



2019

Sustainability
Highlights

Performance highlights

Targets	Progress 2018 (restated)	Progress 2019
-70% absolute scope 1 + 2 GHG emissions between 2015 and 2030	-13.9% ¹	-17% ²
-20% absolute scope 3 GHG emissions between 2015 and 2030	+21.6% ¹	+17.7% ¹
100% renewable electricity by 2025	69.4%	75%
-15% water per tonne of product by 2020 (use of municipal and groundwater, baseline 2009)	-24.4% ¹	-26.8% ²
-4% waste per tonne of product, year on year average (includes incinerated and landfilled waste, baseline 2015)	-1.7% p.a. on average (-5.2% since baseline 2015)	-2.5% p.a. on average (-10.3% since baseline 2015)
-90% Lost time injury rate by 2020 (baseline 2009)	-76% ¹	-79% ¹

1. Compared to baseline year.
2. Compared to baseline year. Performance as at 30 September 2019.



For the first time, we have been ranked in the list of top 25 sustainable companies in the 2019 SXI Switzerland Sustainability 25 Index®, reflecting our strong commitment to sustainability.



With the high score of 72 out of 100, we have been ranked among the top 1% of 55,000 participating companies, earning us a gold rating for the sixth year in a row, partly due to exceptional results in sustainable procurement.



Our new flagship Innovation Centre inaugurated in Kempththal, Switzerland received a gold certificate from Leadership in Energy and Environmental Design (LEED).



Our Pioneer Encapsulation Centre in Singapore was awarded the BCA Green Mark Gold Award, based on the Green Mark Criteria for new non-residential buildings.



Our CEO Gilles Andrier ranked number 30 on the prestigious Harvard Business Review's annual ranking of 100 best-performing CEOs in the world. The ranking is based both on financial performance and ESG ratings, but this year saw an increased weight of ESG, reflecting the increasing importance of sustainability.



Givaudan has received CDP's highest 'A score' for both its leadership in climate action and water security. This places us among the best performing businesses in terms of mitigating environmental impact.

2019 Sustainability Highlights

Driving sustainable long-term performance

Driven by our new company purpose, we are pursuing bold and ambitious goals. We want to be climate-positive before 2050 and to double our business through creations that contribute to happier, healthier lives by 2030. We aim to be a 'great place to work', offering an inclusive culture where all can develop and succeed.

Such far-reaching ambitions reflect our commitment to sustainable, long-term performance that leads the way in improved well-being for people and protection of the environment. As such, they extend a long-standing engagement and build on 'A Sense of Tomorrow', our sustainability approach.

Significant milestones for 2019 include our signature of the UN Pledge to align GHG emission targets to limit global warming at 1.5°C above pre-industrial levels and recognition of our outstanding efforts by organisations such as EcoVadis and CDP. Such acknowledgment motivates us further, boosting our confidence that we are well on our way to meeting our new commitments to our customers, our people, society and the planet.



Gilles Andrier
Chief Executive Officer

A handwritten signature in dark ink, appearing to read 'G. Andrier', written over a horizontal line.



Willem Mutsaerts
Head of Global Procurement
and Sustainability

A handwritten signature in dark ink, appearing to read 'W. Mutsaerts', written over a horizontal line.

Our purpose

Creating for happier, healthier lives with love for nature.
Let's imagine together.

Last year, we implemented a new company purpose. It provides a compass to further guide our choices and set strategic goals, and will help us drive sustainable, long-term performance, all while improving happiness and health for people and protecting nature. This purpose, translated into the four focus areas of Creations, Nature, People and Communities, reflects

our ever-increasing commitment to nature, sustainable creations and the health and well-being of people everywhere.

As such, it extends A Sense of Tomorrow, the sustainability approach we first introduced in 2017. Throughout this report, we illustrate how we have continued to make improvements in the areas of Sourcing for Shared Value, Innovating Responsibly, Acting for Our Environment as well as Our People and Partners. Building on the work, commitment and vision of A Sense of Tomorrow, we have a solid basis for meeting the ambitious goals set out in our purpose.

<p>CREATIONS</p> <p>Let's imagine together with our customers that through our creations more people will enjoy happier, healthier lives.</p> 	<p>NATURE</p> <p>Let's imagine together that we show our love for nature in everything we do.</p> 	<p>PEOPLE</p> <p>Let's imagine together that Givaudan is a place where we all love to be and grow.</p> 	<p>COMMUNITIES</p> <p>Let's imagine together that all communities benefit by working with Givaudan.</p> 
<p>Contribution to our customers' success</p> <p>By 2030, we will double our business through creations that contribute to happier, healthier lives.</p>	<p>Climate-positive business</p> <p>Before 2050, we will be a climate-positive business (scope 1, 2 & 3).</p> <p>Rethinking plastics</p> <p>Before 2030, we will replace single-use plastics with eco-friendly alternatives across our sites and operations.</p>	<p>Inclusion</p> <p>Before 2030, we will be an even more balanced and inclusive company.</p> <p>Care</p> <p>Before 2025, we will improve how we care for all of our people.</p>	<p>Suppliers</p> <p>By 2030, we will source all materials and services in a way that protects people and the environment.</p> <p>Communities where we source and operate</p> <p>By 2030, we will improve the lives of millions of people in communities where we source and operate.</p>

A Sense of Tomorrow

Expanding sustainable practices in sourcing and product development while reducing our environmental footprint allows us to turn the challenges posed by diminishing natural resources and climate change into opportunities for responsible growth.

