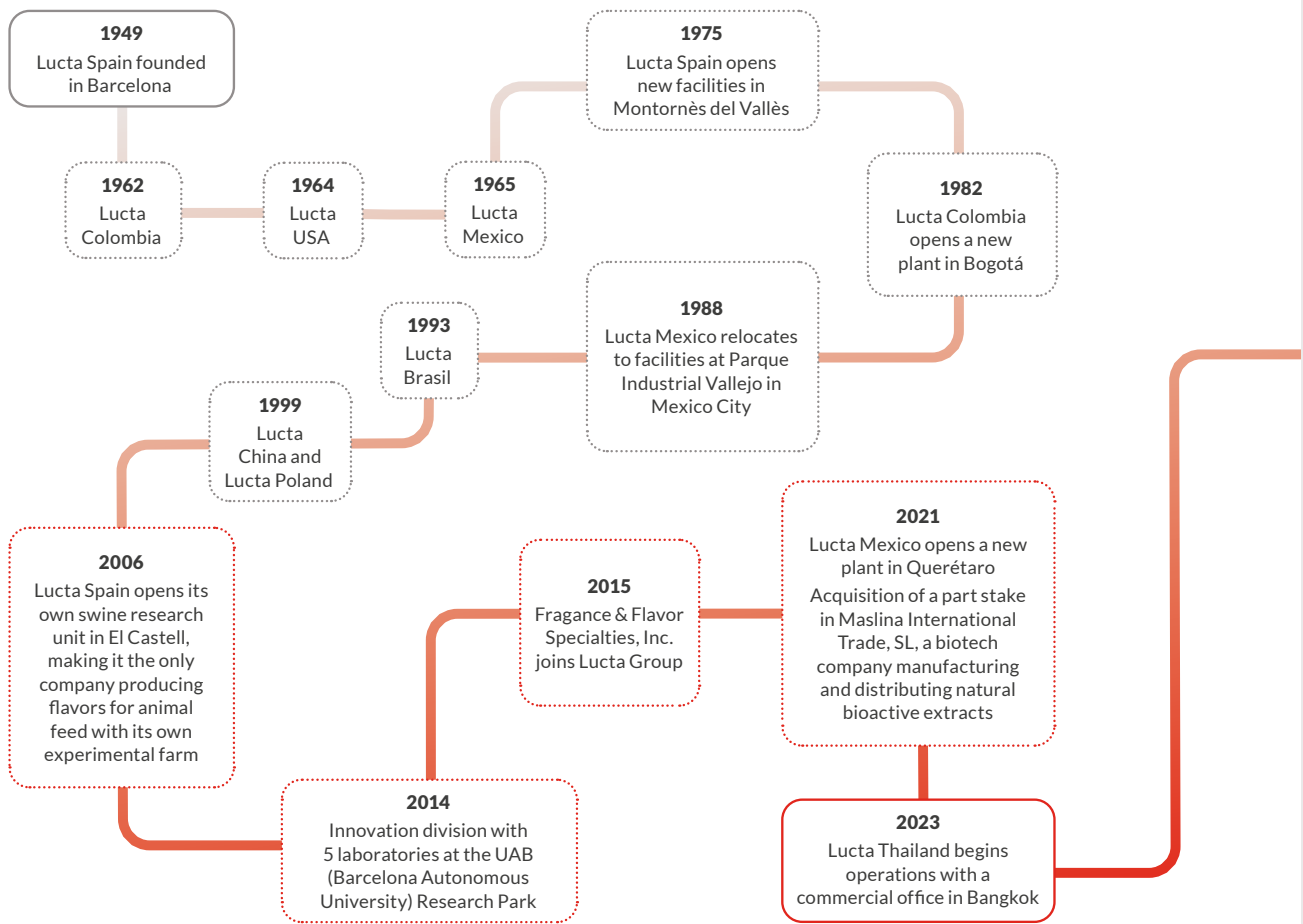
CDP is a global non-profit organization which runs the world's leading environmental and climate action disclosure platform. It employs a rigorous methodology to evaluate and classify more than 23,000 participating companies, in accordance with their transparency and action in the sphere of sustainability.

### Levels of progress by a company towards sustainable management



# More than 70 years of history

Lucta is a family company founded in Barcelona in 1949. A long track record during which we have registered constant growth. As a result, in 2023 we celebrated the opening of a new commercial office in Bangkok, clearly demonstrating our long-term commitment to Southeast Asia.



## We open Lucta Thailand

The opening up of new commercial offices in Bangkok marks the first step towards establishing a distribution center and a future manufacturing plant in Southeast Asia.

Thailand blends modernity and tradition, with a generous, open and export-minded attitude. The country enjoys a prominent position in the global animal production industry, as one of the five leading manufacturers of animal products, and the second-biggest exporter of pet food worldwide.

Our decision to invest in Thailand is a strategic move reflecting our commitment to continue underpinning the company's global presence by generating new partnership opportunities in the region.



# Our business units

GRI 2-6

We operate in three main divisions focused on the design, manufacture and sale of flavors for the food industry, fragrances for household and personal care products, and flavors and additives intended for animal feed and welfare.

On a highly competitive market, personalization and product segmentation is essential. Which is why Lucta has extensive know-how in the field of flavors, fragrances and animal feed, allowing us to create our own technologies to manufacture and develop our products. Every flavor or fragrance is unique, and depends on the needs of our customers and consumers, which means we must check that they comply with both sensory expectations and technical and legal requirements.

## Flavors



- Bakery
- Coffee and tea
- Meat
- Alternative proteins
- Dairy
- Confectionery
- Snacks
- Nutritional supplements
- Soft drinks/  
Alcoholic beverages
- Pharmaceutical industry

## Animal Feed



- Palatability
- Feed efficiency
- Animal welfare
- Antioxidants
- Preservatives

## Fragrances



- Air care
- Home care
- Fabric care
- Personal care
- Pet care

Note: The percentages refer to aggregate sales by division.

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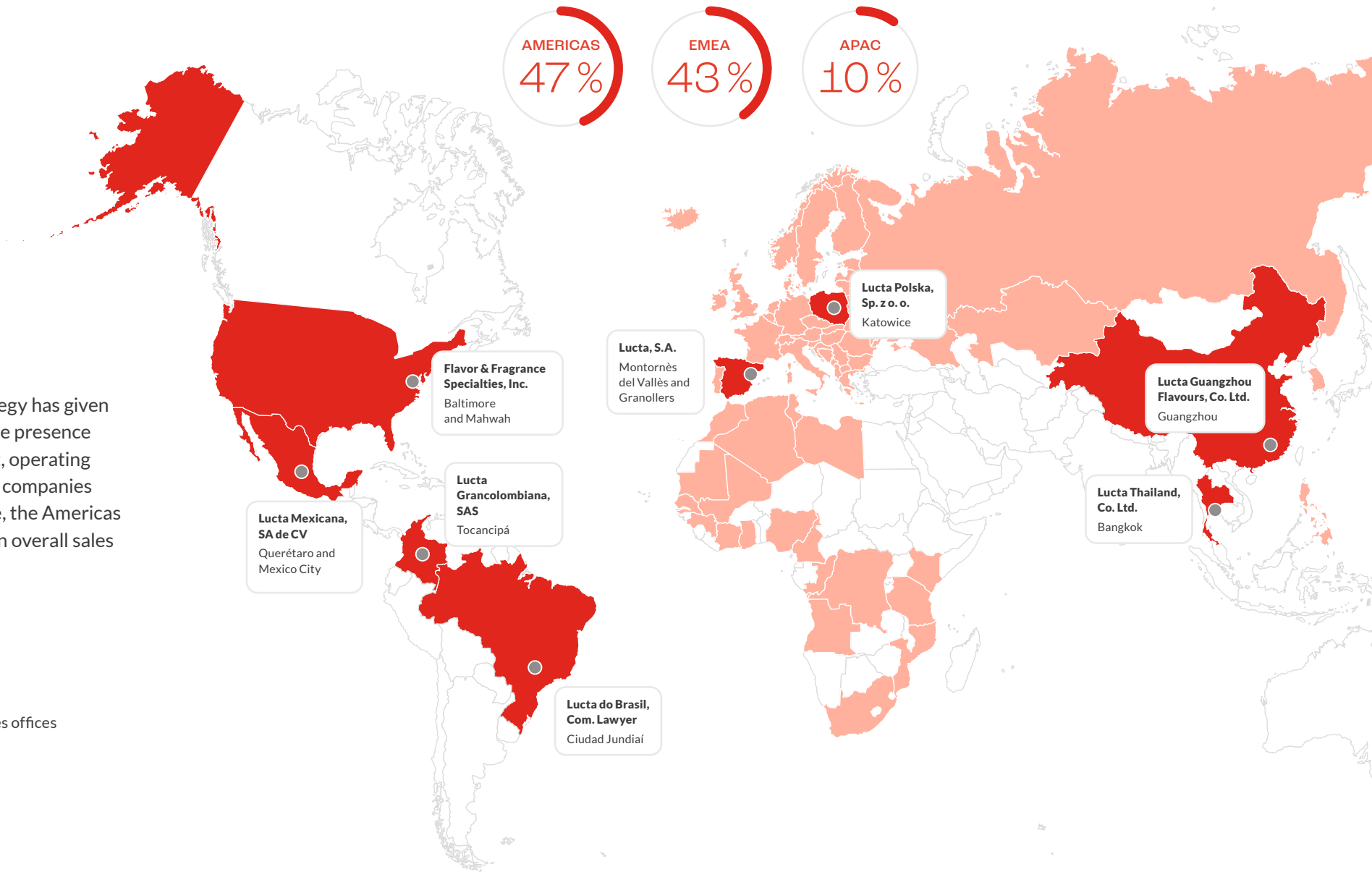
Global presence

GRI 2-6

Our growth strategy is based on globalization, innovation and a diversified and sustainable business model.

This expansion strategy has given us a strong and stable presence on the global market, operating in **91 countries** with companies positioned in Europe, the Americas and Asia, attaining an overall sales volume of **€348 M.**

- Companies
- Distributors and sales offices



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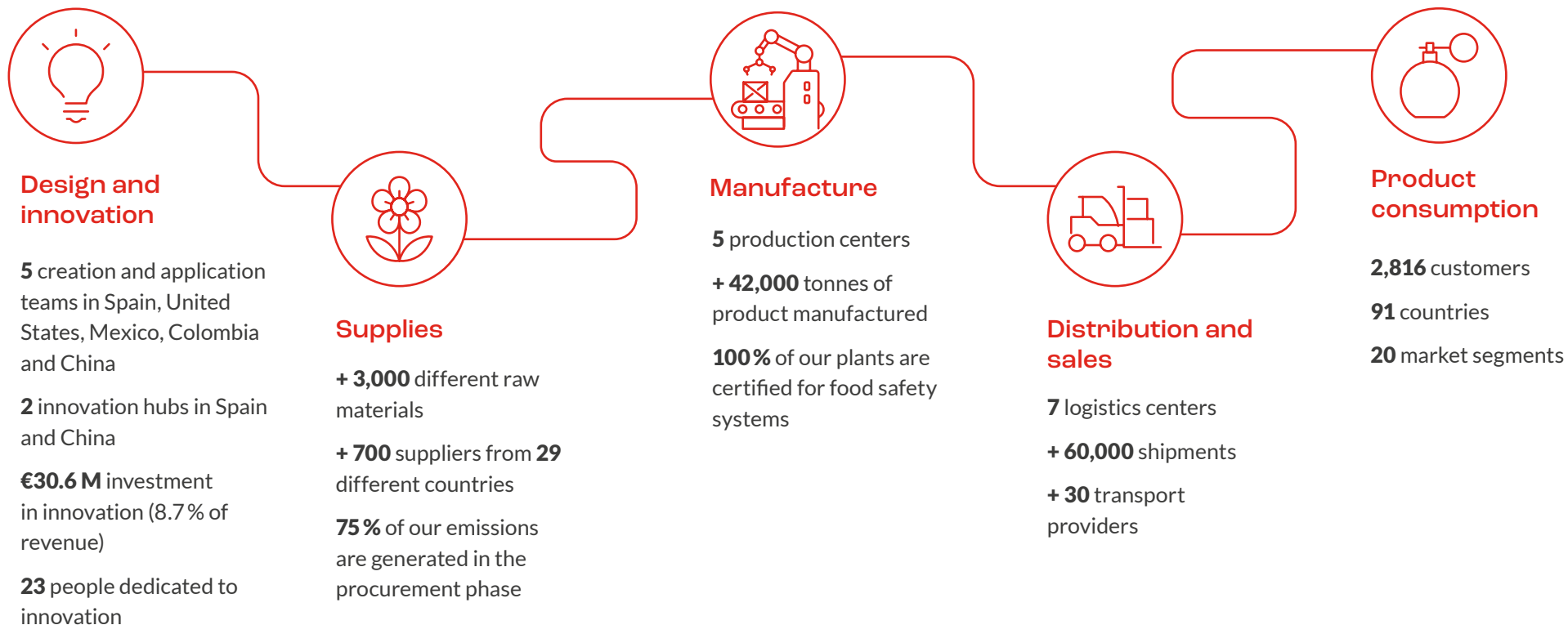
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# Value chain

GRI 2-6



## Integrated Business Planning

Having an Integrated Business Planning (IBP) process in place gives us a more strategic perspective with broader horizons, while covering the financial and management vision of our business with operational and sales planning principles throughout our value chain.

This is a combination of:

- Supply chain optimization**
- Financial planning and analysis**
- Best operational practices**

The IBP allows us to offer speed, efficiency and responsiveness while at the same time managing our risks.



# Design and innovation

GRI 3-3

At Lucta we continue to innovate, so as to help improve the health and wellbeing of people, animals and the environment, while making responsible use of resources.

We channel this contribution through an improved organoleptic perception of foods, the development of new ingredients to facilitate circularity and food preservation, while also providing tools for use in nutrition. This allows us to enhance the resilience of individuals and the planet in response to the challenges raised by climate change.

**Promoting cooperative relationships throughout our value chain is the key to achieving innovative solutions that allow us to deliver genuinely sustainable solutions.**

## Our innovation model

### Development of new ingredients and products



Four R&D units:

- Animal science
- Food Science and Technology
- Analytical systems
- Ingredients and technology



Design teams for flavors, fragrances and feed additives:

- Creation
- Application

### Digital technologies



Technology projects applied to processes and services for improved efficiency and customer service:

- Digitalization
- Artificial intelligence
- Automation



**Open  
Innovation**

We facilitate open innovation, by incorporating collaboration and participation by relevant third parties within our innovation ecosystem, both nationally and internationally:

- Universities
- Technology centers
- Customers
- Technological platforms
- Emerging enterprises



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Key results in 2023



**29 new analytical methods developed** to identify biological markers revealing efficacy in improving animal resilience to stress factors, and to identify and analyze compounds to enhance sweet and/or *umami* / *kokumi* flavors.



**33 new ingredients which have helped improve or create 337 new flavors and additives for different applications.** By way of example, in 2023 we created 105 new references containing a flavor enhancer of natural origin. This enhancer helps improve the organoleptic perception of healthier foods containing less sugar.



**15 scientific publications in the field of animal science,** based on the sensory perception in aquatic species research, the development of knowledge and prototypes to improve animal welfare and enhance nutritional efficiency in both water- and land-based species.



**14 current patents in the fields of fragrances, flavors and animal feed.** In 2023 we published 11 new patents focused on protecting *umami* / *kokumi* flavor enhancers, as well as new compounds and formulations intended for animal feed.

**We are pioneers in working with the Farm Animal Welfare Education Center (FAWEC), a leading player in research, outreach and training in aspects of animal welfare in the livestock sector.**

Notable projects

- **SENSES:** Development of new ingredients to design natural flavors and antioxidants to enhance the sensory perception of taste and/or smell and to preserve foods.
- **GASTRONOFOOD:** Design of formulations incorporating key components identified in culinary preparations. The aim is to identify the key scent components serving to offer suitable flavors for meat, fish and equivalent products.
- **FLAVOR FADE:** Flavor study for formulations drawing on new plant-based technologies or other alternatives to sources of animal protein requiring an improvement to their sensory properties.
- **INFEDIGA:** Development of new products to improve animal production efficiency (swine, poultry, ruminants and aquaculture) through increased and/or regulated feed consumption, care for intestinal health and improved animal welfare. This project prioritizes the use of byproducts from the agri-food industry, as in the case of bioactive extracts derived from byproducts of the olive sector.
- A life-cycle analysis (LCA) was conducted within the context of INFEDIGA for 8 standard feed additive products. This methodology allowed us to quantify and understand the environmental impact of these products throughout their life-cycle in different categories: climate change, particulates, acidification, land eutrophication, land use and water use.

## Supply of raw materials

GRI 3-3, 308-1, 403-7



The relationship with our suppliers is vital in allowing us at Lucta to develop agile and innovative solutions for our customers, while working to achieve our decarbonization goals throughout our supply chain.

At the global level, we purchase around 3,000 different raw materials. Wherever possible, we prioritize direct acquisition at source, allowing us to avoid multiple intermediaries and guarantee compliance with responsible environmental and agricultural practice in obtaining and processing these raw materials.

With regard to our relationship with suppliers, we give the following commitments at the Lucta Group:

- **Maintain relationships based on integrity and honesty, promoting healthy and ethical collaboration.**
- **Aim at all times for the best offer in purchasing raw materials, goods and services, in accordance with predefined needs and requirements.**
- **Guarantee that they comply with our ethical principles.**

We apply criteria of objectivity, transparency and impartiality in the selection and evaluation of our suppliers to avoid any conflict of interest or favoritism. We likewise ensure that the relationships we establish with our partners are in line with our values, quality and service requirements, and that they are committed to progress in terms of health, safety and sustainability.

To evaluate risks in our supply chain, we use a supplier self-assessment tool with regard to quality, health, safety, the environment (QHSE) and sustainability. This tool was implemented in 2021, and in its third year in use, we extended it to include 70 suppliers, 30 more than in the previous year, while for the first time incorporating suppliers of containers and packaging. This expansion means we now cover 67 % of the total volume of purchases at Lucta Spain.





# Manufacture

At Lucta we focus on the manufacture of high value-added products that allow our customers to stand out on a highly competitive market. Each flavor, fragrance or feed additive that we produce is designed to offer exclusivity, distinction and wellbeing, based at all times on the highest quality and service standards. This commitment allows us to rigorously comply with sectoral regulations, in particular in the strict sphere of food safety.

Our value contribution focuses not just on quality and service, but also the ability to adapt our production to the specific needs of our customers. We do not mass produce: each flavor or fragrance demands painstaking planning and the handling of a wide variety of raw materials and formulations.

This blend between innovation and tradition allows us to offer products that fulfill and surpass our customers' expectations in terms of quality and exclusivity.

One of our main challenges is to integrate advanced technology and automated processes with the artisanal touch and sensory sensitivity that scents and tastes demand.



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## We are building new manufacturing plants

Our global expansion continues with significant developments at various strategic locations, strengthening our production capacity and improving our service worldwide.

— We will have a new plant in operation in **Zhaoqin**, Guangdong, in June 2024, equipped with various technologies for flavor production (solid, liquid, viscous, micro-encapsulated, etc.) to be used both for human food and animal feed. This facility not only represents progress in guaranteeing quality and improving efficiency, but also gives us an optimal position on the local Chinese market, setting the stage to expand our production capacity and improve our customer service.

— In **Bogotá** we are in the process of building a new feed additives plant scheduled for completion in mid-2025.

— In **Granollers**, Barcelona, we will be opening a new fragrance plant in December 2024, with unprecedented levels of automation in the ingredient weighing process, representing a landmark in quality assurance, safety and efficiency. The plant will be equipped with automated high-precision dosing processes, and is designed to incorporate circularity criteria for sustainable material and resource use.

We are also in the development phase of projects that include a new technology and ingredient production center in **Tortosa**, Tarragona, as well as a flavor manufacturing plant and distribution center for Southeast Asia in **Bangkok**.





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## Product distribution, sale and consumption

At Lucta we work with exclusive products, designed to measure for each of our customers, and offer a comprehensive response and support service, in both commercial and technical matters, to advise customers as to the application of our flavors and fragrances in their products.

We also have specialist carriers who guarantee agile transit times and deliveries, as well as order traceability. The agility we offer in our service and deliveries allows us to respond swiftly to emergencies, demonstrating our flexibility to adapt to the specific needs of each customer.

We likewise pay close attention to the preferences of consumers, who are increasingly conscious of the foods and other products that they consume. Labeling is thus becoming more and more important, with the demand that products be sustainable, low in emissions, locally produced, or with minimized resource consumption and socio-environmental impact.





# Our operational framework

GRI 2-22, 2-23, 3-1, 3-2

## Double materiality analysis

We undertook our first double materiality analysis in 2022, allowing us to listen to the interests of our priority stakeholders in environmental, social and governance matters. To this end, we launched a consultation and participation process involving more than 500 customers, suppliers, co-workers and local organizations, who submitted their comments and expectations.

Double materiality allows us to identify and prioritize the relevant topics affecting the business model of our Group, and to ascertain the impact we generate on our surroundings, from both a financial and a non-financial perspective. The results obtained this financial year define our decisions in the sphere of the environment, social responsibility and governance.

Matrix derived from the double materiality exercise



### Potentially material topics

#### Governance

1. Corporate governance
2. Respect for human rights
3. Cybersecurity
4. **Risk policies and management**
5. **Responsible management of the supply chain**
6. Economic and political disruption
7. Social and environmental evaluation of suppliers
8. **Innovation and product design**

#### Environment

9. **Emissions and climate change**
10. Energy
11. Waste management (circular economy and packaging)
12. Water and effluents
13. **Air quality**
14. Raw materials
15. Biodiversity and land use
16. Animal welfare
17. **Product life-cycle**

#### Society

18. **Employment quality**
19. **Occupational health and safety**
20. Diversity, equality and inclusion
21. Training, attracting and retaining talent
22. **Product quality and safety**
23. Consumer health and safety
24. Relationship with communities and interaction with stakeholders (social contribution)

 [For further information](#)

## We act in support of sustainability

Sustainability is a cornerstone of our growth plan and is integrated within our D-X Global Strategic Plan to drive the transformation towards a circular and low-carbon economy. This guarantees competitiveness, trust, continuous improvement and resilience at our Group in response to the challenges arising over the coming years.

**Our sustainable action is based on four planks:**



**Corporate culture of responsibility and leadership** in environmental, health, safety and wellbeing aspects for all staff at the organization.



**Development of products that are safe,** healthy and sustainable throughout their life-cycle.



**Climate change mitigation and resilience.**



**Transparency and continuous dialogue** with all stakeholders.

**WE SUPPORT**

















As members of the UN Global Compact, we are likewise committed to aligning our operations with the ten universally accepted principles regarding human and employment rights, the environment and anti-corruption, while also involving ourselves in achieving the SDGs.

**5 priority SDGs and 1 cross-cutting goal in our actions for sustainability within the context of the United Nations 2030 Agenda.**

Of the 17 Sustainable Development Goals (SDGs), we have identified five priority goals at Lucta (SDGs 3, 10, 12, 13 and 17), which are closely linked to our potential for impact and action, and one cross-cutting goal (SDG 9), focused on industry, innovation and infrastructure.



Our sustainable performance

	Product		People		Planet		
Pillars	Sustainable solutions	Sustainable procurement	Fairness	Health and well-being	Climate action	Biodiversity	Circularity
Objectives	<p>Develop the LCA methodology in the design of our products.</p> <p>Focus product innovation on more sustainable solutions.</p> <p>Promotion of quality and food safety culture.</p>	<p>Implement a supplier program for decarbonization and biodiversity protection.</p> <p>Transparency in the supply chain.</p>	<p>Avoid biases in hiring, promoting and training staff.</p> <p>Measures to facilitate occupational inclusion.</p> <p>Policy of fair pay for performing similar functions.</p> <p>Personal development through training programs.</p>	<p>Implement improvements in work-life balance measures.</p> <p>Put personal health and well-being programs in place.</p> <p>Drastic reduction in accident rates.</p> <p>Guarantee safe and healthy jobs, with a particular emphasis on handling chemical products.</p>	<p>Help to restrict the planetary temperature rise to 1.5° C.</p> <p>Reduce scope 1 and 2 emissions by 42% by 2030, and scope 3 by 25%.</p> <p>100% of electricity from renewable sources.</p>	<p>Promote the conservation and restoration of the natural world and its biodiversity in locations with local impact or influence.</p> <p>Ensure that raw materials come from crops that are free of deforestation, and that foster respectful and regenerative agricultural practices.</p>	<p>Maximum operational eco-efficiency:</p> <p>Savings and efficiency in water consumption, with a particular emphasis on locations in geographical regions at risk of drought.</p> <p>0 waste to landfill.</p> <p>Implement the <i>Packaging 4R Program</i>.</p>
Material topics	Product quality and safety	Responsible management of the supply chain	Quality of employment	Quality of employment	Emissions and climate change	Responsible management of the supply chain	Emissions and climate change
	Product life-cycle.	Emissions and climate change		Occupational health and safety	Air quality		Product life-cycle
	Innovation and product design	Risk policies and management			Risk policies and management		Innovation and product design
SDG	  	 	 	 		 	 



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## Creative and sustainable solutions

"The key to the success of Lucta innovation processes is based on close collaboration with the customer. It is essential to understand their expectations, as well as those of end consumers, from the outset, and equally important to draw on their collaboration and trust throughout the development of the solution."

Gemma Tedó, Innovation Group Director



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At Lucta we design and manufacture exclusive solutions for each customer and product. We make "tailored suits", providing creativity and a positive impact through healthier and more sustainable solutions for people and the planet.

Our goal is to be a consultant partner for our customers. We aim to listen to their needs, identify any organoleptic drawback or problem in their product, advise and accompany them throughout the production process, so as to offer them the most appropriate and optimal solution at all times.

We strive to be agile in developing a new solution, with a method based on placing the customer and consumer at the center, guided by the following principles:

— **Customer intimacy:** Personalized, approachable and constant support from our commercial and technical team.

— **"Glocal" vision:** We design flavors and fragrances for more than 90 countries, adapting to the inherent gastronomic traditions and olfactory preferences of such diverse markets as Asia, Central America, the Mediterranean and the Anglo-Saxon world.

— **Continuous after-sales service** We provide a continuous and circular service, ensuring the satisfaction and loyalty of our customers.

## Consultative approach for our customers



### Feed additives

**Solutions to improve the physiological state of the animal and the production process.**



### Fragrances

**Marketing consultancy to develop a product in line with needs on different markets.**



### Flavors

**Unique solutions for each product and its application.**

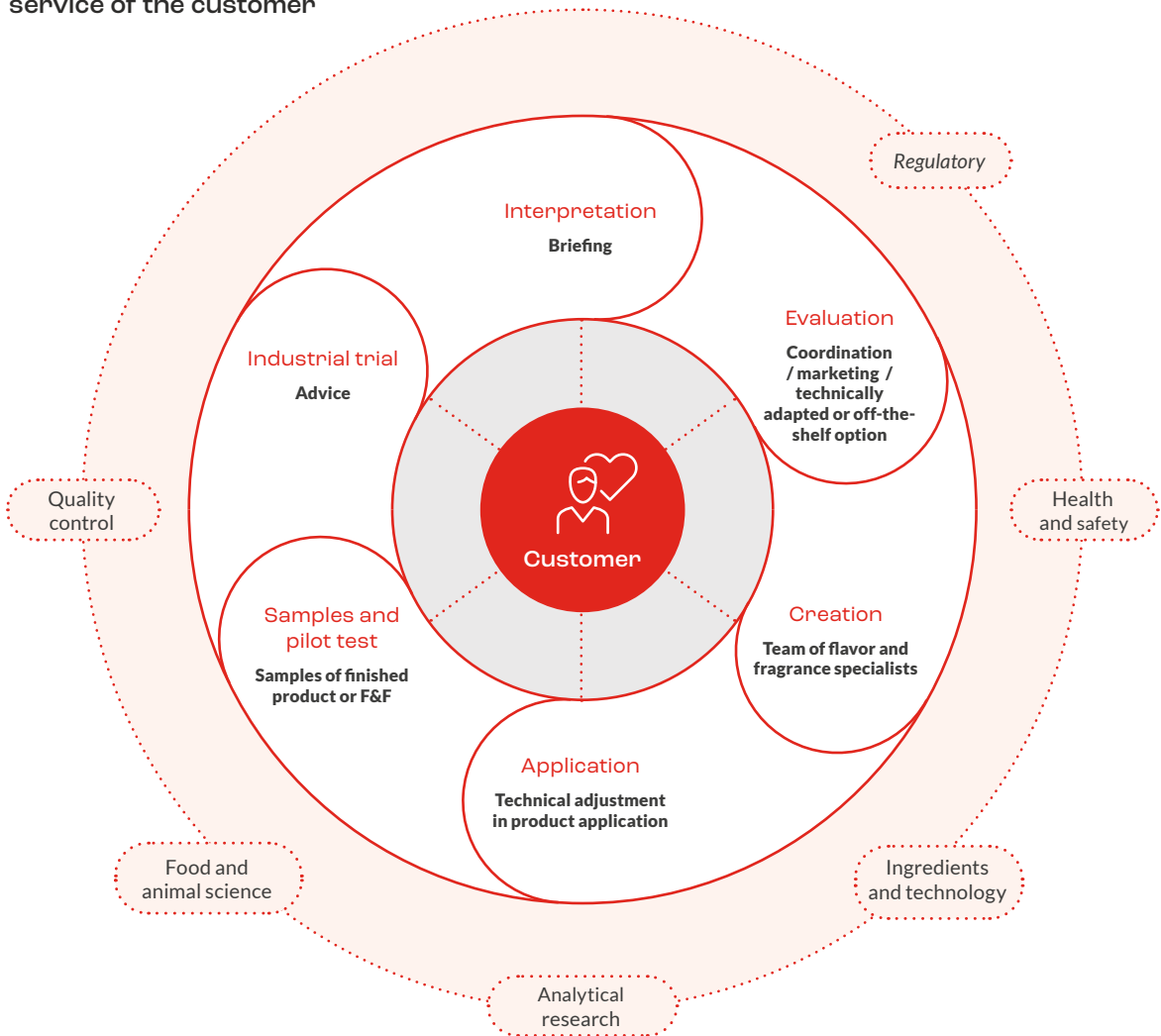




**The driver of innovation is passion, curiosity and pride in seeing that the solutions we propose help towards our customers' success and the goal of a better world.**

GRI 3-3

### Innovation and design at the service of the customer



Thanks to our commitment to sustainable R&D+i, at Lucta we offer solutions that cover the entire food chain, from farm to fork. Some of the Group's new developments have thus focused on providing solutions in order to:

- Offer a safer and healthier diet.
- Deliver animal welfare and improved livestock efficiency.
- Incorporate new ingredients from renewable, circular sources, and/or those providing the customer's product with a clean label.
- Reduce the product's environmental impact. For example, by avoiding food waste, applying more concentrated doses in the case of detergents (to reduce volume and packaging), or helping to encourage the consumption of plant-based protein.
- Optimize manufacturers' production costs within a context of inflation and financial challenges, by allowing certain ingredients to be replaced.



# Sustainable solutions in practice



## Biodegradable solutions for detergents

Global launch of LuctaCaps Pure® technology, offering a sustainable and biodegradable solution for fragrance micro-encapsulation, avoiding micro-plastics in laundry care products.



## Reduced salt, fat and glutamate

By using flavor modulators and natural extracts, we manage to maintain the intensity and enjoyment of the original flavor. Our specific ingredients are designed to heighten salt and umami flavors, along with the aromatic effect of fats, improving the palatability of these low-sodium and low-fat foods.

In 2023 we managed to halve the salt input in one of the leading snacks, with an impact on more than 1,500 tonnes of snacks on the European market.



## Fragrances certified by Ecocert for the cosmetics and detergents sector

The [Cosmos](#) standard serves to guarantee that these fragrances are natural, free of petrochemical ingredients (except for certain authorized preservatives) and obtained through organic processes which are healthy for consumers, making responsible use of natural resources and respecting biodiversity.



## Collection of fragrances for "zero waste" products

In 2023 we developed a collection of biodegradable fragrances with upcycled ingredients for personal care products.

We include natural ingredients in these designs, extracted from orange juice and orange peel, or derived from the turpentine which comes from the volatile part of conifer resin, used as a byproduct from the papermaking industry, as crude sulfate turpentine (CST).

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Avoid food waste

1,050 million tonnes of food was wasted in 2022 throughout the food chain. There are many reasons behind this problem, which has significant repercussions in environmental, social and economic terms.

We help our customers to find effective solutions capable of addressing food waste, one of the major problems of our society, in line with the goal of halving such waste by 2030, as established in SDG 12.3.

At Lucta we offer innovative solutions in the sphere of both human food and animal feed. An example, is our Luctanox product line, which incorporates natural antioxidants from rosemary extracts and other plants into animal feed, protecting fat oxidation above all in pet and aquaculture feed. We likewise develop crepe flavors which can be applied to certain foods to improve preservation and extend their shelf life. We also have aromatic solutions which help re-incorporate byproducts from the meat and fish sector into our diets, helping to make better use of food.



Activate protein transition  
with plant-based foods

The plant-based food and drinks sector is booming worldwide. Consumers in this sector are much more critical and responsible, and are driving the evolution towards foods in which an awareness to health, natural ingredients, the environment and animal welfare are taking priority.

Plant-based solutions typically face the challenge of combining health and flavor in the same product, because the healthier options tend not to be particularly flavorful, and vice versa. It is here that we deliver value and distinctive organoleptic solutions compared with other proposals on the market. At Lucta we have a line specializing in offering solutions for plant-based drinks and meat and fish substitutes.





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## Reduction in added sugars and calories

We develop flavors capable of reducing the amount of added sugars and calories in foods. We use technologies that mask the flavor and heighten the sweetness, replicating the organoleptic profile of sugary products, offering alternatives that fulfill consumer expectations without compromising their health. These solutions help food companies create low-calorie products which are nonetheless appetizing and facilitate a healthier and more balanced diet.



## More natural flavors for the agri-food industry

Natural flavors and ingredients are a booming and increasingly sought-after trend. Over recent years, 3 out of every 10 solutions created at our design center in Europe have incorporated the exclusive use of ingredients derived from spices, essential oils or plant extracts. We have also replaced synthetic colorants with natural alternatives derived from beetroot, radish, spirulina, paprika, turmeric and safflower.



## Circular solutions for poultry welfare: Luctalife OE Poultry

Olive oil and its byproducts are elements rich in health-giving bioactive compounds. They have antioxidant, anti-inflammatory and anti-microbial properties which, when applied to animal feed, improve their growth and health, while offering an alternative to the use of antibiotics as growth promoters. They also contribute to the circular economy and reduce the environmental impact of such food products.





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## New, more efficient plant-based palatability agents for pet food

By 2050 the global population is expected to rise to 9.7 billion people, which will mean an increase of 60 % in demand for food, mainly from sources of animal protein, representing a challenge for the agri-food sector.

In turn, the pet food sector is in constant growth, with global production of 35 million tonnes per year. These foods use palatability agents, in other words mixtures of ingredients created specifically to improve the flavor and make the food more appealing. Traditionally, these palatability agents are known as digestes, and use hydrolyzed animal proteins mixed with other ingredients, and typically containing more than 70 % water.

We believe there is an opportunity for the pet food market to increase its sustainability, by replacing these traditional products with a new generation of environmentally friendly palatability agents.

At Lucta we are therefore developing a new generation of palatability agents free of animal-based ingredients, offering the chance to progress towards the 2030 Agenda goals supported by the FAO, by means of a shift towards more efficient, inclusive, resilient and sustainable agri-food systems.

This involves first of all replacing animal protein with plant-based protein, reducing pressure on the meat market, while furthermore increasing concentration by a factor of 3, improving product transport, storage and packaging efficiency, and resulting in lower emissions.





## Aquaculture, a more efficient sector for the challenges of the future

Aquaculture could play an important role in feeding a growing world population, while also delivering greater quality of life for the producers and their families. When undertaken sustainably, aquaculture is capable of addressing numerous environmental and social impact goals, including reduced pressure on overstressed and overexploited oceans.

Farmed fish are incredibly efficient in terms of resources, in particular when compared with other animal proteins. Their food conversion ratio (the measurement of how much food is needed to produce the protein) can be half or even lower than the figure for such terrestrial species as pigs, cattle and chicken.

Lucta has extensive experience and specialization in feed for aquaculture within our feed additive division. We are experts in palatability, and know how to modulate optimal voluntary feed consumption in animals, while also promoting digestive efficiency, health and animal welfare. Our products focus on offering an integrated solution for a healthier and more sustainable food chain.

Our solutions have allowed us to help resolve challenges in the aquaculture market for some of the leading companies in the sector: 3 major corporations are among our sales top 10 at the Lucta Group, allowing us to consolidate our presence both in the Americas and in Asia and Europe.

**We improve the production efficiency of shrimp and fish producers.**



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**Luctarom®**

In Asia, solutions supporting the reduction of marine ingredients in fish diets maintaining their sensory profiles. In EMEA, solutions minimizing feed intake reduction in commonly farmed fish species (Seabream, Seabass and Trout) during critical stressful circumstances, such as during water temperature changes, or with unpalatable diets.



**Luctamax®**

Solutions to improve palatability and feed efficiency, serving to increase flexibility in the formulation to reduce the inclusion of fish meal in the diets of carnivorous species, such as Seabass and Asian Seabass. For shrimp, solutions improving attractability and palatability of the feed, avoiding food waste and reducing organic contamination of pool water.



**Luctactive®**

Solutions that improve the efficiency of the use of nutrients, such as fat, and the quality and omega-3 / omega-6 profile of fish fillets, healthy sources of key nutrients for human consumption, as in the case of Trout or Seabream. We also have solutions based on the use of by-products from the olive industry to improve liver function and feed efficiency, such as in Carp.



**Luctalife®**

Solutions under development to support the physiological condition of the animal fostering animal welfare under stressful conditions.



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# 3

## Respect for the environment

"Over the next 10 years, the greatest risks are extreme meteorological phenomena, critical changes in terrestrial systems, the loss of biodiversity and ecosystems, the scarcity of natural resources, and disinformation."