A Sense of Tomorrow is our framework for addressing this vision through the three focus areas of Sourcing for Shared Value, Innovating Responsibly and Acting for Our Environment, supported by Our People and Partners.



Meeting needs today. Defining what's next.

	Material topics
Sourcing for Shared Value 	<ul style="list-style-type: none"> - Biodiversity - Deforestation - Human rights - Local community development - Responsible sourcing - Raw material availability - Traceability
Innovating Responsibly 	<ul style="list-style-type: none"> - Consumer health and well-being - Product environmental and societal footprint - Product quality and safety
Acting for Our Environment 	<ul style="list-style-type: none"> - Climate change - Waste management - Water stewardship
Our People and Partners 	<ul style="list-style-type: none"> - Diversity and inclusion - Employee health, safety and well-being - Labour/management relations - Talent management - Women's empowerment
Others	<ul style="list-style-type: none"> - Economic performance - Good governance and business conduct - Transparency and reporting



🔍 [Our Sustainability Approach, pages 46 – 47](#)

Sourcing for Shared Value

Our comprehensive approach to sourcing builds on and further strengthens the long-term commitment to sustainable procurement practices based on shared value, securing traceability and supply of key natural resources, and supporting local communities. We work in partnership with local producers and suppliers to transform the way we source and find ways of ensuring that all communities benefit from working with us.

We audit suppliers and assess supply chains to source materials in ways that preserve the environment and stimulate the development and well-being of producers and communities from which we source. This approach helps us work with our suppliers on driving compliance and continuous improvements against norms in health and safety, social, environmental and business integrity practices as defined in our Responsible Sourcing Policy.

We continued to work on our target in 2019 and a total of 326 key raw material suppliers were registered with Sedex, representing more than 65% of our raw material spend. We also worked to ensure that audited suppliers closed all open non-conformities and achieved a supplier compliance rate of 85%.

For supply chains, we had mapped 50 raw material categories and were sourcing 33 raw material categories in a responsible way in 2019, respective increases of 18 and 9 over 2018.

Responsible Sourcing

Responsible Sourcing is an ongoing project. We need to continually adapt and upgrade business practices as we advance knowledge in all aspects of sustainability such as climate action, farming and operations. We work closely with our suppliers to make sure that they follow our Responsible Sourcing Policy and continually improve their practices.

In 2019, eucalyptus suppliers Dieberger and EssenceFlora in Brazil and onion suppliers BC Foods in China worked on

improving in areas such as employee safety – an essential element of ensuring fair labour conditions – and well-being through numerous measures.

Their actions ranged from providing rest areas for breaks, improved access to clean water and hygiene facilities, to installing additional fire extinguishers. Dieberger enhanced its shuttle buses service, allowing workers to safely commute between their homes and work. EssenceFlora initiated open dialogue between employees and management through numerous platforms. BC Foods made essential efforts to improve the safety of workers applying crop protection products and increased the efficiency of agricultural techniques with a weather station and an associated app allowing farmers to exchange best practices.

All of these measures have led to increased satisfaction, loyalty and motivation among employees. They also represent a step forward in our commitment to Sourcing for Shared Value.

Sourcing at Origin

Sourcing at Origin means being present at the origin of the raw materials, building strong relationships with smallholder producers and fostering local value creation to secure the supply and quality of key natural ingredients.

Number of countries with Sourcing for Shared Value programmes

29

Social and environmental projects

18

Beneficiaries

>30,000





Tonka bean communities in Venezuela

In Indonesia, we are working to make patchouli production more sustainable with new pilot prototype distillation units that use 65% less fuel wood than earlier editions. In collaboration with the local Ministry of Environment and Forestry, we have implemented this prototype, leading to cost reduction and environmental benefits.

Through a programme supported by the Givaudan Foundation local patchouli producers in Sulawesi benefit from our support in developing their business in a sustainable way, and get training on good agricultural practices and good distillation practices.

With turmeric production, we have introduced enhanced tracking of the ingredient from almost 60 farmers in the Southern provinces of India to delivery at the extraction site. Tracking turmeric in this context is not an easy task, but essential in order to offer the best quality curcumin extracts to the market. Farmers who agree to introduce these new tracking methods benefit in

return from training in good agricultural practices, which they can also apply to other products they cultivate.

Communities at Source

This year, Givaudan together with the Givaudan Foundation, won Conservation International's Global Conservation Hero award for work in protecting natural resources and empowering local communities producing tonka beans – a precious ingredient used in exquisite perfumes – in some 148,000 hectares of Venezuela's Caura Basin. The award was for work that first started back in 2007.