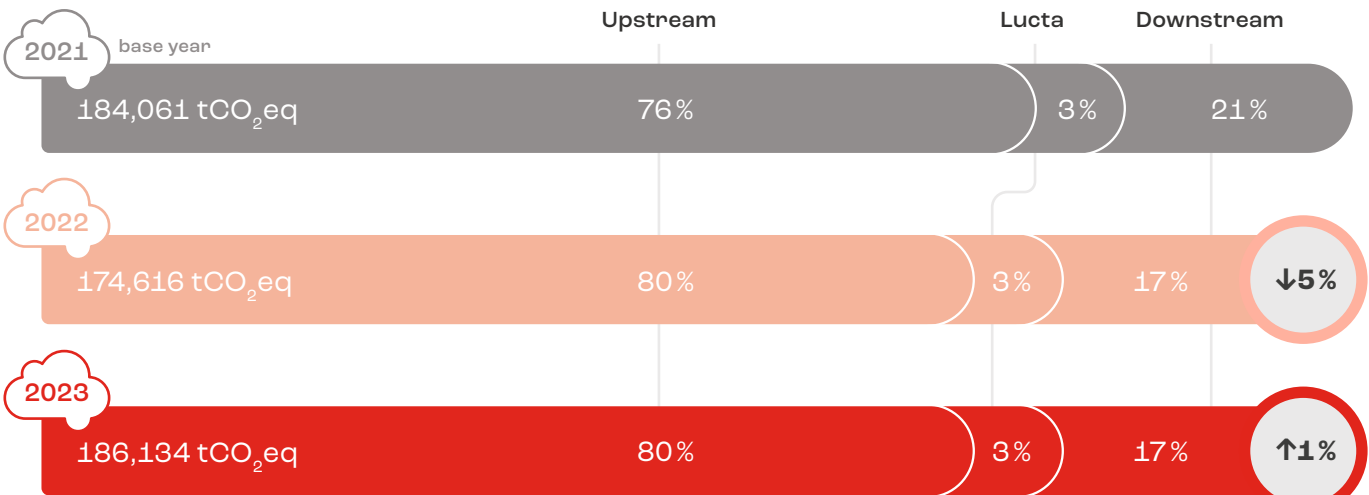
World Economic Forum,  
Global Risks Perception Survey 2023-2024



# Progressing towards decarbonization

GRI 305-1, 305-2, 305-3, 2-22

## Our carbon footprint



Upstream Scope 3	
Purchased goods and services	76%
Capital goods	2%
Energy-related activities	1%
Employee commuting	<1%
Business travel	1%
Leased assets	<1%
Waste generated in operations	<1%

Lucta Scope 1	
Fuel	2%
Vehicle fleet	
Others	
Scope 2	
Electricity (market-based)	1%

Downstream Scope 3	
Processing of products sold	10%
Lucta transport and distribution	4%
Customer transportation and distribution	2%
End of life of products sold	<1%
Investments	<1%

Since 2021, our base year, we have calculated the carbon footprint of the entire Group on the basis of the GHG Protocol, including scope 1, 2 and 3 emissions. Scope 3 includes upstream emissions, associated with activities prior to our operations, such as the production of raw materials or worker commutes, and downstream emissions, associated with activities subsequent to our operations, such as the distribution and use of our products.

We focus continuous efforts on methodological improvements in our data gathering and quality to calculate the carbon footprint, which may give rise to certain variations from one year to another. We can nonetheless establish certain appraisals of interest which we set out below:

[For further information](#)

By geographical region, 40% of our emissions originate at Lucta Spain, where 35% of Group activity takes place. The other companies with production plants account for between 10% and 17% of our emissions, similar to their proportional size within the Group.

1% reduction in scope 1 and 2 emissions compared with 2021. This is mainly the result of changes in the use of fuels: we have replaced the use of LPG with natural gas at our facilities in Colombia, representing a reduction of around 15% in emissions per unit consumed. For the other companies, natural gas consumption was reduced by 2%.

Scope 2 emissions are linked to electricity consumption at our plants. These emissions are calculated by applying the country's energy mix emissions factor, according to the International Energy Agency. Although our electricity consumption fell in 2023 compared with 2022, emissions increased because of lower renewable energy generation in the countries where we operate, influenced by factors such as the market and the climate.

Compared with our base year, scope 3 emissions increased by 1%, amounting to a total of 180,236 t CO<sub>2</sub>eq. We would emphasize category 1, goods and services, which is responsible for more than 75% of total emissions, and rose by 11% compared with the base year, mainly because of the incorporation of internally used packaging and the adaptation of their composition. With regard to category 10, processing of products sold, we reduced emissions by 29% compared with 2021, above all as a result of the drop in products sold and a greater breakdown in the emissions factors analyzed. As for category 4, referring to transport and distribution emissions for which Lucta is responsible, we see a slight increase of 4% compared with the base year. We would emphasize that almost 80% of trips to distribute our finished products to our customers take place by road.

## Climate risk management

In 2023, Lucta adopted the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#) recommendations to ensure more robust and transparent management of climate-related risks and opportunities.

We have evaluated the current and potential impacts of climate risks and opportunities on our business. The likelihood of occurrence of these risks is increasing each year, driven by the rise in extreme climate phenomena (physical risks) and changes connected with the transition towards a low-carbon economy (transition risks).

The challenges identified include:

- The **possible shortage of raw materials**, which could give rise to an increase in procurement costs and possible customer service risks.
- Meanwhile, the growing **awareness of environmental issues** on the part of consumers could influence their purchasing decisions, which would lead to a change in the customer portfolio or the need for a highly agile response to new demands and markets.
- We must also consider possible **water supply restrictions**, which could affect our production capacity, since water is vital for cleaning in our production processes.
- Lastly, **extreme climate events** could lead to an increase in energy demands to keep our operations running.



# Climate action plan: 2030 target

GRI 3-3

The current climate emergency scenario constitutes the most significant challenge faced by our society. Keeping global warming below 1.5° C requires significant speeding up of efforts to reduce carbon emissions worldwide.

Aware of this reality, at Lucta we see the transition towards a low-carbon emissions economy to be essential and urgent, and therefore align our climate change mitigation and adaptation strategy with the goals of the **Paris Agreement (COP 21)** and the **Sustainable Development Goals (SDG)** of the United Nations.

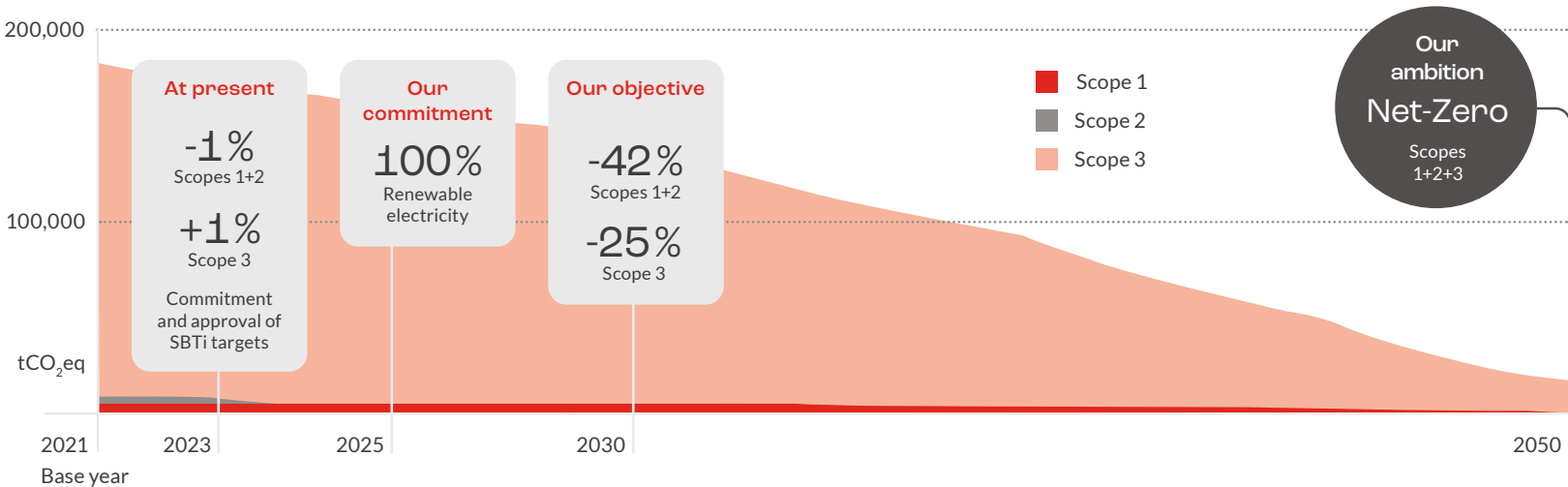
## Lines of work

### Our operations (Scopes 1+ 2)

Renewable electricity  
Energy efficiency

### Scope 3

Percentage of suppliers  
Low-carbon  
ingredients  
Ecodesign  
Route optimization

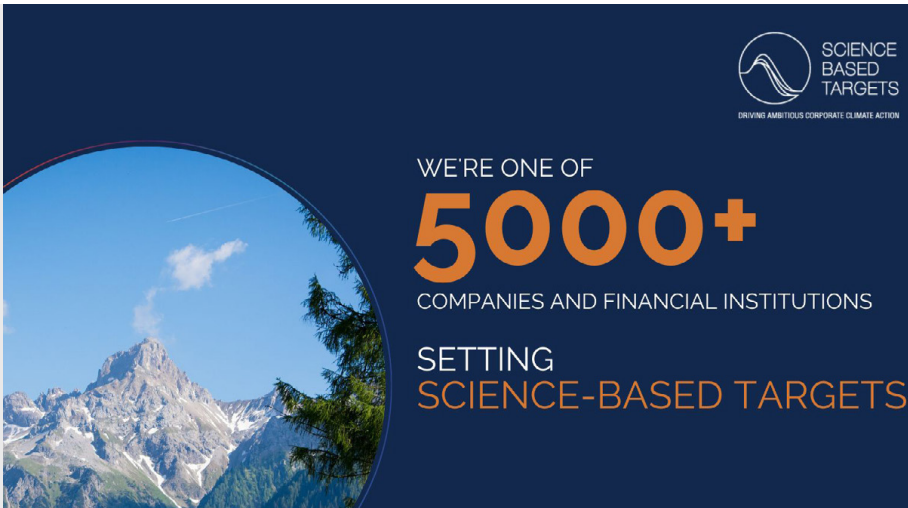


## Science Based Targets Initiative (SBTi)



The SBTi initiative approves our short-term emissions reduction targets, in line with a 1.5° C trajectory.

We undertake to reduce absolute **scope 1 and 2 GHG emissions by 42% by 2030**, with 2021 as the base year. We are also committed to reducing absolute **scope 3 GHG emissions by 25%** over the same period.



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# Eco-efficiency through digitalization

GRI 2-22

According to the World Business Council for Sustainable Development (WBCSD), eco-efficiency is defined as providing goods and services at a competitive price, fulfilling human needs and quality of life, while progressively reducing environmental impact and the intensity of resource usage throughout the life-cycle, to a level compatible with the estimated capacity that our planet can withstand.

**Industry 4.0 has allowed us to incorporate a paradigm shift within industrial operations, facilitating process efficiency.**

Our Group began more than 10 years ago to focus efforts on optimizing production processes, reducing unnecessary resource consumption, and addressing environmental challenges.

Beyond pure industrial automation (known as industry 3.0), industry 4.0 advances by blending physical and digital reality, through the combination of different technologies (sensory, hardware, software, Information Technology (IT), Internet of Things (IoT) and Operational Technology (OT)) to create integrated solutions that promote the efficiency and sustainability of production processes.



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## Control systems at Lucta Spain plants

When the proposal was raised in 2018, we started out from diverse production lines and machines that could not be connected, which we coupled to PLC control systems, creating a virtual network to interconnect independent systems, before subsequently defining the network architecture. This serves to incorporate and update local control panels, unifying everything at one single portal, providing integrated network management.

Once we had resolved the underlying technological conditions, work began to develop the SCADA system, which over the course of more than 4 years has seen mass integration of signals and data readings from sensors, meters and other devices. Control screens and alarm generation have also been set up to allow efficient management of the different production plants and ancillary services, such as the sanitary hot water network, the water treatment plant, water and energy consumption, ventilation and air extraction at the plants, among other aspects.

**We are increasingly efficient,  
thanks to an outstanding team,  
learning and investment.**





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## MES system on the production lines

All Lucta Spain plants now have sensory and SCADA systems, while MES is fully under development and is planned for deployment at all our Group companies over the next 3 years. Real-time monitoring of production will allow us to enhance the productivity of our plants, reduce rejected materials, eliminating the use of paper in production line management, as well as energy and water consumption.

**We are ready to implement  
the MES system at our plants.**

## Robotization at the new Fragrances plant

Beyond the more familiar examples of robots, models with movements similar to arms, and others imitating people, programmed machines performing repetitive human tasks are also robots.

In 2019 we brought in a new dosing robot to make fragrance samples, and in 2022, another to create flavors.

At the new Lucta Spain Fragrances plant, a precision dosing robot has also been added, in tandem with smart programs (SAP, MES and SCADA) and the latest cybersecurity and network technology, to make this first-class competitive plant a reality.

**Robotization increases  
our efficacy and  
competitiveness.**



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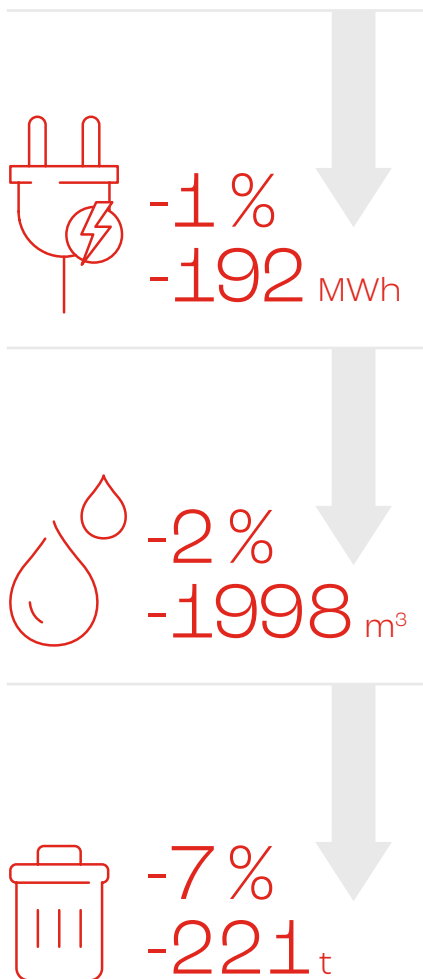
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# An ever smaller environmental impact

Compared with 2022, we have managed to reduce our energy and water consumption and waste generation at Lucta.



## Intensity

Intensity is the best indicator of our environmental impact, since it takes into account waste generation and energy and water consumption in terms of our output.

### Energy



### Water



### Waste



In 2023 we reduced our environmental impact by 5%, while at the same time increasing our output.



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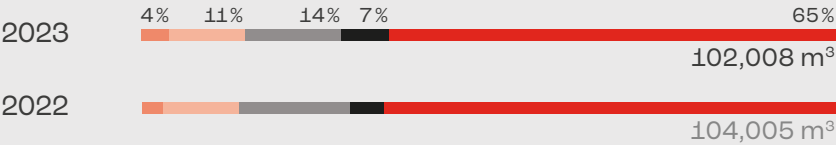
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# Evolution of our impact by country

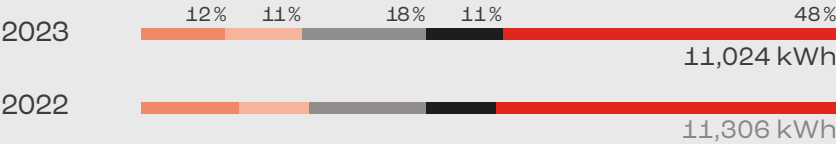
GRI 306-1



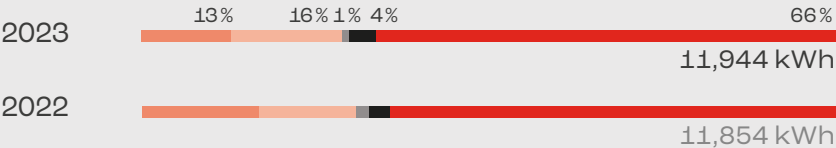
## Water



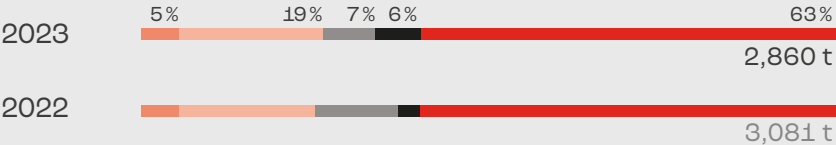
## Electricity



## Fuel



## Waste



[For further information](#)

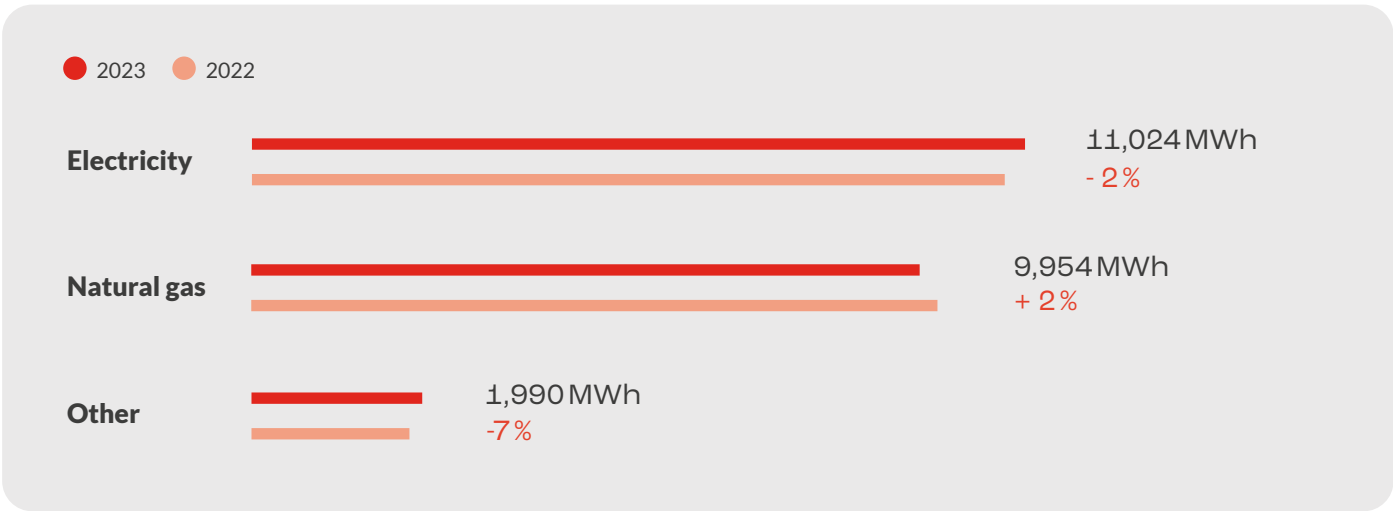


# Energy-efficient

We highlight the reduction in electricity consumption, a significant achievement reflecting our improvements in energy efficiency: we have managed to reduce electricity consumption while at the same time increasing output.

The increase in the use of natural gas results from the change in fuel at the Lucta Colombia boilers, which have switched from liquefied petroleum gas (LPG) to natural gas.

Under the category "Others", we group minority consumptions of other energy sources, such as propane gas, LPG, diesel and gasoline. Consumption of these energies tends to be irregular since we often have tanks to store these fuels and make occasional purchases.



 [For further information](#)



## Our commitment to self-consumption

We generated 110 MWh from the solar panels at the Montornès del Vallès plant.

The plan for 2024 is to make investments to expand our solar roof, which will allow us to triple electricity self-generation, covering some 7% of annual consumption at Montornès del Vallès.



## Sustainable mobility

We have launched measures among our co-workers to promote sustainability on work-related trips.

- We installed electric vehicle charging points and a covered bicycle parked at the Montornès del Vallès site.
- We have a fleet of hybrid vehicles at Lucta Colombia.
- We implemented a policy of working from home once a week.
- We have bus services at Lucta Colombia, Lucta Mexico and Lucta China.



# We treat waste as a valuable resource

GRI 3-3, 306-1, 306-3

At Lucta, we understand and manage waste from the perspective of the circular economy, and so succeed in recovering 83% of the waste we generate, in other words, we make use of it to either recover the materials or generate energy from them. Our main waste streams are packaging from our raw materials, and sludge from the water treatment plants.

**| We recover 83% of our waste.**

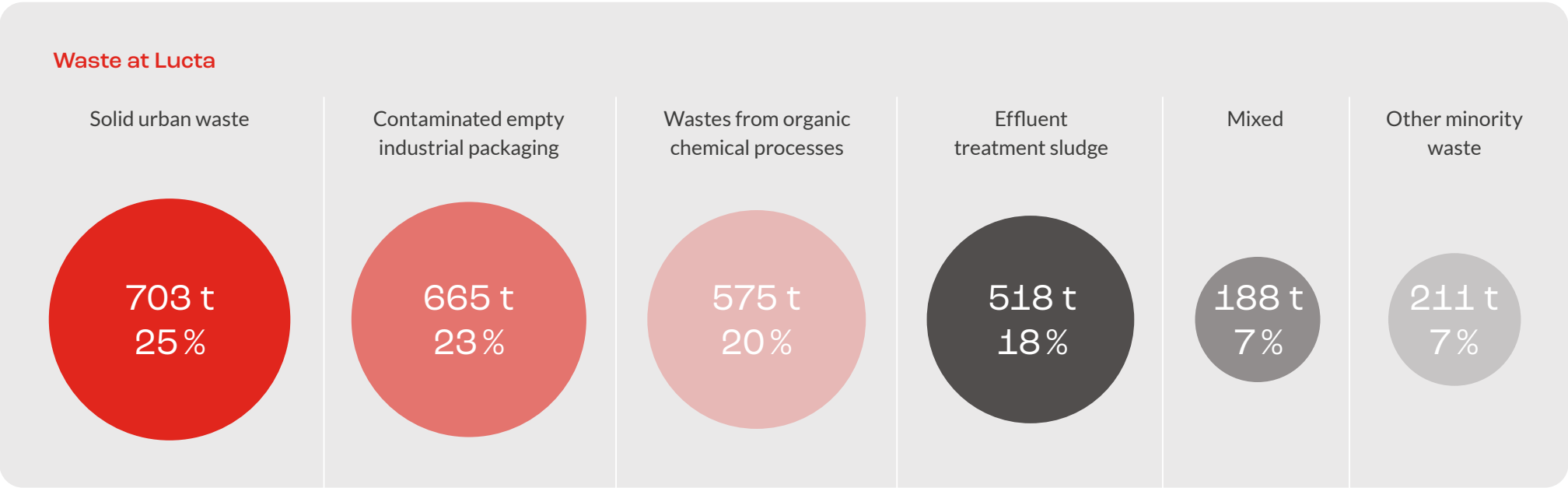
Waste reduction has to a great extent been achieved thanks to actions to prevent waste generation, focused on minimizing product waste in our production processes. These actions include improvements in the effectiveness of production planning, inventory optimization and improvements in raw material transfer and dosing processes.

Another key improvement has been applied in waste segregation at our plants, by separating new minority waste streams and promoting circularity, along with training for our entire team.

Also noteworthy is the implementation of an electronic hazardous waste management system at Lucta China, which has reduced the administrative burden and improved the traceability and efficient management of this waste.

**In 2023 we reduced our waste for the first time by 7%, while also increasing output.**

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## Success story

### We transform plastic into furniture



**Cindy Patricia Recio Párraga**  
HSE Coordinator at  
Lucta Colombia

"In Colombia we only recycle 2 % of lightweight packaging. This reality raised a challenge for us, together with the Purchasing team, to find an alternative so as to manage such waste at our company.

And so at Lucta Colombia we started a partnership in 2023 with a waste manager that transforms the plastic we generate, both in production and at our offices, into furniture and materials (benches, plant pots, canopies or shelving) which we use to decorate our offices.

By the end of the year we have successfully transformed 10 tonnes of plastic which we use in our resting area built using recycled materials. And we are already thinking of new ideas!"





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**Responsible containers and packaging  
for our products**

GRI 2-22

We focus on designing and delivering our products in a way that minimizes their environmental impact and promotes a more sustainable life-cycle. Our strategy with regard to the packaging of our products focuses on the following key aspects:



**Use of larger-capacity  
containers**

Encourage the use of larger-capacity containers wherever possible. Not only to reduce the quantity of material used for packaging, but also to optimize transportation.



**Ecodesign**

Ecodesign of our packaging to make them recyclable and incorporate materials of recycled origin.



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# Success story

## Single-material bags for solid flavors



**Dan Nistal Medina**  
Industrial Manager  
at Lucta Mexico

"When customers visit us at our Lucta Mexico plant, I tend to ask them if they recycle their product containers, and their answer is often that they can't find any way to do so.

This made us aware of the importance of ensuring the recyclability of our packaging once they leave our premises. And so we contacted different recyclers to ensure that the containers we were offering our customers were properly recycled.

We decided to adopt a new single-material LDPE (low-density polyethylene) bag, rather than the mixed material bags we had been using, which meant generating 34 tonnes of waste which was hard to recycle.

This change not only allowed us to ensure that the bag could be more easily recycled, but also guarantees a more hermetic container offering better product protection. Moreover, LDPE bags are lighter, allowing us to reduce 50 % of packaging waste generation.

This transition was not without its challenges. It required adjustments in our packaging line to adapt to the new format and material, as well as joint efforts with our customers."



New packaging line for LDPE plastic bags.



# Water, an essential resource

Water is an essential resource for life and for human activity that is proving increasingly scarce in many parts of the world. The effects of climate change are altering natural phenomena, making them much more unpredictable and extreme: They change rainfall patterns, increase flooding and drought. In other words, we do not have access to water in the way we are used to, which raises significant challenges for water management systems.

At Lucta we are committed to rigorous oversight of water consumption, covering both process and sanitary water. And so during 2023 we undertook various initiatives and improvements focused on operational efficiency at our plants. Efforts which were rewarded with a reduction in our overall water consumption, and in particular a 2 % reduction in our intensity, which stands at 2.4 m<sup>3</sup> consumed per tonne of product.

**Within a context of drought,  
we managed to reduce water  
consumption at our facilities in  
Montornès del Vallès by 15%.**

As for the context of local drought, Lucta Spain has implemented small-scale water efficiency projects focused on reducing cleaning water for equipment and optimizing the cooling apparatus. Thanks to these changes, we fulfilled the demands of the drought plan instigated by the regional institutions in late 2022, while reducing water consumption by 15 % compared with the average for the previous 3 years at our Montornès del Vallès facilities.

We also have waste treatment plants at our production facilities in Spain, Mexico, Colombia and China, where we process a total of 70,000 m<sup>3</sup> of waste water per year. These treatment plants and biological and physical-chemical processes serve to reduce the pollutant load in water to an average of 300 mg O<sub>2</sub>/l Chemical Oxygen Demand (COD).



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## Success story

### The new Fragrances plant, designed to save water



**Albert Cano Bonfill**  
Fragrances Plant Manager  
at Lucta Spain

"When we began planning the new fragrances plant, we wondered what would be the best equipment cleaning technology.

In the fragrances sector, production equipment has traditionally been cleaned using water. However, this system involves significant water consumption and the need for a treatment plant to handle the 10,000 m<sup>3</sup>/year that this technology is expected to generate. This was a turning point, which prompted us to rethink the cleaning process design of the new plant.

And so the plans for a water consumption-free plant took shape, bringing together a multidisciplinary team with figures from engineering, quality, environment and production. We undertook numerous pilot tests and analyses over several months, allowing us to establish that it was possible to eliminate water use in

cleaning, to be replaced with minimal use of alcohol, which could also be partially reused.

This approach is not only environmentally responsible, but also allows us to improve our competitiveness without compromising quality and efficiency standards."



# Air quality, vital for health

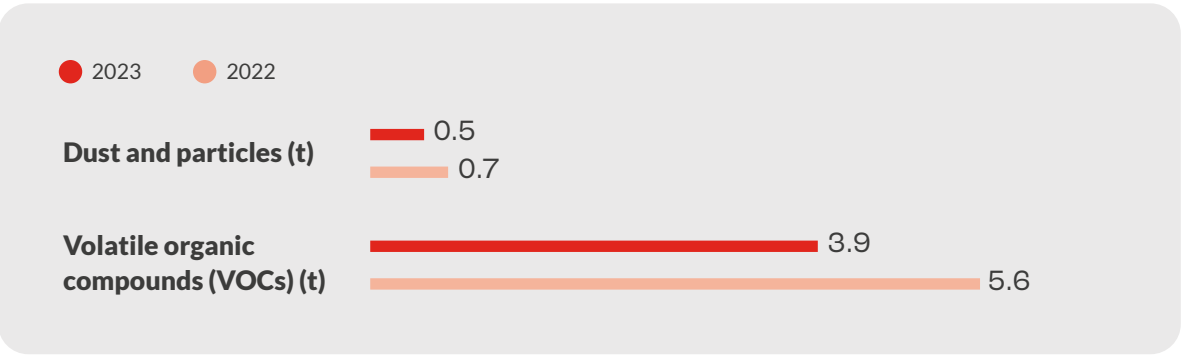
GRI 3-3, 2-22, 305-6

At the Lucta Group we conduct yearly monitoring of emissions of volatile organic compounds and other pollutants, both dust and particles. These checks show that our emissions of such compounds are at all times within the established legal limits, although in 2023 they were higher than the previous year. These fluctuations between years are mainly the result of variability in production processes during the sampling procedures.

During this year we also improved our air quality management at Lucta China, doubling the monthly checks to monitor for atmospheric pollutants.

According to the World Health Organization (WHO), in 2019, 99% of the world's population lived in places where air quality guidelines were not being fulfilled. The estimation is that air pollution caused 4.2 million premature deaths worldwide during the year.

As for odor pollution, Lucta Spain periodically conducts a dynamic olfactometry study in line with standard UNE-EN-13725, serving to quantify the concentration of odor and its impact on the community, as well as to monitor the effectiveness of the actions implemented and establish operational priorities.



Note: There are no measurements for the Lucta Colombia and Lucta USA production plants. In the case of Lucta Mexico, only particles measurements are available.





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## Odor mitigation plan

### Improvements in optimization of treatment and dispersal systems for the main sources of emissions

We design our plants with advanced treatment technology, using active carbon filters and scrubbers. We have strict preventive maintenance plans in place, which are periodically reviewed to ensure the proper operation of the scrubbers, and periodic renewal in the case of the active carbon filters. The filter renewal period was shortened at Lucta China in 2023.

### Measurement and control of pollutants

We continue to improve measurement and control of atmospheric pollutants, and plan to standardize controls at all our production plants. In 2023 we also increased VOCs controls, with fortnightly measurements at Lucta China.

### Implementation of good practices in the storage and handling of chemical products

We adopt and promote good practices in the storage and handling of chemical products. In particular in fluid transfer operations, to minimize odor emissions.





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# 4

## Social commitment

"If you walk alone you will go faster.  
If you walk with others, you will go further."

Ancestral proverb





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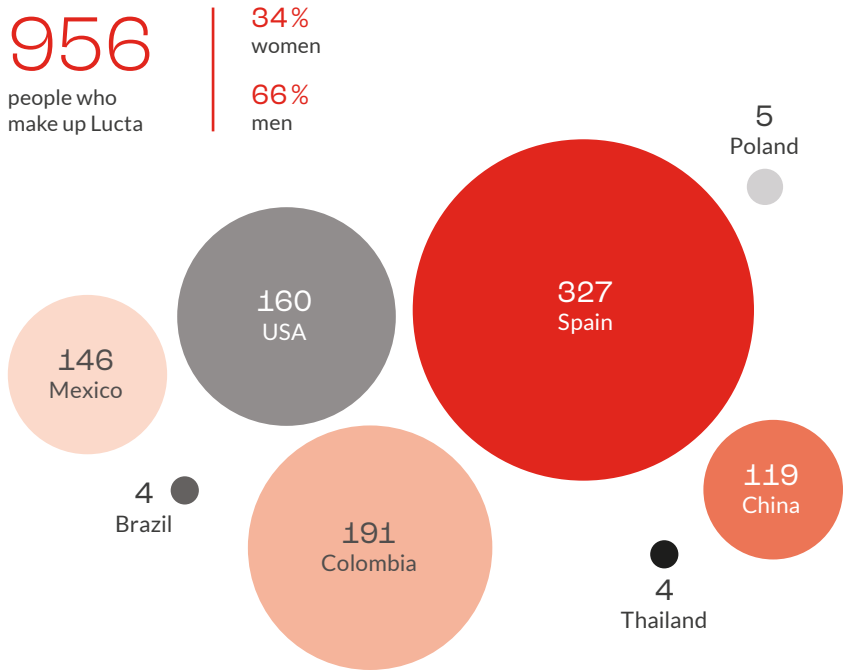
# Beyond these numbers are our people

GRI 2-7

Our business prospers thanks to the creativity, passion, experience and talent of each and every member of our team. Which is why we have devised management programs and plans which not only support the professional development and commitment of our people, but also equip them with resources allowing them to effectively implement our business strategy.

During the year, we intensified our initiatives to promote the wellbeing of all our teams, successfully reducing accident rates by 40% across the Group as a whole, thanks to our actions to address occupational risk prevention and safety.

Placing people at the heart of our decisions has allowed us to underpin a culture of responsibility and shared leadership at Lucta. This culture is based on caring for and respecting the individual, so as to create a working environment based on fairness and inclusion of each team member.



We promote equality and diversity

55% women on the research and innovation team

26% women on the governing bodies

22 nationalities on our teams

We are committed to employment

87% permanent contracts  
10 years of service on average

We prioritize health and wellbeing

-40% accidents compared with 2022  
3,206 hours of health, safety and environmental training

We foster personal development

15,318 total training hours

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# Wellbeing at Lucta

**"Almost two thirds of survey respondents state that wellbeing programs have a positive impact on staff commitment."**

**The Current State and Future of Employee Well-being Programs 2019.  
HR Research Institute**

At Lucta we strive day by day to create an agreeable and healthy atmosphere contributing to a good balance between professional and family life. To this end, we offer our entire workforce a series of work-life balance measures.

## Work-life balance

- Flexible working hours, which allow the entire team to adapt their time at work according to their personal and family commitments.
- Paid leave for special circumstances.
- Variable distribution of working hours over the year, offering more days off in lieu of longer working days.
- Day off to celebrate the birthday.
- Option of working remotely from home one day a week.

Regarding this last measure, we would emphasize that during 2023 we implemented remote working to extend the flexible conditions available to those working with our company. We, therefore, offer occupational risk prevention courses and have conducted working environment assessments to guarantee safety and wellbeing while working from home.

## **Lucta** | **& your wellbeing**

This year we also launched the Lucta & Your Wellbeing program to care for the 956 people who make up the workforce. Our aim through this program is to strengthen the wellbeing of our team through a range of initiatives including sports activities, nutritional programs and information talks about physical and mental health.

We are committed to investing in the health and wellbeing of all our staff, creating opportunities to enjoy a more active and healthier lifestyle within a more supportive environment.





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## Healthy lifestyle

At Lucta Spain, 20 people took part in the Stop Smoking program, with sessions based on the Allen Carr method. At the end of the year, we celebrated the fact that 9 of them had managed to kick the habit.



We conducted health sessions at Lucta Mexico, covering such topics as **nutrition, postural hygiene and breast cancer prevention**.



At Lucta Colombia we held our **Family Day**, with a thrilling outing to the Jaime Duque park in Tocancipá. All the members of the team and their families came together to enjoy a day of fun and good company, strengthening family bonds and underpinning their identity as part of the Lucta family.

We offered our support to the Lucta Mexico team to take part in the **Querétaro Marathon**. By signing up to this challenge, we strengthen our bonds as a team, and promote the importance of physical activity for general wellbeing. This is a way of showing our commitment to health and team spirit.



At Lucta China we encourage an **active and healthy lifestyle** among our co-workers, through a range of sporting activities such as badminton and yoga.



## Team building



At Lucta Colombia we organize a week each year dedicated to **promoting health, care for the environment and quality at work** by means of activities, competitions and talks. This year's edition focused on the importance of water and reducing our water footprint, as well as physical exercise and road safety.



## Mental health

It is very important to understand the crucial impact that **hours of sleep and rest** have on our performance and leadership. In this regard, sessions are offered for the executive team at Lucta Spain, recognizing the importance of mental balance, and offering tools to guarantee appropriate rest.



Comprehensive financial **wellbeing program** intended for the entire team at Lucta Mexico. This program provides resources and guidance for all those taking part, assisting them in reaching informed financial decisions allowing them to achieve greater stability and long-term economic wellbeing.





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# Success story

## Team building days in Xishuangbanna



**Candy Zhang**  
HR Manager at  
Lucta China

"During the month of May we organized some amazing days at Lucta China with the aim of fostering cohesion and collaboration among our team. 125 of us went to the Prefecture of Xishuangbanna to spend a few days bonding with our colleagues.

We embarked on a range of activities, such as local biodiversity awareness-raising sessions, photography competitions and the staging of distinctive cultural festivities of our region.

These experiences allowed us to strengthen our bonds as a team, and also to improve our communication and creativity.

The result is a better working atmosphere, with a more united and motivated team, ready to face up to challenges together and achieve further success."



Sporting activities and team building / Water-Sprinkling Festival of the Dai people



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# Health and safety

GRI 3-3, 403-1, 403-2, 403-3, 403-5, 403-6, 403-8

Our integrated management of health and safety at work is based on the combination of three cornerstones: a robust management system, a program of actions focused on achieving the goal of zero accidents, and fostering health and an internal risk prevention culture. All of which results in a working atmosphere where everyone can feel safe and healthy while they work.

Within the context of this integrated management, policies and procedures have been established to identify, evaluate and control occupational risks, together with proactive safety programs and measures to promote the wellbeing of our staff. We also promote an organizational culture that prioritizes risk prevention and occupational safety, and encourages people at our organization to take conscious and proactive steps in terms of health and safety.

## Integrated health and safety management at Lucta



### Prevention culture

**2,252 hours** of health and safety training delivered in 2023

### Integrated management system

**54%** of the workforce covered by a management system under standard ISO 45001: 2015

### 0 Accidents program

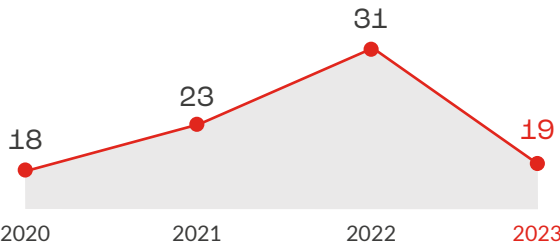
**-40%** accident rate compared with 2022

# Health and safety indicators

GRI 403-9, 403-10

In 2023 we achieved a 40% reduction in our accident rate compared with the previous year, while also reversing the trend of recent years. These tangible results clearly reflect the efforts we have made over recent years, having implemented various measures intended to foster a culture of risk prevention and improved occupational health and safety.

Annual evolution of accidents with lost time at Lucta Group



LTI per country <sup>2</sup>	2023
Lucta Spain	12
Lucta Mexico	2
Lucta Colombia	5
Lucta USA	0
Lucta China	0

 [For further information](#)

● 2023 ● 2022

No-Lost time injury (NLTI)<sup>1</sup> 53 45

Lost time injury (LTI)<sup>2</sup> 19 31

Occupational illnesses 1 0

Days lost<sup>3</sup> 189 318

Lost time injury rate (LTIR)<sup>4</sup> 2.17 3.52

Lost day rate (LDR)<sup>5</sup> 21.58 36.16

We significantly reduced our accident rate in 2023.