"Twelve years ago, it wasn't nearly as popular as it is today for a corporation to protect biodiversity and support indigenous populations," said Dr. M. Sanjayan, CEO of Conservation International. "But even back then, Givaudan didn't just care about what was popular, they cared about what was right. Their foresight to promote community-based solutions has not only protected the region's natural resources, it has enhanced local communities' quality of life for more than a decade. We're delighted to recognize this work, and bring attention to a bigger conversation about products, beauty, and thoughtful ways companies can work with nature."

“ Givaudan’s foresight to promote community-based solutions has not only protected the region’s natural resources, it has enhanced local communities’ quality of life for more than a decade.

Dr. M. Sanjayan, CEO of Conservation International

Through the programme, tonka bean collectors receive support for their commitment to help preserve local forests, flora and fauna. Their communities maintain forest trails and monitor biodiversity changes and can earn extra income by counting species and watching for signs of logging. The programme benefits the environment and ensures the tonka bean supply.

For guarana producers in Brazil's Bahia province – an area Givaudan already supports with advice on good agricultural practices, the promotion of a producer's cooperative and measures to help farmers diversify through agroforestry – we have introduced a targeted literacy project for as many as 98 producers and family members in 5 communities.

Our sourcing activities

Vetiver in Haiti

A cooperative of vetiver farmers benefits from technical support and price premiums, which are used to fund development projects. The vetiver cooperative and our local oil producer in Haiti are certified Fair for Life by Ecocert.

Tonka bean in Venezuela

Tonka bean collectors, a large community of families, receive incentives and technical assistance in return for their commitment to monitor the local forest and its biodiversity.

Guarana in Brazil

A cooperative of producer families receives technical and agricultural training. The cooperative uses modern equipment to improve production processes and boost quality.

Cistus Labdanum in Spain

Producers of labdanum gum benefit from our collaboration with a local supplier to increase production efficiency, improve working conditions and joint efforts to preserve the local natural environment.

Lavender, lavandin in France

A cooperative of lavender producers will benefit from our partnership with research institutes to fight plant diseases and to promote the long-term future of the crop. We also collaborate with producers to improve quality.

Bergamot in Italy

In close collaboration and with the active support of our direct suppliers, improvement plans are implemented to share best practices and close any gaps in agricultural and farm management practices against our Responsible Sourcing Policy.

Geranium in Egypt

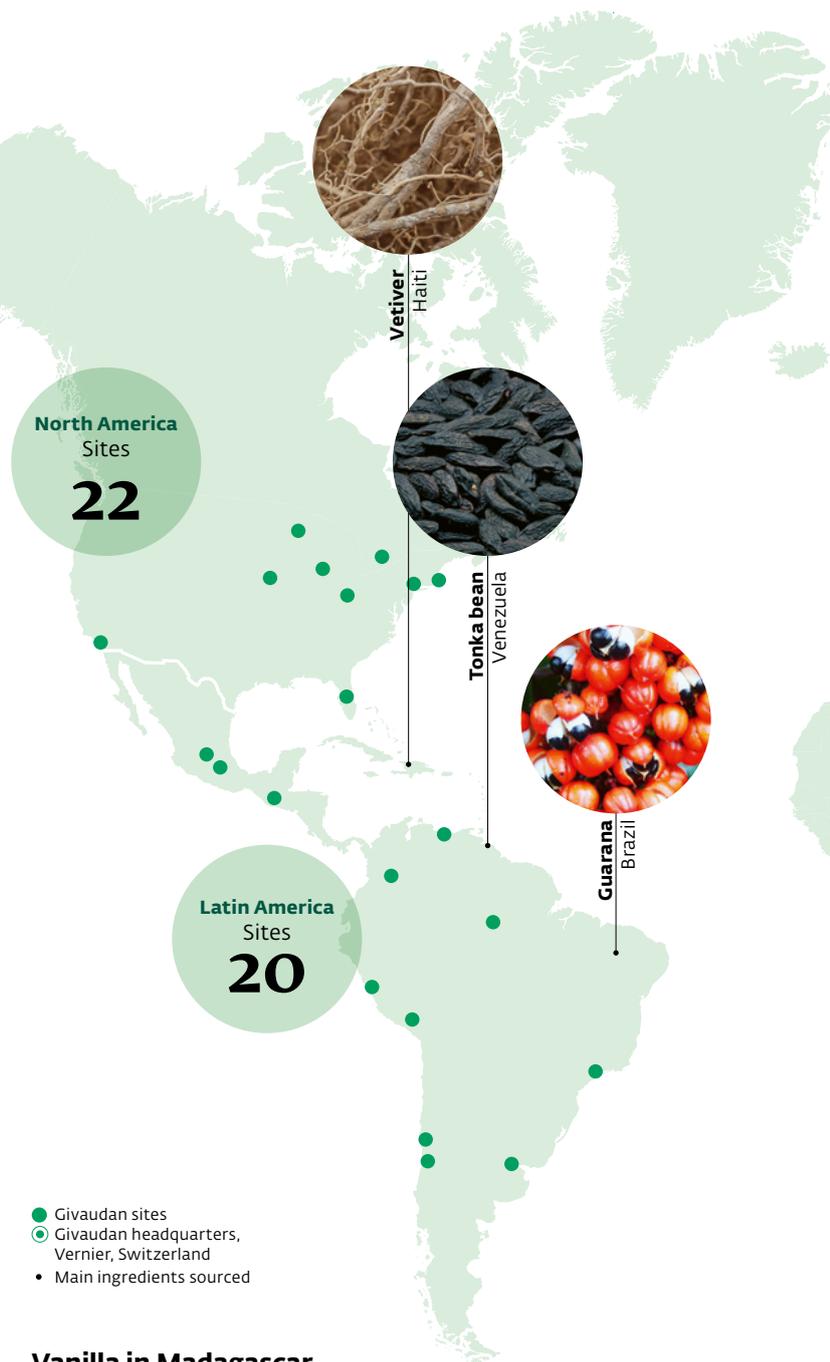
A partnership with a local supplier to secure a high-quality and consistent long-term supply of geranium oil by sourcing from a modern, large-scale plantation.