1. Refers to the number of occupational accidents not involving lost time.  
2. Refers to the number of occupational accidents involving lost time.  
3. Refers to the number of days lost because of temporary unfitness caused by an occupational accident or illness.  
4. Measures the quantity of accidents occurring in the workplace and leading to lost time:  
LTIR = (Total number of injuries resulting in lost time / Hours worked by staff) x 200,000  
5. Measures the quantity of days that a person is off work because of an occupational accident:  
LDR = (Total number of days lost because of injury / Hours worked by staff) x 200,000



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# How do we underpin our risk prevention culture?

GRI 403-3, 403-5, 403-6, 403-8

**We organize competitions** addressing health and safety, to ensure that our team is constantly aware of the importance of preventing risks.



**We provide skills development** in first aid techniques to ensure that all staff is prepared to deal with any emergency situation.

**We offer sessions** covering road safety to ensure that all members of our team drive in a safe and sustainable manner.



**We offer training** as to how to act in response to complex situations such as spillages, forklift truck handling and other important aspects for safety in the workplace.

# Attracting and developing talent

To attract and retain the best talent in our sector, and to ensure their professional growth, we adopt a range of operational approaches at Lucta:

## We provide work placement programs for students

At Lucta we have forged collaborative alliances with a range of educational institutions, both universities and vocational training schools in the surrounding area, to formalize arrangements for work placements at our company. The work experience we offer allows students to apply and enrich the knowledge they have acquired in their academic training, while fostering the development of crucial skills for their professional future.

**58**  
work placements

## We promote development through training

Our team is the driver for the continuous growth and business success of our Group. That is why at Lucta we provide them with the support and resources needed for their personal and professional development. We want the work experience to be a constant opportunity to increase their awareness of different social and environmental aspects, and to create spaces allowing action with a positive impact on society.

**16**  
training hours  
per person

 [For further information](#)



## Training programs

### Soft skills

Through a range of training and development programs, we provide the tools and resources needed to enhance our workforce's skills and strengthen their abilities and knowledge.

### Corporate culture

These programs include a specialist training offering to address key technical aspects, as well as courses to facilitate their understanding of Lucta's corporate culture, emphasizing the transformation towards sustainability.

### Specialist training

We also ensure that we offer opportunities for growth in areas that go beyond technical aspects, strengthening other fundamental skills which are vital for individual and collective growth at our company.



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## We place people center-stage to transform our team management

Continuing our mission of creating sustainable value through creative and committed talent, we focus on constantly enhancing the skills and development of our teams through a culture of leadership which prioritizes all team members.

To this end, this year we continued with the Managerial Skills Program, which began in 2021, training 20 team leaders. The main objectives are to develop interpersonal and communication skills and to acquire tools to allow those serving as leaders and teams to generate a working atmosphere that promotes creativity, cooperation and effectiveness.

Along similar lines, we continued the Executive Sessions program, which promotes the development of the executive team to continue enhancing their skills and abilities, allowing them successfully to lead their teams and to face up to challenges on today's market. We are convinced that this program allows us to continue growing and improving as an organization.

## Training activities

### Cybersecurity awareness

Every click, every message, every online action could represent a cyber risk. We must, therefore, educate ourselves on best practices when online, from choosing secure passwords to avoiding clicking on suspicious links. Every step counts in protecting our personal information and our privacy.

At Lucta we use specific training platforms to raise awareness of cybersecurity.

Phishing simulations, interactive skills development and knowledge assessments serve to empower our people to recognize cyberthreats and adopt safe online behavior.

This is not simply about protecting our personal and corporate information but also cultivating a culture of cybersecurity in which all our staff are involved and committed. By being aware of the dangers and taking measures to protect ourselves, we help to strengthen the security of our online community.

400  
people trained

465  
training hours



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## Food quality and safety

The culture of food safety is defined as the shared beliefs, standards and values that affect the way everyone in an organization thinks and behaves with the aim of creating a working environment that prioritizes food safety.

We aim to ensure that food safety principles form part of our fundamental values as a company and that all our workforce is aware of their fundamental role in achieving this essential aspect.

570  
people trained

2,340  
training hours

## Creation school

Our Lucta Creation School is an internal long-term skills development program designed to develop up-and-coming talent at our company, playing key roles in creative areas such as design, chemistry and perfumery.

The Creation School is open to staff from different departments and blends theory and practice to equip participants with the skills and knowledge they need to stand out in their specific fields.

This is not simply an internal development tool; the program also functions as a magnet to capture external talent, attracting young professionals who seek to join an innovative company with an established vision of the future.

9  
people in  
training for more  
than 5 years



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# Inclusive, diverse and quality employment

GRI 2-23, 3-3

At Lucta, we recognize diversity as a fundamental driver in generating new ideas and fostering innovation. We therefore aim to bring on board people with different skills and capabilities within our teams, drawn from different social and professional backgrounds, by means of an action plan with the following objectives:

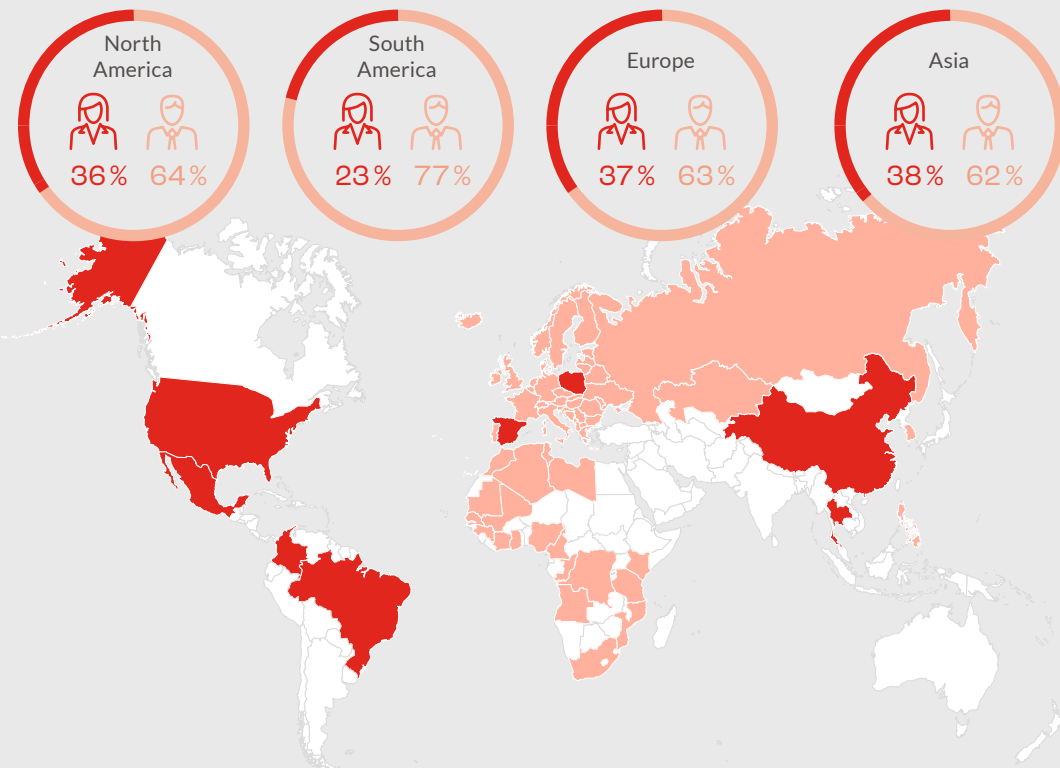
- Reflect the diversity which exists in the communities where we operate.
- Continue to strengthen a corporate culture that values and promotes diversity and inclusion.

At Lucta Spain we comply with the current legislation regarding the rights of people with disabilities and their social inclusion, and so have jobs that have been adapted for people within this group. We furthermore collaborate with occupational placement organizations, contributing to occupational inclusion and building a more diverse working environment with greater integration.

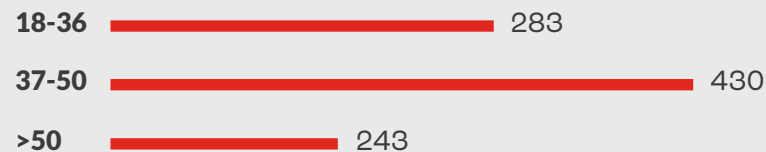
In this regard, based on our conviction that employment prevents and avoids social exclusion, we publicize job opportunities via such inclusion organizations as the ONCE Foundation and its Inserta program, supporting people with disabilities, and the ACAPPS association, which works with people with hearing impairment.

 [For further information](#)

## Gender diversity by geographical region



## Age bands at Lucta



**43**  
years, average age  
of our workforce

Equality Plan

At Lucta Spain we have an Equality Plan in place, reflecting our responsibility towards policies that promote equal opportunities for everyone. We acknowledge that although there is still a long way to go, our commitment to this goal endures.

Our priorities:



Promote a greater presence of women in senior roles.



Ensure that staff selection and promotion processes are conducted transparently and without any discrimination for reasons unrelated with an evaluation of professional aptitude as the main criterion.

Operational strands:

- Raise awareness and train our personnel managers to avoid biases in recruiting, promoting and training individuals.
- Guarantee a non-discriminatory remuneration policy for our entire workforce.
- Facilitate work-life balance for our workforce.
- Use inclusive language in all internal and external communications.
- Establish neutral systems for promotion and access to training throughout the company.
- Maintain a working environment free of sexism, taking into account the biological characteristics of all members of our workforce.

6 %

women in  
positions of  
responsibility

(senior and middle  
management)

55 %

women on our  
research and  
innovation team

Over the course of 2023, we implemented the following equality and inclusion measures at Lucta:

Inclusive language guide

We use language to identify, name and interpret the reality we inhabit. Language allows human beings to communicate, convey thoughts, feelings and values, is in constant evolution, and reflects society at any given time.

The use of an inclusive communication system is consistent with our commitment to equal opportunities, serving to highlight the presence and participation of women in our occupational environment, raising awareness of equality both within our company and beyond. We have therefore drawn up a guide with recommendations for the process of preparing texts, helping to identify situations of exclusion or discriminatory expressions, and offering solutions to resolve queries.

Training for staff selection processes

In the field of hiring and recruiting talent, it is vital to have an impartial and objective process in place to select the most suitable candidates. Despite the good intentions of recruiting companies or employers, unconscious biases may influence results and affect the diversity and inclusion of the working environment. We have therefore drawn up specialist training in interviewing techniques, serving to identify and minimize these biases, while training recruiters to conduct fair and equitable interviews, thereby promoting a more inclusive and diverse selection process.



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### Zero tolerance of harassment

At Lucta we take the issue of harassment very seriously, based on our belief that such behavior constitutes a form of discrimination. We have therefore since 2009 implemented our **Protocol to address and prevent harassment situations in the workplace at Lucta Spain**.

This protocol, updated in 2023, aims to ensure a working environment free of discrimination on grounds of sex, religion, origin, age, disability, sexual orientation, identity or gender expression. Such behaviors create an intimidating, offensive or hostile working environment, or interfere with professional performance.

This is a comprehensive tool providing the details of how to report and address situations of harassment, ensuring the confidentiality and fairness of the process. It furthermore implements a monitoring system to ensure that the protocol is effective and adapts in line with changing needs.

## Fair compensation and occupational benefits

GRI 2-19, 2-20, 401-2

The remuneration system at Lucta is designed to ensure fair and equitable compensation for our workforce, taking into account each individual's level of responsibility and performance. It is likewise aligned with job market practices in each country where we operate, to maintain a competitive and attractive position so as to attract and retain talent.

We furthermore offer a variety of occupational benefits, ranging from medical care to schooling grants, along with other options allowing a choice of different services and flexible remuneration.

### Medical service

We have a medical team available to handle queries and emergencies during the working day.

### Scholarships

We grant scholarships for studies related to our activity to all those contributing to our organization.

### Gifts

We recognize and reward the loyalty and commitment of our team with a Christmas hamper and a reward after 25 years of service.

### Subsidized canteen service

This service includes healthy and varied options for the entire workforce.



### Occupational benefits

### Childcare voucher and medical insurance

We provide flexible remuneration for these services.

### Social grant

We provide an economic allowance in cases of staff whose children have a disability.

### School grant

We provide an economic allowance to help our workforce educate their children up to the age of 18.

### Additional accident insurance

We offer this insurance to provide our team with additional protection.

Fair pay

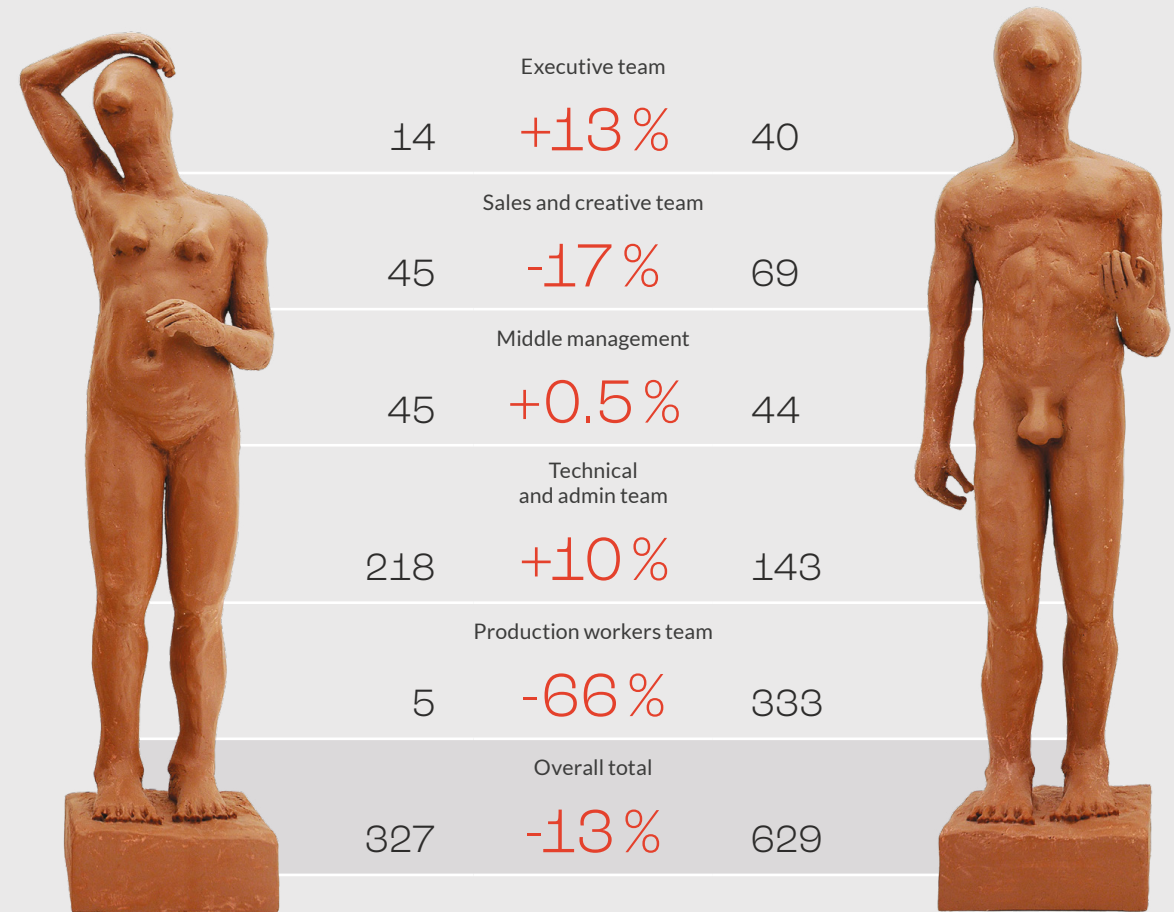
GRI 2-19, 2-20

By the end of 2023, women accounted for 34 % of our workforce. Aside from measuring gender representation, and with the aim of promoting equality and raising awareness as to the pay gap between men and women, at Lucta we conduct an annual analysis of the adjusted pay gap and evaluate any possible discrepancies that may be detected.

The "Production workers team" category, almost 99% of whom are men, reveals a notable pay difference, above all because of the presence of 5 women in this group. These women, located mainly in the United States (a country where the job market offers higher remuneration), hold more senior positions within the category classification, which contributes to the disparity in pay terms.

 [For further information](#)

Workforce and pay gap at Lucta



Note: adjusted pay gap, showing the difference between the average pay of men compared with the average pay of women, taking into account the basic salary at 31 December 2023, and including only the monetary part of the remuneration.



# Social commitment

GRI 2-28

We offer economic support to a range of social organizations functioning in the communities where we operate, with the following aims:

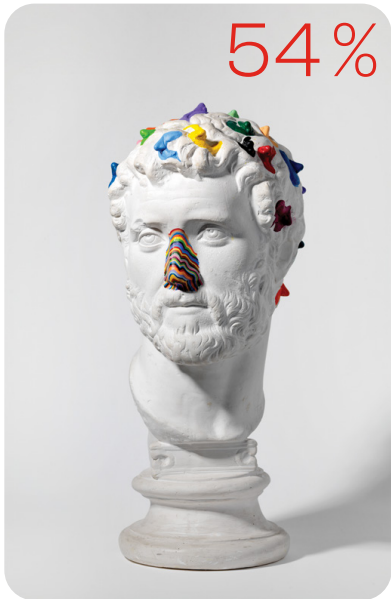
- Foster training and development for young people.
- Support the local community.
- Integrate groups affected by physical or mental illness.
- Promote research in the field of health and nutrition.

We also promote cultural and educational aspects connected with the sensory art of fragrances through the **Ernesto Ventós Foundation**, details of which are given further on.

## Impact generated by our social commitment in 2023

### Action areas

#### Culture



#### Training



#### Territory



#### Research



1.49%

of our profit dedicated to  
social commitments

€427,239

donated in 2023

+8%

compared with 2022

€107,920

contribution to different scholarships  
and training programs for young people

58

trainees from various  
vocational training and  
university education  
specialties

5

direct scholarships awarded  
in collaboration with  
educational institutions

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## We support local projects with a positive impact on society

### Princess of Girona Foundation

We are trustees of the Princess of Girona Foundation, to support initiatives promoting the growth and development of future generations. This institution undertakes programs and activities free of charge to improve the job prospects of young people and help them achieve their goals.



### ASTE (Charitable Action for the Elderly)

ASTE is a non-profit association operating in the Barcelona area, committed to the wellbeing of elderly people, to which end it promotes social volunteering among young trainees. Its aim is to transform society by creating inter-generational synergies to give people validation and training. Through this partnership, Lucta supports initiatives promoting active and healthy aging, along with the integration and exchange of knowledge between different generations.

ASTE has more than 3,700 beneficiaries, who enjoy a range of activities (social, support, stimulation and self-esteem), undertaken at 20 care homes and 12 universities in Barcelona.



### OAFI Foundation

We collaborate with OAFI (Osteoarthritis Foundation International), the first and only foundation in the world focused exclusively on people suffering from this condition.

The organization was founded in Barcelona in 2016, with the aim of leading the fight against osteoarthritis, by promoting education, prevention, treatment and research into joint health. It aims to offer solutions for people who suffer this illness, to give them a sense of support, relieve their pain and improve their quality of life.

To do so, OAFI undertakes studies, R&D projects, clinical trials and outreach initiatives in different spheres:



— **Promoting changes in the community.** 415 visits have been conducted through a charity clinic.

— **Strategies for a better future.** They have won support from 46 organizations for the *Aging and Osteoarthritis White Paper*, as well as 34 organizations supporting the Anti-Obesity Manifesto, along with the launch of a patient support platform.