Jasmine in Egypt

In close collaboration with our supplier, we work to involve the farmers in a sustainable agriculture programme, in which they receive training and direct support.

Clove leaf oil in Madagascar

A large Givaudan collection network of smallholder producers supplies our clove leaf oil. Sustainable production is supported via a natural resources preservation project, which plants thousands of trees for firewood per year.

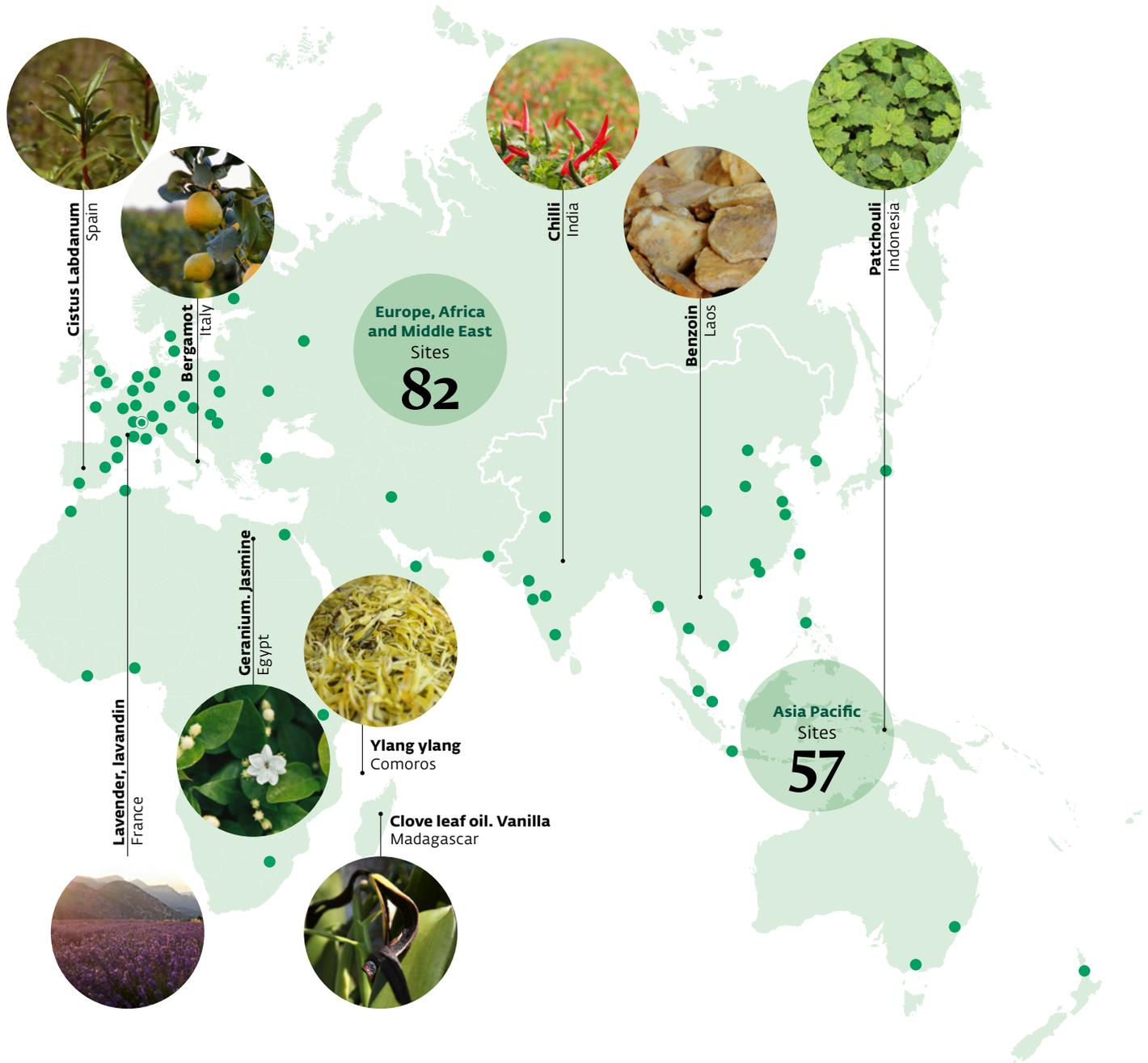


Vanilla in Madagascar

Vanilla farmers and their communities take part in a programme to develop local education and healthcare infrastructure and to promote food security. Their vanilla beans are certified Ecocert Organic.

Ylang ylang in Comoros

Ylang ylang oil producer communities are supported through social and environmental projects. Energy efficient equipment for the distillation of ylang ylang oil is used to boost the yield and reduce the impact on the environment.



Chilli in India

Numerous chilli producers benefit from assistance to increase productivity and reduce the impact of their production processes on the environment.

Benzoin in Laos

Benzoin producing communities benefit from educational infrastructure in their villages to improve access to secondary schooling in rural areas.

Patchouli in Indonesia

A large Givaudan collection network of smallholder producers on the island of Sulawesi supplies our patchouli oil. They benefit from training in sustainable production methods to reduce the impact on the environment.

Innovating Responsibly

Creating and collaborating internally and with our partners, we look to incorporate sustainability into every breakthrough. This allows us to add value by enhancing scientific research and developing products that both benefit society and help protect the environment. Innovating responsibly means we can bring the maximum sustainable value to our products and solutions.

Fragrance innovation

In fragrance innovation, we look to enable novel consumer experiences. We want to allow our customers to differentiate their products, all while adding value that benefits society through improved health and well-being and reducing the impact on the environment.

New molecules
synthesised every year

~1,900

Research
centres: Zurich
and Shanghai

2

Patents over
20 years for new
molecules

180

New sustainable fragrance elements change how perfumers create long-lasting scents

Taking the principles of Green Chemistry into account is another way we look to minimise our impact on the environment. In 2019, we used high-yielding, sustainable manufacturing processes to introduce a new family of fragrance elements that now make up the broadest palette in the industry for fabric, home and personal care products, all while respecting the planet.

Givaudan was the first company to introduce Scentaurus® Tonkarose, a light cleavable precursor, which is a low odour molecule that releases at least one fragrant molecule when exposed to a trigger such as oxygen, light or water. Last year, we added

three new precursors: Scentaurus® Clean, Scentaurus® Juicy and Scentaurus® Berry. Scentaurus® Clean has a long-lasting fresh and clean scent that neutralises malodour, Scentaurus® Juicy is reminiscent of ripe luscious fruits, while Scentaurus® Berry gives off floral, fruity and rosy scents.

The Scentaurus® technology gives perfumers a new way to design fragrances making them longer lasting and when desired. Scentaurus® is exclusive to Givaudan perfumers, allowing them to create innovative formulas for our customers, who can in turn respond to consumer demands for better-performing, more sustainable fragrances.



Breakthrough biotechnology results in sustainable method of producing popular perfume ingredient

Using resources more efficiently is one way we develop a more sustainable palette for perfumers and it is essential to responsible innovation. Consumers expect products that are responsibly sourced and produced and we help customers meet these demands. Our breakthrough biotechnology for producing Ambrofix, a long-lasting, amber-scented molecule used in every second perfume formula is an excellent example. The new method delivers a product with identical qualities of smell, all while being extremely sustainable and carbon efficient.

The new biotechnology starts with fermenting sustainably sourced sugar cane, allowing us to make one kilogram of product using 100 times less land than

the old method, which relied on an ingredient from the clary sage plant. In addition to being biodegradable and 100% naturally derived, the new Ambrofix maintains 100% renewable carbon – all carbon atoms in the bio-based starting material end up in the final product, resulting in zero carbon waste.

The new Ambrofix is fully in line with the FiveCarbon Path™, our vision for driving fragrance molecule development, which employs sustainable chemistry and biotechnology methods for efficient carbon use while taking advantage of upcycled carbon from side streams.



Ambrofix

Microalgae-derived Sensityl benefits beauty and boosts well-being of consumers

Consumers want to look good and feel good, and seek sustainable products that promote health, well-being and beauty. This year we introduced Sensityl™, an innovative cosmetic ingredient produced thanks to our expertise with “blue” technologies – molecules

and active ingredients found in the ocean.

Sensityl™, based on a highly sustainable resource and produced using state-of-the-art biotechnology processes, is proven to make people feel better thanks to its exceptional soothing benefits.

Sensityl™ is extracted from microalgae that we grow in seawater at our Marine Biotechnology Centre of Excellence in Brittany, France. The microalgae uses sunlight and atmospheric CO₂ to grow, meaning it has a positive impact on the planet. Sensityl™ decreases the sensation of pain and protects the skin's anti-bacterial defences, soothing and calming the skin by rebalancing sensitive skin microbiota.