— **Underpinning knowledge and social commitment.** Within this sphere, the OAFI Congress has featured 34 addresses, along with 36 OAFI radio programs, 27 articles published on the OAFI blog, and health seminars and workshops involving more than 200 people.

— **Innovation for wellbeing.** 3 scientific articles were published through this initiative in 2023.



## Scholarship programs at the IQS and ESADE universities

We collaborate with organizations whose aim is to grant scholarships to students at the IQS and ESADE universities and those on vocational education and training (VET) courses, as well as youth employability programs. Our aim is to provide economic support to young people with the commitment and motivation to continue their training, but who face a social and economic situation which makes it hard for them to complete their studies.



Carlos Ventós, CEO of the Lucta Group, María José Ochoa, ESADE scholarship-holder, and Albert Xambó, Managing Director of the Lucta Group

## IESE International Foundation

Through our collaboration with the IESE International Foundation, we contribute to its goal of promoting research, training and executive development in the sphere of business and management. The Foundation organizes executive training conferences, seminars and programs, along with academic publications and research into various areas of business management. It likewise supports corporate social responsibility initiatives, and fosters debate as to major issues for the world of business and society at large.

## We believe in research

We contribute directly to training people in the research field at an international level. We do so by supporting students in master's programs, promoting and co-directing their doctoral theses, and establishing external partnerships connected with projects contributing to the development of postdoctoral researchers.

We focus all our support on strategic areas for our Group, such as healthy and sustainable nutrition, and climate change resilience and adaptation.

## Strengthening the social fabric

We likewise support smaller-scale projects located within our more direct vicinity. Examples would include our involvement in sporting events and traditional festivals, support for children at underprivileged schools, in collaboration with associations with the aim of undertaking social projects initiated by the various municipalities where our companies are based.

At Lucta we have a particular sensitivity and dedication towards all these initiatives, which require less economic support than other social projects, but have an enormous local impact, and help build cohesion among our nearest communities.



Donation of school rucksacks in Dunhuang (Gansu, China) during the campaign organized by the China Association of Fragrance, Flavor & Cosmetic Industries

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## Success story

### Spirit Committee

"The Lucta USA Spirit Committee was founded in 2022 with the aim of strengthening our team and our community. We focus on three types of events: donations, sustainability and team building.

We organize charitable activities, such as donation and awareness-raising campaigns to support our community. We are likewise committed to sustainability through events to collect reusable items. And of course, we organize team events, such as communal lunches and sporting activities.

It is important to emphasize that each member participates on our committee on a voluntary basis, reflecting the spirit of solidarity that lies behind our actions. These activities have served to forge stronger bonds within our team, building unity and reminding us of the power we have to make a difference in the lives of others."



The members of the Lucta USA Spirit Committee





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# Ernesto Ventós Foundation

The Ernesto Ventós Foundation is a non-profit organization founded in Barcelona in 1994 by the former Lucta president after whom it is named. Ernesto Ventós (1945-2020) was a pioneering perfumer, a curious collector and groundbreaking artist. The world of scent guided every sphere of his life over the years. Deaf since childhood, he built up a highly developed olfactory memory thanks to his prodigious nose, which he ultimately expressed beyond the sphere of chemistry and perfume, in the world of art.

True to the social commitment of its founder, the Ernesto Ventós Foundation has the mission of teaching others to smell through art, education and research, showcasing his two collections, and ultimately giving the sense of smell the importance it deserves. With this end in mind, it promotes and undertakes various initiatives in the spheres listed below.

## Olfactory consultancy

The Foundation has an olfactory consultancy program combining art, culture and smell. This program adds an olfactory perspective to spaces, activities, events or objects in a conscious, studied and tailored manner.

Olfactory consultancy aims to enhance and diversify the possibilities for perception and interpretation in artistic, heritage and cultural contexts, so as to enhance the goals of knowledge acquisition, teaching and outreach on which they are based.

Over the course of 2023, the Foundation conducted 5 olfactory consultancy processes, including Rose Scent for the Sant Jordi festivity on St George's Day at the Casa Batlló in Barcelona.

**"Words are forgotten;  
smells are not."**

**Ernesto Ventós**





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## Own art collections

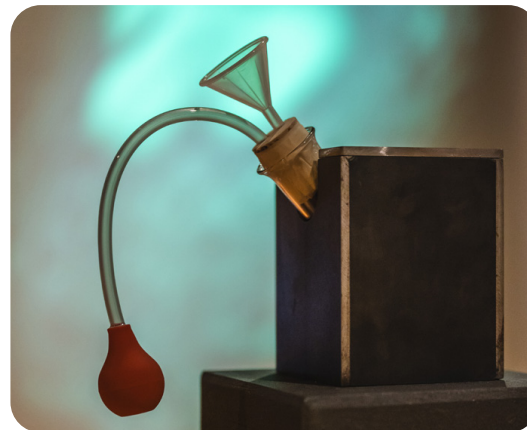
The Foundation firmly believes in the need to showcase the two collections it holds, and so loaned out its works five times in 2023.

In addition, with the Visit program it opens the doors to its spaces and warehouses to showcase its collection and offer a unique olfactory and artistic experience. *Art in essence* is another initiative along similar lines, a podcast featuring talks with the artists included in its collection: 6 episodes were produced during 2023. Within this sphere of showcasing the collections, during the year the Foundation improved the digitalization and documentation of the works that it holds.

## Olfactory education

In 2023 the Foundation conducted a total of 2 workshops and 7 exploratory sessions with participants from infant, primary and secondary schools. Mention should also be made of the workshops staged at such institutions as Lab36, the Suñol Foundation and the Botín Foundation.

**Those of us with ties to Lucta feel very closely identified with the values conveyed by the Foundation, and contribute to showcasing its works.**





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# 5

## Corporate governance

"Corporate governance is a matter of conviction at Lucta, a way of thinking and of acting that guarantees the company's long-term growth, in harmony with the development of society and respect for our planet."

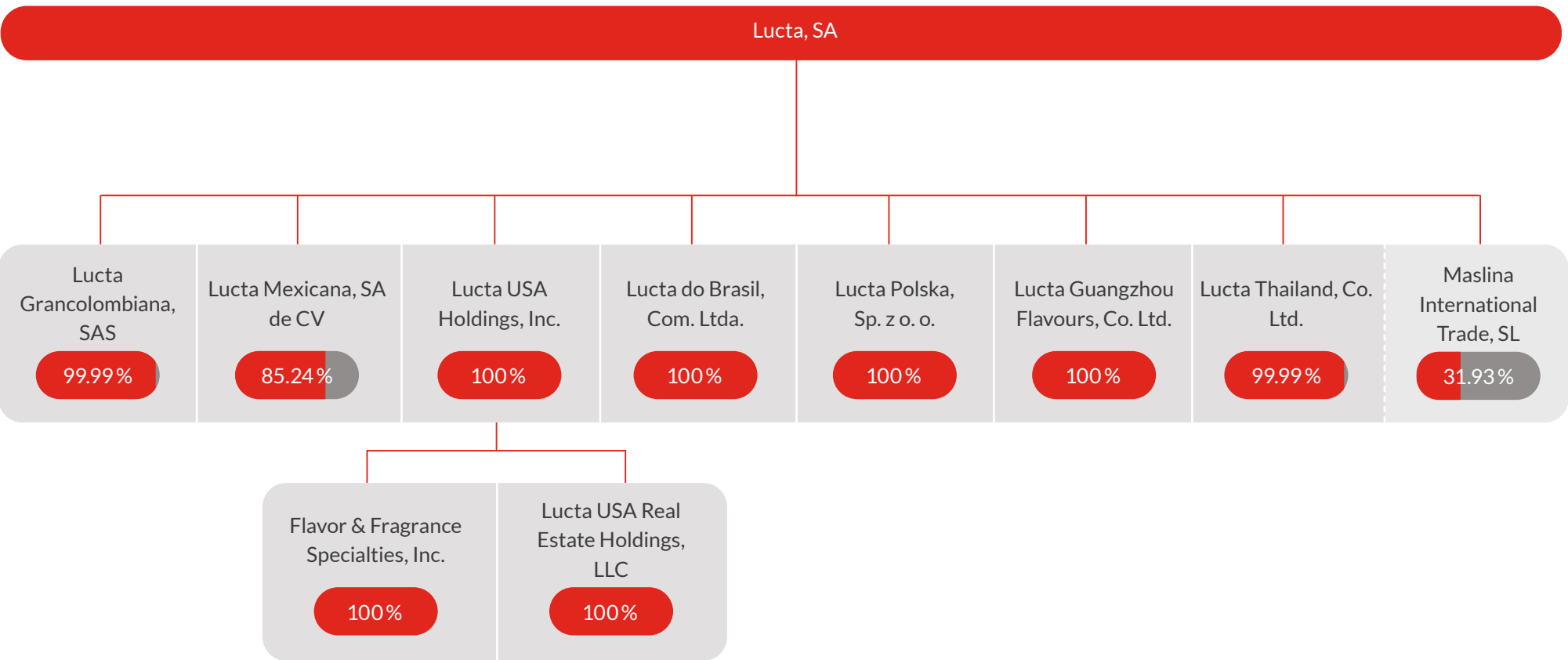
Albert Xambó, Group Managing Director



# Corporate structure of the Lucta Group

GRI 2-25

Lucta, SA is the parent company of the Lucta Group. It is not listed on the Spanish stock exchange, and has its corporate headquarters in Madrid.





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# Good practices

GRI 2-9, 2-11, 2-12

The governance structure of our company comprises two main bodies: the Board of Directors and the Steering Committee. We also have the Advisory Board, and specific committees to address strategic aspects for the growth and development of our Group.

The **Board of Directors**, responsible for directing, managing and representing the company, is our highest body of governance, comprising 9 directors, 4 of whom are independent.

The **Steering Committee** is responsible for debating aspects connected with the daily affairs of our organization. It meets periodically and is made up of 14 members, each representing an area of the Group.



## Members of the Board of Directors

**Ernesto Ventós Soler-Cabot** *President*  
(representing Desarrollo de Técnicas Modernas, SL)

**Carlos Ventós Omedes** *CEO*  
(representing Grupo Inversor para el Desarrollo, SL)

**José Luis Noguer Figuerol**

**Pedro de la Rosa Martínez**  
(representing Olor de Barcelona, SLU)

**Alejandro Ventós Omedes**  
(representing Desarrollo de Investigaciones para la Industria, SL)

**Carlos Prada Oliveros**

**Helena Torras de la Serna**

**María Belén Amatriain Corbi**

**Philippe Margueritte**

**Miguel Trias Sagnier**  
*Non-directorial Secretary*

**Alexandra Vidal Mancha**  
*Non-directorial Vice-secretary*



## Members of the Steering Committee

**Albert Xambó** *Group Managing Director*

**Alexandra Vidal** *Tax & Legal Group Director*

**Ernesto Schroeder** *Chief Operating Officer*

**Alexandre Cevallos** *Technical Services Group Director*

**Aurora Ventura** *HR & Talent Group Director*

**Gemma Tedó** *Innovation Group Director*

**Miquel Escuder** *Operations Group Director*

**José Luis Camarero** *BP & IT Director*

**Jordi Jolis** *Purchasing Director*

**Olga Orts** *Finance Director Europe*

**George Assaker** *Flavors Director Europe*

**Javier Marín** *Fragrances Director Europe*

**Javier Naval** *Feed Additives Director Europe*

**Helder Rodrigues** *Feed Additives Director Americas*

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## Composition of our bodies of governance

Board of Directors



Steering Committee



In 2023, 44% of the members of the Board of Directors were independent.

The Group also has an **Advisory Board**, with the function of offering us strategic and investment guidance on the Asian market.

The following **specific committees** have the role of underpinning the governance model in aspects which are strategic for our Group:

— **Ethics Committee.** Committee set up in 2017 and reporting directly to the Board of Directors. It is responsible for developing, updating and supervising the criminal risk prevention model, guaranteeing the proper functioning and application of our company's Code of Ethics, and underpinning the corporate culture of ethics in all activities in which the Lucta Group is engaged.

— **Digital Transformation Committee.** Set up in 2017 with responsibility for prioritizing and monitoring oversight of the application of digital technologies (mainly artificial intelligence) in processes, services and assets. The goal is to improve efficiency and value for customers and to discover new opportunities and business models.

— **Sustainability Committee.** A committee newly founded in 2022 with the mission of promoting and developing a sustainability culture and strategy to generate a positive impact on society, the planet and our company.

Each company in turn has its own executive body responsible for daily managerial decisions and the implementation of corporate policies and procedures. This allows for management tailored to the reality of each region, giving greater agility and responsiveness and distributing power more equally.

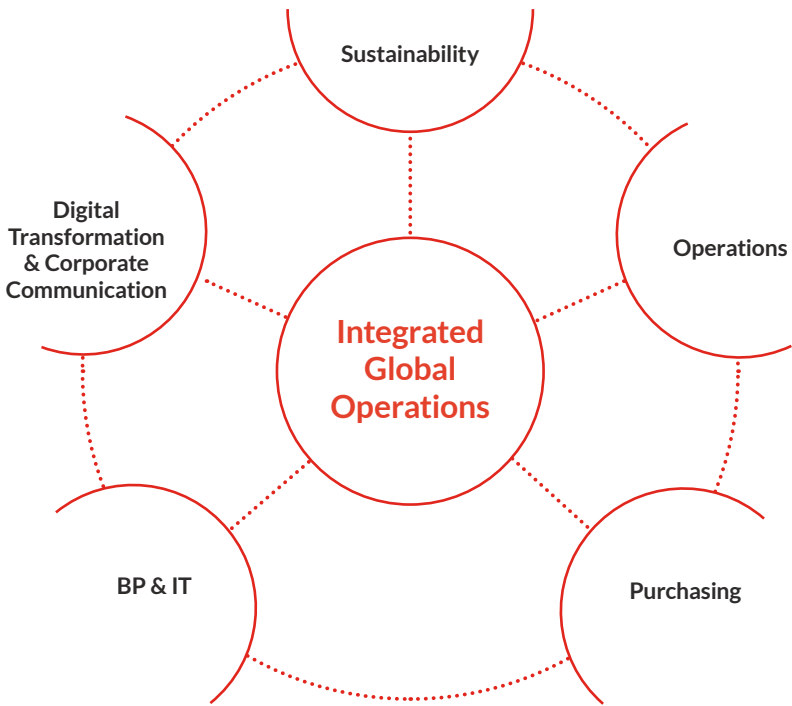


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Integrated Global Operations

In 2023, we implemented an organizational change through which we aim to reinforce integrated operations in such vital aspects as the operational productive side, purchasing, sustainability, business processes, and information technologies and digital transformation.

This reorganization, with the addition of the role of Chief Operating Officer (COO), will give us greater agility in responding to a changing market context, in terms of raw materials, the opening of new plants, and the inclusion of new client companies. It also helps us to generate a greater positive impact for our company and our surroundings, making us more efficient in achieving better results in the fields of environmental, economic and social sustainability.



# Voluntary certifications and recognitions

GRI 2-28, 403-1

## Certifications

At the Lucta Group we hold voluntary certifications for our management systems in the aspects of health and safety, environment, and quality and food safety.

In the case of Lucta USA, for quality and food safety this is the SQF Code for Manufacturing, Storage and Distribution, Edition 8, while at Lucta Poland, where we only have a product warehousing and logistics center, we hold certification under Good Manufacturing Practices GMP+B3 in the category *Trade, Collection and Transhipment*.

In 2020 we obtained organic production certification at one of our Lucta Spain flavors plants, under the auspices of the local organic agriculture supervisory body, CCPAE (Consell Català de la Producció Agrària Ecològica).



All activities are audited internally and externally each year.

Our Group has signed up to different initiatives allowing us to evaluate our progress and improvement in aspects of sustainability, social responsibility and governance. For example, EcoVadis (where we obtained the Platinum medal in 2023) and the Carbon Disclosure Platform (CDP), where we climbed to level B-.

	Lucta Spain	Lucta Colombia	Lucta Mexico	Lucta China	Lucta USA
ISO 9001:2015	X	X	X	X	
FSSC 22000 v 5.1	X	X	X		
ISO 22000:2018				X	
FAMI-QS v 6	X			X	
ISO 14001:2015	X	X		X	
ISO 45001:2018	X	X			
RSPO					X
CCPAE Orgànic	X				
Sedex	X				X
Responsible Care	X				



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**Roundtable on Sustainable Palm Oil (RSPO)** is a non-profit organization which aims to bring together all sectors in the palm oil industry and stakeholders: production, distribution and manufacturing companies, and social and environmental NGOs.

**RSPO** has a sustainable palm oil certification system which establishes audit systems and criteria to ensure that production respects labor rights and indigenous communities, avoids deforestation practices and does not threaten biodiversity, as well as promoting cleaner agricultural practices in those areas where palm oil is cultivated.

We source sustainable supplies of raw materials comprising palm oil derivatives in accordance with RSPO certification. Meanwhile, the Baltimore plant (Lucta USA) has held RSPO certification since 2022, based on a mass balance.





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# Ethics and compliance

GRI 2-24

## We oversee the application of our Code of Ethics

The Lucta Group Code of Ethics is intended to set out the principles and values of our company so as to prevent corruption and other irregular or illegal conduct. The body responsible for overseeing fulfillment of our Code of Ethics is the Ethics Committee, made up of the management team in the Finance, Human Resources, Operations and Legal departments.

The Ethics Committee is an autonomous body within our organizational structure, answering to the Board of Directors in hierarchical and functional terms, and reporting to it directly.

Each subsidiary currently has its own Ethics Committee or a local delegation, operating as a control structure to reduce and mitigate the risks of criminal offenses within the Lucta Group. These committees have the function of establishing a two-way flow of communication between workers, supplier companies and Management at our company.





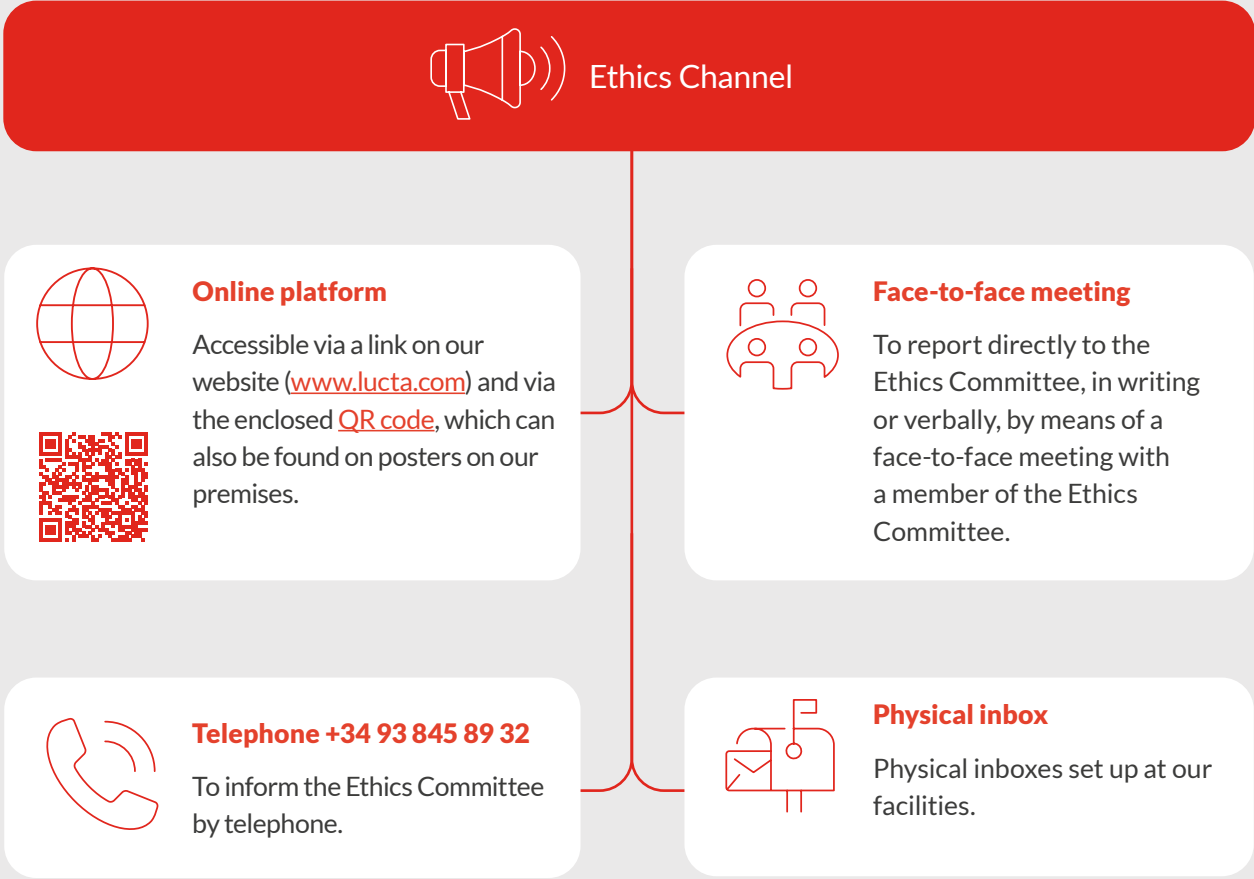
GRI 2-25

We also have a Whistleblowing Channel at Lucta that all individuals can use, either by name or anonymously and confidentially, to report any type of conduct in breach of our principles and values and the provisions of our own Code of Ethics.