Microalgae-derived Sensityl from our Marine Biotechnology Centre of Excellence in Brittany, France

Critically, a scientific study showed that Sensityl™ helped consumers forget about skin discomfort and made them feel better emotionally. Volunteers using Sensityl™ expressed a positive change in how they felt about their facial skin thanks to these exceptional soothing benefits after just one month of use. We expect Sensityl™ to revolutionise the beauty market by allowing the development of products that act on peoples' moods thanks to its exceptional soothing benefits.



Flavour innovation

Consumers increasingly seek products that are natural and support good nutrition and well-being. Ensuring access to safe, nutritious and sufficient food produced in a way that respects the environment is also critical to a sustainable future. We have made significant progress in creating a sustainable future for food.

We are especially proud of our Zurich Innovation Centre, inaugurated in the summer of 2019. It is a melting pot for ideas and talent dedicated to co-creating the future of delicious, healthy and sustainable food together with partners and customers.

World class chefs' creativity harnessed at our Protein Chef's Council

4

Tonnes of CO₂e avoided through consumer uptake of plant based food

1,666

State-of-the-art innovation centre, inaugurated in Kempththal, Switzerland

1



Givaudan supports citrus biodiversity with UC Riverside collaboration

The increasing loss of biodiversity is devastating to the environment and directly affects our business. Long-term partner UC Riverside will use our \$3.5 million donation to counter this by protecting their collection of citrus trees – among the biggest and oldest worldwide – from disease. They are essential to research, characterisation and flavour inspiration and we proudly support their safekeeping.

Enabling dietary shifts needed for healthier people and a healthier planet

Healthier people and a healthier planet will play a critical role in a sustainable future. The food system, now associated with significant environmental impact and climate change, must be transformed, including the foods we eat. Major studies recommend eating more plant-based diets and Givaudan is committed to playing a key role in developing sustainable food with great appetite appeal. This effort is also fully in line with our Company purpose of "Creating for happier, healthier lives with love for nature. Let's imagine together."

Our 2019 advances include our new fat encapsulation technology, which enables plant-based alternatives to have the same taste attributes as actual meat, but with 75% less fat. Newly launched maskers and masking tools for seven proteins address the challenge of making tasty dishes based on plant proteins.

We also harnessed culinary creativity to find new solutions for delicious plant-based foods. Inviting world class



Collaborating, co-creating and innovating to shape the future of food

We believe that the future of food is all about co-creation, partnership and innovation. We are all inter-connected in our global food ecosystem, and we strongly believe that we need to work together for maximum impact and shared success. Partners and collaboration allow us to go beyond our internal capabilities and build a global network of accelerators and incubators.

In 2019, we established our Zurich Innovation Centre and progressed a number of key partnerships in the area of start-ups and entrepreneurship as well as in fundamental research. Collaboration with Bühler, a process technologies and production equipment company, will allow us to support and accelerate market access for food start-ups offering solutions for safe, affordable, sustainable and nutritious food. Similarly, a partnership with The Kitchen, Israel's only

FoodTech focused incubator, will build our contacts with entrepreneurs working in a range of areas promoting the creation of healthier and more sustainable products and solutions. A collaboration with StartLife, a Netherlands-based Food- and AgriTech incubator, will help us identify promising start-ups in Wageningen, an emerging hot-spot of food activity. Other partners now supporting our search for innovation include MISTA, Bits x Bites, MassChallenge and Kickstart Innovation.

With the Future Food Initiative – co-founded by Givaudan and supported by Nestlé, Bühler, ETH Zurich and EPFL – we aim to expand basic investigation into sustainable food and nutrition, addressing global challenges of healthy food production, affordable nutrition and sustainable supply chains.

Leading the fight against food waste with the European Institute of Technology (EIT)

Reducing food waste is critical to achieving a sustainable food system. In 2019, Givaudan led the consortium of an EIT food project addressing food waste, giving visibility to different side streams available in the food industry. The project encourages matchmaking between suppliers and buyers, representing a game changer for the circular bio-economy.



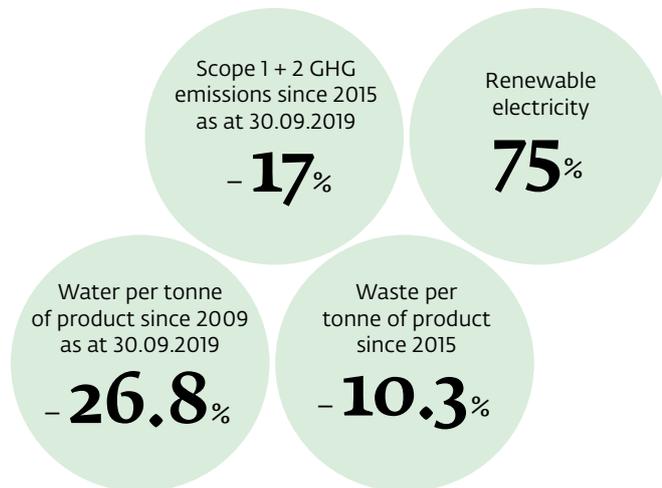
international chefs to create innovative and healthy protein-based menus at our protein-focused Chef's Council produced great dishes, certainly, but also a variety of insights and ideas that will be used as inspiration for new protein product concepts or research into new technical areas.

Our work on plant-based food not only supports healthier diets for people around the world, but also plays an important role in our GHG emissions-reduction agenda. We estimate that our solutions for plant-based foods have contributed to avoiding 1,666 tonnes of CO₂e, through consumer substitution of meat.

We are also continuing our work on solutions to cut the levels of sugar and salt in the foods we eat.

Acting for Our Environment

Our new company purpose calls for us to express our love for nature in everything we do. One of the ways we do this is by leading the industry in acting to safeguard the environment and in 2019, we set important milestones on this journey.



We are moving towards the implementation of an ambitious climate agenda and taking action for the environment across our operations and beyond. Givaudan was among the first few companies to align with the 1.5°C trajectory through updated GHG emissions reduction

targets approved by the Science Based Targets initiative (SBTi). The Company also joined the movement of leading companies fighting global warming by signing the UN Pledge "Business Ambition for 1.5°C" to aim for net-zero value chain emissions by 2050.

Cleaning used drums cuts production of hazardous waste, reduces risk

Givaudan Fragrance Sites in China have adopted a new process to clean and compact used drums that have been identified as hazardous waste. The drums can now be recycled as normal industrial waste, reducing the site's production of hazardous waste by about 450 tonnes since 2018.

Local regulations require used hazardous chemical packaging to be treated as hazardous waste, making disposal very expensive. The new process of cleaning and compaction not only reduces hazardous waste generation and costs, it also helps deter abuse of cleaned drums by other industries, preventing potential legal issues or reputational damage.

Finding ways to cut water use at sites around the world

Water is a vital natural resource and we are committed to reducing our consumption wherever we can. As part of our approach, global sites review hot spots and introduce technical improvements that successfully drive our water efficiency strategy.

At our flavour site in East Hanover, US, the local team implemented more rigorous standards and experimented with reducing the pressure and flow rate. The resulting improvement in cleaning processes – that is, a reduction in water flow rate and optimisation of the cleaning cycle times – has led to a 8% reduction in overall water consumption. This saved 5 million gallons of water by the end of 2019. A related reduction of soap

dosing time has resulted in 70% less discharge of chemicals to the waste-water treatment plant.

At Naturex, we have reduced consumption of water by 24% compared to 2018 even as site production increases. We can attribute this to a number of measures. We installed new counters that monitor use, and help us analyse it, identifying the posts that consume the most water. This allowed us to optimise these operations through various technical improvements. We also trained personnel to use water more efficiently and instigated other various technical and organisational improvements, largely in terms of cleaning, to help us achieve this impressive reduction.

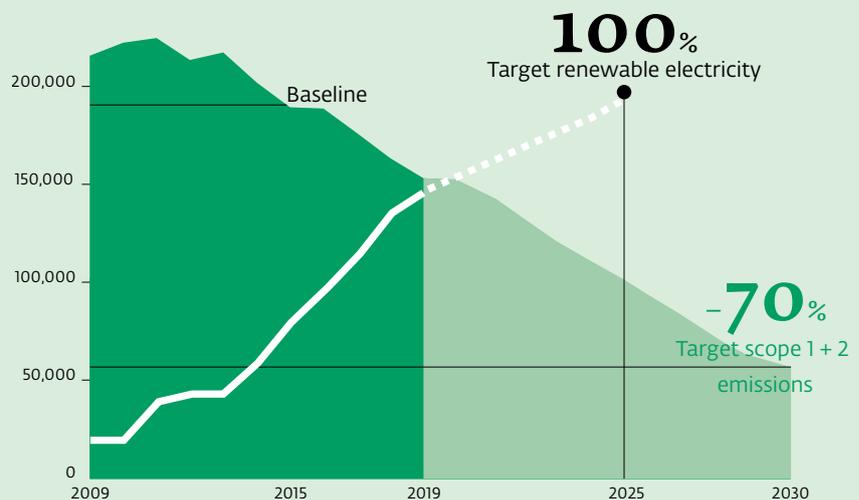


Global teams contribute to our carbon targets

Becoming climate-positive by 2050 in terms of scope 1, 2 and 3 emissions is one of the goals inspired by our company purpose. Teams across the world are helping us towards this target by finding ways to reduce each kind of emission.

At the Singapore Woodlands plant, old, inefficient chillers used to provide air-conditioning in production and administrative buildings led to high energy consumption – a full 49% of the total energy used for these buildings – and maintenance costs. Now that we have replaced this outdated material with energy efficient water-cooled chillers, we will save 3,736 megawatt hours in energy and reduce CO₂ emissions by 1,800 tonnes a year.