In 2023 we updated and adapted this information channel, replacing email with a link to a platform posted on our corporate website.

This year we received seven complaints across the entire Group. Following analysis, only two of them revealed breaches of the Code of Ethics regarding the duty of non-competition and confidentiality. As for the remaining complaints, no regulatory breach was found to exist.

During 2023 we did not register any case connected with corruption or bribery. Nor have any penalties been reported at any of the companies of our Group with regard to a breach of economic, social or environmental regulations.



Corporate Compliance Program

GRI 3-3, 2-24

Over the course of 2023 we undertook various initiatives to guarantee principles of ethical conduct based on respect for human rights, labor rights, anti-corruption and environmental protection.

Continuous training in the Code of Ethics

— In 2023 we delivered online training in the Code of Ethics for our Lucta workforce in Spain, Mexico and Colombia.

— By the end of the year, **74% of these people had received the training.** In 2024 we will continue to train new hires and extend this initiative to all companies within our Group.

Sharing of good practices among Group companies

— We have expanded communication, sharing experiences that help us to continue making progress.

New policies and updates to regulations

— We would emphasize the new Corporate Compliance Policy, which sets out the essential elements and configuration of our company's regulatory compliance system and our control structure.

— New Whistleblowing Policy, with the general guidelines to protect those reporting breaches of the Code of Ethics and the support measures that will be afforded to them.

— Update of the Protocol for the management, investigation and resolution of communications received through the Ethics Channel.

— Inclusion of an ethics clause in the contracts signed with supplier companies and all others linked to Lucta Spain.



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## Lucta Group Corporate Compliance Pack

- Code of Ethics
- Ethics Channel and protocol for the management, investigation, and resolution of communications received via any of its channels
- Sustainability policy
- Anti-corruption policy for our dealings with customers and with supplier companies
- Policy regarding relations with authorities, public officials, bodies, state-owned enterprises, associations and similar entities
- Good practice in the sphere of money laundering and terrorist financing, to comply with restrictive EU measures
- Courtesy plan regulations
- Regulations on the use of computer systems and data protection
- Protocol to combat harassment in the workplace
- Welcome pack for new recruits
- Ethics clauses for supplier companies
- Criminal prevention manual
- Whistleblowing Policy*
- Corporate Compliance Policy
- Ethics clause in the contracts signed with our supplier companies and all others connected with Lucta Spain

In 2024 we plan to update our Protocol for the prevention and handling of situations of harassment, as well as our Anti-corruption Policy, in accordance with standard ISO 37001 on anti-bribery management systems.

# Product quality and safety

GRI 3-3, 416-1

## We guarantee that our products are safe and comply with all regulations

Our internal Quality and Regulatory teams play an active role in the development of new products to ensure compliance. We are also committed to ensuring the safety of our team and the environment, as well as supporting the development of public policies which impact on our products, through active participation in national, regional and global industrial associations.

## Communication and transparency in our product information

The quality and safety data of our products appears on their labels, technical data sheets and safety data sheets, available in more than 26 languages. Where required, information is supplemented with kosher and halal certificates, allergen contents, absence of genetically modified organisms (GMO), organic origin and nutritional declaration, among other aspects.

## Commitment to quality and food safety

Our quality control is constantly updated with the latest technologies, giving us access to the highest levels of precision, release speed and process efficiency.

As well as increasing the hygiene standards of our facilities, we aim to advance our culture of food safety. And we do so by engaging the staff at all our manufacturing plants to give them full empowerment, increasing knowledge and understanding to improve and enhance our practices.

## We oversee food safety

This is clearly demonstrated by our adhesion to the highest food safety standards, with a quality and safety management system certified under standards ISO 9001, FSSC 22000 and FAMI-QS at feed additive and flavor production sites.

As for the Group at large, we hold product certifications in accreditation of alignment with **kosher and halal** standards, as well as production in accordance with **organic standards**.

**99.5% of our product deliveries contain no defects. Our commitment to quality is fundamental, and we continue to surpass the expectations of corporate customers.**

**During 2023 we did not register any product recall affecting the Lucta Group as a result of published food safety alerts.**



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## Our main objectives



### Transparency in the supply chain

It is vitally important to have as much information available as possible about supplier companies, both first and second tier, to ensure complete traceability of the raw materials we receive.



### Minimize food waste

We have launched various initiatives:

- Stability studies, to evaluate the possibility of extending the useful life of certain materials.
- Improved demand planning in line with the changing needs of client companies.
- Search for alternative uses for raw materials with a low turnover rate.
- Reduction in the palette of minority use materials.



### Surveillance of food alerts

Food alerts have increased by 50% over recent years. This makes it vital to have extensive knowledge of any alerts published, and to implement the required preventive controls, both analytical and those connected with the supplier company.



### Promotion of quality and food safety culture

Continue with the development of our Quality and Food Safety Plan, the ultimate goal of which is to involve all our co-workers in the quality and safety of our products and processes.

There are various initiatives in this regard, such as the initial diagnosis by means of surveys and the training or engagement of all our partners through information campaigns via the intranet, posters and competitions.



### Food Fraud & Food Defense

Food defense, used to avoid possible sabotage or adulteration of our product, remains a fundamental cornerstone. We ensure this through training, more robust plant access controls and clear communication channels if any possible incident is detected.

All companies within our Group already have a Food Fraud Mitigation Plan in place.

# Strategic risks

GRI 2-24, 3-2

## Risks

### Global

#### Geopolitical aspects

The unwinding of globalization and protectionist trade policies could affect the sensitive markets in which our Group operates.

In turn, political polarization and warfare influence the stability of markets and the raw materials supply chain.

#### Climate crisis and loss of biodiversity

Climate change affects the production of key plant species, such as citrus fruits, olives and vanilla, because of more severe climate phenomena, impacting on the supply and cost of natural raw materials. Meanwhile, environmental policies implemented by some governments in order to address the climate emergency, such as in China, have impacted on the availability of certain raw materials and increased operating costs.

### Sector-based

#### Competitive environment

In a competitive global environment, acquisitions aim to integrate the value chain to ensure access to raw materials. This blurs boundaries between client companies, suppliers and competitors.

#### Regulatory matters

Regulatory changes in the sector may require reformulation of our products, but also represent opportunities to stand out and explore new markets.

### Emerging

#### Costs and availability of raw materials

The costs of raw materials, transport and energy have increased by more than 35 % over recent years, representing a significant risk to the profitability of the sector, because of availability and supply costs.

#### New technologies

Technological evolution demands that Lucta adapts to major changes through substantial investments in digital transformation and artificial intelligence. This offers us opportunities for efficiency and improved service for our customer companies. In the food sector, technological convergence opens up new business opportunities for our Flavors division and marks a paradigm shift for our Feed Additives division.



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# Mitigation

## Actions to reduce risks

- Global nature of our company.
- Investment in innovation and product development.
- Market diversification. We have sped up the expansion of our feed additive business to cover other species of animal and product lines to improve animal welfare.
- Agile organization. Highly autonomous local teams and agile organizational structures to adapt to challenges and variations in the market.
- Technological innovation. Active exploration of new technologies in collaboration with start-ups to anticipate changes in the market and exploit business opportunities.
- Commitment to the 2030 Agenda through a sustainability policy and the development of sustainable products.
- Reinforcement of our raw materials procurement and purchasing programs to guarantee supplies and efficiencies.
- Social commitment focused on community education, culture and health.
- Decarbonization plan.
- 0 occupational accidents program.
- Occupational rewards and benefits.
- Ethics Channel.
- Corporate compliance policy.
- Presence on and links to sectoral bodies.
- Continuous review of new legislation.
- Anti-fraud and anti-corruption policies.
- Development and training programs for our team.
- Development of a cultural change at our organization.
- Digital transformation of some processes.

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# 6

## About this report

"You cannot have a profitable business in an unsuccessful society. You have to care for society as a whole. Impact and financial reports will be equally important at companies."

Eelco van der Enden,  
CEO of Global Reporting Initiative (GRI)



# Structure of the report

GRI 2-2, 2-3, 2-4

This report on the 2023 fiscal year (from January 1 to December 31) sets out detailed information as to sustainability aspects related with the economic, environmental and social performance of the Lucta Group.

The report has been drawn up in accordance with the universal standard revised in 2021 by the Global Reporting Initiative (GRI), the flagship organization setting global standards for sustainability reporting. These standards help companies understand and communicate their economic, environmental and social repercussions in connection with corporate performance, and establish a global point of reference for sustainability reporting.

This report covers all those aspects identified as material. The information cited in this table of contents is presented under the 'in reference to the GRI' option. The following principles were applied in drawing up the report, in line with indicator GRI 1: Foundation 2021, of the Global Reporting Initiative:

## Comparability criterion

Set out in GRI 1: Foundation 2021 as comparability ("The organization shall select, compile and report information consistently to enable an analysis of changes in the organization's impacts over time and an analysis of these impacts relative to those of other organizations"); and timeliness ("The organization shall report information on a regular basis and make it available in time for information users to make decisions").

## Relevance criterion

Set out in GRI 1: Foundation 2021 as balance ("The organization shall report information in an unbiased way and provide a fair representation of the organization's negative and positive impacts"); and clarity ("The organization shall present information in a way that is accessible and understandable").

## Reliability criterion

Set out in GRI 1: Foundation 2021 as accuracy ("The organization shall report information that is correct and sufficiently detailed to allow an assessment of the organization's impacts"); completeness ("The organization shall provide sufficient information to enable an assessment of the organization's impacts during the reporting period"); and verifiability ("The organization shall gather, record, compile and analyze information in such a way that the information can be examined to establish its quality").

## Materiality criterion

Set out in GRI 1: Foundation 2021 as sustainability context ("The organization shall report information about its impacts in the wider context of sustainable development").

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# Scope of the information

GRI 2-2

The information included in this report refers to all activities undertaken by the Lucta Group, both at the parent company and at the subsidiaries, corresponding to the scope of financial consolidation.

- Lucta, SA**  
Carrer de Can Parellada, 28  
08170 Montornès del Vallès  
Barcelona
- Lucta Guangzhou Flavours, Co. Ltd.**  
Suida St., 20  
Guangzhou, Guangdong
- Lucta USA Holdings, Inc.**  
Industrial Ave., 3  
07430 Mahwah, New Jersey
- Lucta Mexicana, SA de CV**  
Carretera Estatal 100 El Colorado-  
Higuerillas, 4200, San Ildefonso  
76295 Colón, Querétaro
- Lucta Grancolombiana, SAS**  
Carretera Autódromo, km 2  
Tocancipa, Cundinamarca
- Lucta do Brasil, Com. Ltda.**  
Avenida Juvenal Arantes 2500  
- Galpão 10  
13212-370 Medeiros,  
Jundiaí, São Paulo
- Lucta Polska, Sp. z o. o.**  
Kolejowa 57, 40-602  
Katowice, Silesia
- Flavor & Fragrance Specialties, Inc.**  
Industrial Ave., 3  
07430 Mahwah, New Jersey
- Lucta Thailand Co. Ltd.**  
118/1 Tipco Tower, 29th Floor, Rama 6  
Road, Phayathai  
Bangkok 10400



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# Double materiality analysis

In 2022, the Lucta Group conducted a materiality analysis based on the GRI reporting standards. This remains valid in 2023. The aim of this analysis was to identify the most significant environmental, social and governance topics for the company, while also evaluating the needs and expectations of stakeholders.

This analysis incorporates the concept of *double materiality*, taking into account the impact of the company's surrounding context and the effect of the company on the environment and society, from both a financial and non-financial perspective.

In order to conduct this analysis in an inclusive manner, the expectations of stakeholders were consulted and incorporated, emphasizing the company's commitment to create a shared sustainability strategy. This process gathered a total of 517 opinions of workers, corporate governance, supplier companies, client companies and the local community. The response ratio obtained was satisfactory, with

particularly notable involvement by supplier companies, with a response ratio of 83 %.

This analysis resulted in the material topics for the Lucta Group, defining the decision-making path in terms of the environment, social responsibility and governance.

Materiality is the result of identifying those environmental, social and governance topics that are most relevant for the company, and evaluating the needs and expectations of the organization's stakeholders. This is a key concept not only in the *Sustainability Report*, but also in Lucta's sustainable development management.

## Double materiality analysis phases

- 1. Identification and prioritization of stakeholders:** within the context of the materiality analysis, those stakeholders deemed to affect and be affected by the company's operations were identified and selected.
- 2. Dialogue with stakeholders:** Lucta's relations with its stakeholders are based on ethics, trust and continuity. Constant dialogue with them is therefore vital, and takes place in accordance with the principles of transparency, information, objectivity, impartiality and protection through the different communication channels that have been established.

Identifying Lucta's stakeholders, defining them and detecting their needs and expectations, represents a priority in the strategy to build relationships of trust with them, and to optimize the efforts and resources invested.

GRI 2-29

STAKEHOLDERS	RELEVANT SUSTAINABILITY MATTERS
Collaborating companies	Quality working conditions (pay, work-life balance, equality), occupational health and safety, personal and professional development, communication
Customers	Profitability, company growth, commitment by senior management to sustainability topics, risk prevention, reputational matters
Supplier companies	Fulfillment of planning, clear formulation and production specifications, production safety, business continuity, timely collection of payment, establishment of sound trading relationships
Community	Increase in employment, protection of the environment, teaching and educational partnerships, availability to integrate students, monitoring of agreements

- 3. Identification of potentially relevant topics:** an analysis was conducted of global and sectoral trends, an internal analysis of Lucta, and an analysis of ESG risks, to determine topics that would potentially be relevant for the Group.
- 4. Prioritization of potentially relevant topics:** consideration was given to potentially relevant topics from the environmental, social and governance perspectives. The prioritization was performed by consulting the stakeholders and recording the appraisals of the participation sessions with senior decision-makers at Lucta.
- 5. Review and validation of the material topics.**

## Main topics identified

GRI 3-2

The results of the analysis then serves to identify 9 topics of greatest relevance for the company and its stakeholders. These topics are extensively addressed in this report, and the Lucta Group is committed to continued progress in managing these aspects.

### Governance

- Risk policies and management (GRI 2-23)
- Responsible supply chain management (GRI 204)
- Innovation and product design (non-GRI)

### Environment

- Emissions and climate change (GRI 305)
- Air quality (GRI 2-22, 305)
- Product life-cycle (GRI 306, 308)

### Society

- Employment quality (GRI 401)
- Health and safety at work (GRI 403)
- Product safety and quality (GRI 416, 417)



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generating value

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solutions

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environment

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# 7

## Annexes




# Annex I.



## GRI Table of Contents

The following table sets out the basic, general and specific contents with regard to the Global Reporting Initiative (GRI) standards:




GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
2-1 Organizational details	7-23		
2-2 Entities included in the organization’s sustainability reporting	94-95		
2-3 Reporting period, frequency and contact point	94 Contact point: info@lucta.com		
2-4 Restatements of information	94 During 2023, progress was made in the development and definition of our decarbonization targets by signing up to the SBT initiative. During the validation of our targets, improvements were generated in the carbon footprint data for 2021 and 2022, as reflected in this 2023 <i>Sustainability Report</i> . These changes aim to improve the quality of data and guarantee transparency in our reports.		
2-6 Activities, value chain and other business relationships	12, 13, 14		
2-7 Employees	56, 113	3, 4, 5, 6	
2-9 Governance structure and composition	79, 80	1, 2, 10	
2-11 Chair of the highest governance body	2, 3, 79		
2-12 Role of the highest governance body in overseeing the management of impacts	79, 80		






GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
2-19 Remuneration policies	68, 69	3, 4, 5, 6	
2-20 Process for determining remuneration	68, 69		
2-21 Annual total compensation ratio	114		
2-22 Statement on the sustainable development strategy	2,3, 9, 21, 22, 23	1, 2, 10	 
2-23 Policy commitments	2, 3, 21, 22, 66, 84-87		
2-24 Embedding policy commitments	84-87, 90, 91 Embedding is based on the principle of "integration" of commitments within all levels and activities of the Lucta Group.		
2-25 Processes to remediate negative impacts	78, 85 Each department at Lucta has individuals specializing in each of its spheres of operations, who are familiar not only with the applicable regulations and internal procedures, but also the policies that apply to them, and furthermore draw on external support, consultancy, certifications and audits for the purposes of compliance.  No complaint was registered via the Compliance channel in 2023. Those complaints and suggestions that were received on the part of the employee representatives (trade union associations) are handled by the Human Resources Department.		
2-26 Mechanisms for seeking advice and raising concerns	84, 85	1, 2, 10	

GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
2-27 Compliance with laws and regulations	84, 85 In 2023 were no significant cases of legal or regulatory breaches. Nor are there any ongoing investigations, penalties or other significant regulatory matters pending that would jeopardize operations.	1, 2, 10	
2-28 Membership associations	70-75, 82		
2-29 Approach to stakeholder engagement	9, 97 Lucta has identified its stakeholders based on criteria such as dependence (those dependent on the company's activities, products or services, or those on which it depends to continue its activities), responsibility (whether commercial, legal, operational, social, etc.), proximity (those in the more local environment) and influence (those that could give rise to an impact on the strategy or the business).	1, 2, 10	
2-30 Collective bargaining agreements	95.7% of the workforce at Lucta Spain is covered by the collective bargaining agreement for the chemicals sector. At all other subsidiaries, employees are not covered by any agreement, except for 30.8% of the workforce of Lucta Mexico, who are covered by the CTC (Confederation of Workers and Farmworkers).		



GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
DOUBLE MATERIALITY			
3-1 Process to determine material topics	21. 96, 97		
3-2 List of material topics	21, 97		
RISK POLICIES AND MANAGEMENT			
3-3 Management of material topics	90		
2-23 Policy commitments	2,3, 21, 22, 84-87		
RESPONSIBLE MANAGEMENT OF THE SUPPLY CHAIN			
3-3 Management of material topics	17	3, 4, 5, 6, 7, 8, 9	 
308-1 New suppliers that were screened using environmental criteria	17		

GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
INNOVATION AND PRODUCT DESIGN			
3-3 Management of material topics	15, 27	7, 8, 9	
EMISSIONS AND CLIMATE CHANGE			
3-3 Management of material topics	38	7, 8, 9	
305-1 Direct GHG emissions (scope 1)	36, 110, 111		
305-2 Indirect GHG emissions from power generation (scope 2)			
305-3 Other indirect GHG emissions (scope 3)			
AIR QUALITY			
3-3 Management of material topics	52	7, 8, 9	
2-22 Statement on the sustainable development strategy	36, 52		
305-6 Emissions of ozone-depleting substances (ODS)	52		

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GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
PRODUCT LIFE-CYCLE ASSESSMENT			
3-3 Management of material topics	46	7, 8, 9	<div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div></div>
2-22 Statement on the sustainable development strategy	39, 48		
306-1 Waste generation and significant waste-related impacts	43, 46-49		
306-3 Waste generated	46, 47, 112		
306-4 Waste diverted from disposal	112		
306-5 Waste directed to disposal	112		



GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
EMPLOYMENT QUALITY			
3-3 Management of material topics	66	3, 4, 5, 6	
401-1 New employee hires and employee turnover	113, 114		
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	68		
OCCUPATIONAL HEALTH AND SAFETY			
3-3 Management of material topics	60	3, 4, 5, 6	
403-1 Occupational health and safety management system	82, 60-62		
403-2 Identification of hazards, risk assessment and investigation into incidents	60-62		

GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
403-3 Healthcare services at work	60, 62	3, 4, 5, 6	
403-5 Employee training in occupational health and safety	60, 62		
403-6 Promotion of worker health	60, 62		
403-7 Prevention and mitigation of directly linked occupational health and safety impacts through business relationships	17		
403-8 Occupational health and safety management system	60, 62		
403-9 Injuries due to occupational accidents	61, 115, 116 As in 2022, there were no deaths resulting from work-related accidents in 2023.		
403-10 Work-related ill health	61, 115, 116 One illness derived from occupational activity was detected in 2023.		

GRI STANDARD	PAGE NUMBER OR DIRECT ANSWER	PRINCIPLES OF THE GLOBAL COMPACT*	SDG
PRODUCT QUALITY AND SAFETY			
3-3 Management of material topics	88		
416-1 Assessment of the health and safety impacts of the product and service categories	88	7	
416-2 Cases of breaches regarding impacts on health and safety in the product and service categories	During 2023 we did not register any product recall affecting our Group as a result of published food safety alerts.	3, 4, 5, 6	
417-2 Cases of breach connected with information and labeling of products and services	There was no regulatory breach in 2023 in connection with product information and labeling.	7, 8, 9	

\*Principles of the United Nations Global Compact:

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence.

Principle 2: Businesses should make sure they are not complicit in human rights abuses.

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.

Principle 5: Businesses should uphold the effective abolition of child labour.

Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



# Annex II. Environmental indicators

## Energy

GRI 302

### ENERGY CONSUMPTION (kWh)

	2023	2022
Diesel	1,460,741	1,166,777
LPG	442,624	887,510
Natural gas	9,954,246	9,717,789
Gasoline	71,639	81,450
Propane gas	14,821	0
Electricity	11,024,259	11,306,426
TOTAL	22,968,329	23,159,952

### ENERGY INTENSITY (kWh/t of product)

	2023	2022
Electricity	260	278
Natural gas	235	239
Other	47	53
Total	542	570

### ENERGY CONSUMPTION BY COUNTRY (kWh)

	ELECTRICITY		NATURAL GAS		OTHERS		TOTAL	
	2023	2022	2023	2022	2023	2022	2023	2022
Lucta Spain	5,288,009	5,502,467	7,768,400	7,500,208	66,466	68,396	13,122,875	13,071,071
Lucta USA	1,359,287	1,566,399	1,570,000	2,010,982	14,821	0	2,944,107	3,577,381
Lucta Colombia	1,185,891	1,160,626	470,030	0	1,463,672	1,662,062	3,119,593	2,822,688
Lucta China	2,008,680	1,976,840	145,816	206,599	0	0	2,154,496	2,183,439
Lucta Mexico	1,182,392	1,100,094	0	0	444,865	405,280	1,627,257	1,505,374
Total	11,024,259	11,306,426	9,954,246	9,717,789	1,989,824	2,135,737	22,968,329	23,159,952

# Water

GRI 303

## WATER CONSUMPTION BY COUNTRY (m³)

	2023	2022
Lucta Spain	66,421	67,349
Lucta USA	3,728	3,192
Lucta Colombia	10,795	11,701
Lucta China	14,067	16,495
Lucta Mexico	6,997	5,268
Total	102,008	104,005

## WATER CONSUMPTION BY ORIGIN (m³)

	2023	%
General network	95,991	94%
Well	6,017	6%
Total	102,008	100%

# Emissions

GRI 305-1, 305-2, 305-3

## CORPORATE CARBON FOOTPRINT BY SOURCE (t CO<sub>2</sub> eq)

	2023	2022
Scope 1	3,448	3,368
Fuel	2,297	2,355
Refrigerant gas leaks	123	189
Fleet	637	567
Management of manure and slurry	49	44
Waste water treatment	343	214
Scope 2	2,450	2,376
Electricity (market-based)	2,450	2,376
Scope 3	180,236	168,871
Category 1. Supply chain	141,301	130,237
Category 2. Capital goods	3,090	4,155
Category 3. Life-cycle of fuels and the energy consumed	1,221	1,188
Category 4. Upstream transport and distribution of goods	7,318	7,440
Category 5. Management of waste generated	695	337
Category 6. Business trips	1,610	1,104
Category 7. Employee commuting	673	1,215
Category 8. Lease agreements	367	362
Category 9. Downstream transport and distribution of goods	3,975	2,371
Category 10. Processing of sold products	19,234	19,932
Category 12. End-of-life treatment of sold products	683	447
Category 15. Investments	68	81
Total (t CO <sub>2</sub> eq)	186,134	174,616

Notes: categories 11, 13 and 14 are not included within our scope, since they are not relevant for our activity.  
The 2022 carbon footprint was amended in accordance with verifications performed by the SBT initiative during 2023.

# Emissions

GRI 305-1, 305-2, 305-3

EMISSIONS BY COUNTRY (t CO<sub>2</sub> eq)

	2023				2022			
	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL	SCOPE 1	SCOPE 2	SCOPE 3	TOTAL
Lucta Spain	2,008	13	72,379	74,401	1,802	9	75,599	77,410
Lucta USA	253	510	21,627	22,390	320	571	21,386	22,277
Lucta Colombia	721	181	31,542	32,443	704	168	29,696	30,568
Lucta China	122	1,231	25,053	26,406	224	1,221	24,368	25,813
Lucta Mexico	319	514	28,696	29,530	284	407	16,873	17,565
Lucta Brazil	15	0	87	102	21	0	151	172
Lucta Poland	10	0	832	842	13	0	798	811
Lucta Thailand	0	0	19	19	0	0	0	0
Total	3,448	2,450	180,236	186,134	3,368	2,376	168,871	174,616

Notes: the 2022 carbon footprint was amended in accordance with verifications performed by the SBT initiative during 2023.  
The emissions from fuels and electricity (Scopes 1+2) for Lucta Brazil, Lucta Poland and Lucta Thailand are included within Scope 3.



# Waste

GRI 306-3, 306-4, 306-5

## WASTE GENERATION BY TYPE (t)

	2023	2022
Empty, contaminated industrial containers	665	614
Effluent treatment zones	518	617
Organic chemical process waste	481	512
Wooden packaging	261	369
Paper and cardboard	198	223
Misc.	188	185
Absorbents and contaminated material	145	130
Waste from production process cleaning	94	176
Metals	111	127
Other minority waste	198	126
Total	2,859	3,081

Note: waste generated at the plants of Lucta Spain, Lucta USA, Lucta Colombia, Lucta China and Lucta Mexico.

## WASTE GENERATION BY HAZARDOUSNESS (t)

	2023			2022		
	HAZARDOUS	NON-HAZARDOUS	TOTAL	HAZARDOUS	NON-HAZARDOUS	TOTAL
Lucta Spain	638	1,165	1,802	737	1,198	1,935
Lucta USA	9	134	142	9	134	143
Lucta Colombia	333	205	537	284	285	569
Lucta China	153	49	202	142	191	333
Lucta Mexico	32	143	175	23	78	101
Total	1,164	1,695	2,860	1,195	1,886	3,081

## WASTE GENERATION BY TREATMENT (t)

Recycling	1,398	49%
Composting	527	18%
Waste combustion to generate electricity	446	16%
Incineration	294	10%
Landfill	194	7%
Total	2,860	100%

Note: waste generated at the plants of Lucta Spain, Lucta USA, Lucta Colombia, Lucta China and Lucta Mexico.

# Annex III. Social indicators

## Staff

GRI 2-7, 401-1

### DISTRIBUTION OF STAFF BY GENDER

	2023	2022
Lucta Spain	327	350
Lucta USA	160	165
Lucta Colombia	191	187
Lucta China	119	128
Lucta Mexico	146	130
Lucta Poland	5	5
Lucta Thailand	4	0
Lucta Brazil	4	4
Total	956	969

Note: staff as of 31 December 2023.

### DISTRIBUTION OF STAFF BY AGE

	2023		2022	
18-36 years	283	29.60%	287	29.61%
37-50 years	430	44.98%	427	44.07%
>50 years	243	25.42%	255	26.32%
Total	956	100%	969	100%

Note: staff as of 31 December 2023.

### DISTRIBUTION OF STAFF BY JOB CLASSIFICATION AND GENDER

	2023						2022					
	WOMEN		MEN		TOTAL		WOMEN		MEN		TOTAL	
Directors	14	1.46%	40	4.18%	54	5.65%	11	1.14%	41	4.23%	52	5.37%
Perfumers	6	0.63%	5	0.52%	11	1.15%	6	0.62%	4	0.41%	10	1.03%
Aromists	14	1.46%	11	1.15%	25	2.62%	13	1.34%	11	1.14%	24	2.48%
Sales staff	25	2.62%	53	5.54%	78	8.16%	40	4.13%	64	6.60%	104	10.73%
Laboratory and innovation technicians	110	11.51%	75	7.85%	185	19.35%	109	11.25%	82	8.46%	191	19.71%
Middle management	45	4.71%	44	4.60%	89	9.31%	36	3.72%	49	5.06%	85	8.77%
Operators	5	0.52%	333	34.83%	338	35.36%	7	0.72%	333	34.37%	340	35.09%
Administrative staff	108	11.30%	68	7.11%	176	18.41%	97	10.01%	66	6.81%	163	16.82%
Total	327	34.21%	629	65.79%	956	100%	319	32.92%	650	67.08%	969	100%

Notes: staff as of 31 December 2023. The category "Operators" includes production and warehouse personnel. The category "Administrative staff" includes assistance and admin staff at divisions not included in other categories.

# Recruitment

GRI 401-1

## TYPES OF CONTRACT BY GENDER

	2023						2022					
CONTRACT	WOMEN		MEN		TOTAL		WOMEN		MEN		TOTAL	
Permanent contract	284	29.71%	543	56.80%	827	86.51%	278	28.69%	547	56.45%	825	85.14%
Temporary contract	43	4.50%	86	9.00%	129	13.49%	41	4.23%	103	10.63%	144	14.86%
Total	327	34.21%	629	65.79%	956	100%	319	32.92%	650	67.08%	969	100%

Note: staff as of 31 December 2023.

# Remuneration

GRI 2-21

## AVERAGE REMUNERATION BY AGE

	2023	2022
18-36 years	€25,624	€25,020
37-50 years	€41,321	€41,671
>50 years	€70,783	€69,390
Total	€44,163	€44,034

Notes: staff as of 31 December 2023. Only fixed monetary remuneration is included.

## AVERAGE PAY BY GENDER AND JOB CLASSIFICATION (€)

	WOMEN	MEN	PAY GAP	NUMBER OF WOMEN	NUMBER OF MEN
Directors	€141,871	€162,293	12.6%	14	40
Sales and creative personnel	€72,654	€61,937	-17.3%	45	69
Middle management	€57,753	€58,031	0.5%	45	44
Technicians and admin personnel	€34,632	€38,441	9.9%	218	143
Production workers	€38,950	€23,439	-66.2%	5	333
Overall total	€47,703	€42,323	-12.7%	327	629

Notes: staff as of 31 December 2023. Only fixed monetary remuneration is included.



# Accident rate

GRI 403-9, 403-10

## NUMBER OF WORK-RELATED ACCIDENTS INVOLVING TIME LOST

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	1	11	0	18
Lucta USA	0	0	0	2
Lucta Colombia	0	5	1	9
Lucta China	0	0	0	1
Lucta Mexico	0	2	0	0
Total	1	18	1	30

Note: there were no deaths resulting from work-related accidents either in 2022 or in 2023.

## OCCUPATIONAL ILLNESSES

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	0	0	0	0
Lucta USA	0	0	0	0
Lucta Colombia	0	1	0	0
Lucta China	0	0	0	0
Lucta Mexico	0	0	0	0
Total	0	1	0	0

## NUMBER OF WORK-RELATED ACCIDENTS NOT INVOLVING TIME LOST

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	10	37	9	27
Lucta USA	0	3	0	2
Lucta Colombia	0	0	0	3
Lucta China	0	1	0	2
Lucta Mexico	0	1	0	2
Total	10	42	9	36

## SEVERITY RATE

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	0.43	0.20	0	0.47
Lucta USA	0	0	0	0.03
Lucta Colombia	0	0.04	0.03	0.44
Lucta China	0	0	0	0.01
Lucta Mexico	0	0.02	0	0
Total	0.16	0.08	0	0.27

Note: Days of time lost x 10<sup>3</sup> / Total number of hours actually worked.

# Accident rate

GRI 403-9, 403-10

## INCIDENT RATE

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	797	4,953	0	7,968
Lucta USA	0	0	0	1,832
Lucta Colombia	0	3,436	2,625	6,245
Lucta China	0	0	0	1,177
Lucta Mexico	0	2,198	0	0
Total	316	2,805	321	4,609

Note: Work-related accidents with time lost x 10<sup>5</sup> / Average personnel exposed.

## FREQUENCY RATE

	2023		2022	
	WOMEN	MEN	WOMEN	MEN
Lucta Spain	4.55	28.27	0	45.48
Lucta USA	0	0	0	10.53
Lucta Colombia	0	17.90	13.67	32.53
Lucta China	0	0	0	6.13
Lucta Mexico	0	11.48	0	0
Total	1.73	15.32	1.76	25.18

Note: Work-related accidents with time lost x 10<sup>6</sup> / Total number of hours actually worked.

# Training

GRI 404-1

## HOURS OF TRAINING BY PROFESSIONAL CATEGORY

	2023	2022
Directors	1,192	912
Perfumers	104	207
Aromists	383	387
Sales staff	880	559
Laboratory and innovation technicians	2,388	3,027
Middle management	3,240	1,815
Operators	4,953	4,228
Administrative staff	2,179	4,228
Total	15,318	15,363

# Annex IV. Economic indicators

## Profits

PROFITS EARNED COUNTRY BY COUNTRY (€)

	2023	2022
Lucta, SA	11,864,814	7,403,436
Lucta Mexicana, SA de CV	3,175,908	2,593,158
Lucta Grancolombiana, SAS	3,883,451	6,663,161
Lucta do Brasil, Com. Ltda.	207,656	180,572
Lucta (Guangzhou) Flavours, Co. Ltd.	3,140,462	3,470,055
Lucta Polska Sp. z o.o.	854,335	975,144
Lucta USA Holdings, Inc. and subsidiaries	5,934,921	64,067
Maslina International Trade, SL	-185,758	-173,805
Lucta (Thailand) Co. Ltd.	-836,950	
Total	28,038,839	21,175,788

## Taxes

PROFITS TAXES PAID (€)

	2023	2022
Lucta, SA	-1,785,359	-1,502,726
Lucta Mexicana, SA de CV	-1,409,751	-1,122,686
Lucta Grancolombiana, SAS	-2,934,023	-2,955,780
Lucta do Brasil, Com. Lawyer	-106,123	-91,480
Lucta (Guangzhou) Flavours, Co. Ltd.	-771,395	-811,651
Lucta Polska Sp. z o.o.	-241,846	-223,963
Lucta USA Holdings, Inc. and subsidiaries	-2,443,429	-5,033
Total	-9,691,926	-6,713,319



1  
Lucta,  
generating value

2  
Creative and  
sustainable  
solutions

3  
Respect for the  
environment

4  
Social  
commitment

5  
Corporate  
governance

6  
About this  
report

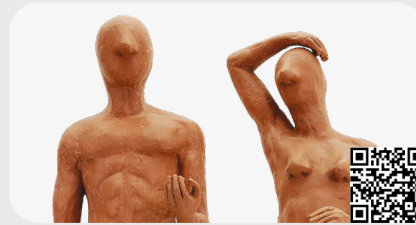
7  
**Annexes**

# Credits to the works by Ernesto Ventós



**Pomonas de rosas, 2006**

*Sculpture / Nasevo Collection / Olfactory note: Roses (rose of Bulgaria, Turkey and Morocco)*



**Parejanas I, 2009**

*Sculpture / Nasevo Collection / Olfactory note: Cresylic (India ink, animal, leather)*



**Molinnas, 2007**

*Sculpture / Nasevo Collection / Olfactory note: Floral-green (lily of the valley, hyacinth, honeysuckle, petitgrain)*



**Donas XIV, 2009**

*Sculpture / Nasevo Collection / Olfactory note: Fruit (pineapple, strawberry, raspberry, apple, pear, peach, grape, melon, watermelon, banana, coconut)*



**Untitled, 2014/18**

*Painting / Nasevo Collection / Olfactory note: Floral (geranium, rose, lilac, carnation, violet, honeysuckle, hyacinth)*



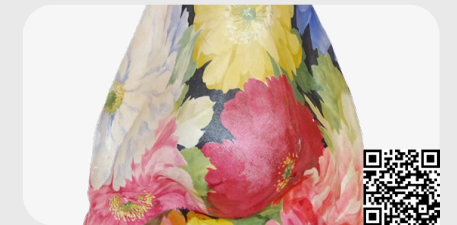
**Colorolornas, 2011**

*Sculpture / Nasevo Collection / Olfactory note: Organic (nature green, floral, linen, chlorines, bleaches)*



**Recordnas I, 2003-2004**

*Sculpture / Nasevo Collection / Olfactory note: Cresolic (India ink, animal, leather)*



**Donas X, 2009**

*Sculpture / Nasevo Collection / Olfactory note: Floral (geranium, rose, lilac, carnation, violet, honeysuckle, hyacinth)*



**Refresconas VII Grande, 2010**

*Sculpture / Nasevo Collection / Olfactory note: Aromatic (thyme, chamomile, tea, bay, marjoram, coriander)*



**Biblionas, 2014-2015**

*Sculpture / Nasevo Collection / Olfactory note: Hay (dry grass, bracken, fields of grain, non-irrigated fields)*



**\*\*Untitled, 2019**

*Painting / Nasevo Collection / Olfactory note: Composition (flowers, fruits, citrus, green, timber, vanilla, musk)*



**Floresnas, 2009**

*Painting / Nasevo Collection / Olfactory note: Cresylic-flower (animal, leather, ylang-ylang, tuberous)*

# More information

GRI 2-3

For more information about Lucta Group activities or the information set out in this *Sustainability Report*, please contact us:



**info@lucta.com**



**lucta.com**



**@lucta**



**@luctagroup**



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