At our Smithfield plant in Western Sydney, Australia, 630 new solar panels are expected to generate more than 228 MWh a year. The equivalent of taking 0.7 million car kilometres off the road or planting 182 trees and growing them for 40 years, this



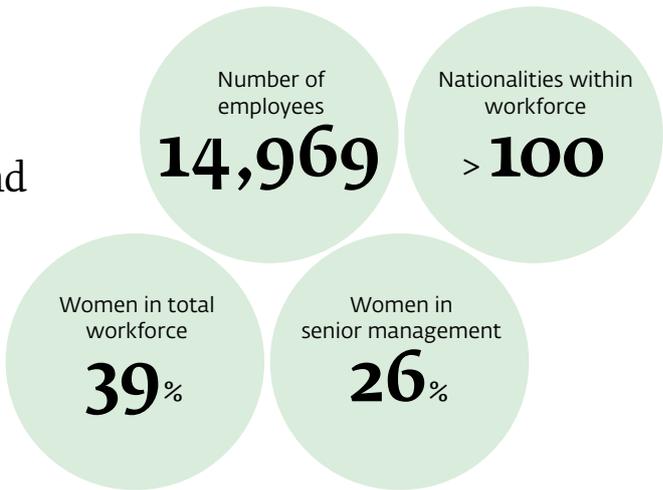
solar power will cut the factory's reliance on fossil fuel by some 7.5%. This is just the start – the local team is already looking to expand this project further. Recent devastating fires in Australia have reduced the output of our system, but we expect to achieve the specified output in 2020.

The Information Management and Technology team at the Vernier site has

introduced a variety of measures, from the use of new and efficient Green IT technologies such as Flashdisk and better room cooling at its new site, to reduce electric power consumed from 230 kilowatts to 130 kilowatts. This represents the equivalent of 530 tonnes of CO₂, the carbon footprint of 530 return flights between Geneva and New York.

Our People and Partners

A better and more sustainable future should incorporate decent work and economic growth, gender equality and good health and well-being for all. A leading employer in the industry, we are doing our part to work towards these goals through multiple programmes covering all of these facets.

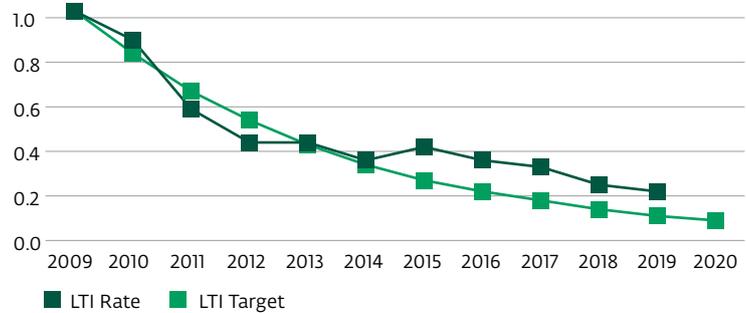


Employee engagement drives progress towards ambitious safety targets

Safety underlines everything we do, and we continue to make good progress towards our ambitious Lost Time Injury Rate (LTIR) target of under 0.1 by the end of 2020. In 2019, our LTIR was 0.22, down from 1.03 in 2009, with no fatal injuries. This improvement is largely thanks to the record level of more than 30,000 quality conversations correcting safety issues and reinforcing good safety behaviour we held in 2019 and to increased inclusion and continued engagement from employees around the world.

In recent years our key operations sites have hosted EHS engagement events. These well-publicised and well attended events give opportunities for all site employees to improve their environmental, health and safety practices – at work and at home. Each site tailors the workshops and presentations to the needs of the site. Examples of activities include Forklift Safety Training sometimes designed as a Rodeo, which gives operators the opportunity to re-certify for their Fork Lift operator licence alongside fun measures which reinforce good, safe practices. Rodeo activities include operating both sit down and stand up forklifts to load and unload containers and driving through obstacle courses with points deducted for safety observations or short cuts. These exercises highlight good practice and address improper forklift operation. Other workshops held at our EHS events include mindfulness and meditation, nature walks,

2019 Safety performance – ‘Everyone Home Safe everyday’



healthy eating, personal behavioural safety campaigns and good environmental energy practices.

“Events like our Engagement Weeks demonstrate that Givaudan fully supports all EHS activities,” said Burkhard Feldmann, Head of Health and Safety. “What’s more, we have formal management systems to support all of our activities, including a comprehensive Responsible Care Management System (RCMS), which is applied throughout our global operations. This system covers all aspects of managing and caring for our people and the environment, fulfilling all of the requirements of ISO 14001 in order to get all our people home safe, every day, while also managing our impact on nature.”

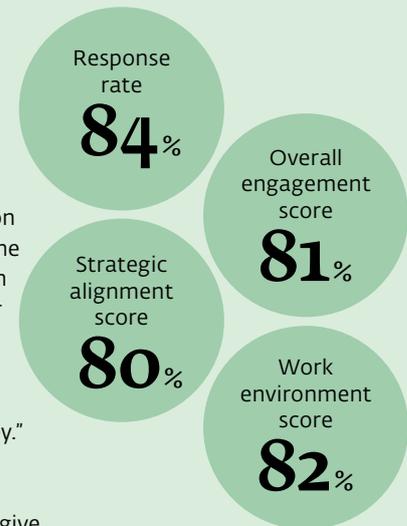
Engagement survey hits highest response rate ever

Our Engagement survey gives every employee a chance to let us know how they feel about working at Givaudan – where we are doing well, and where we can continue to improve. This year, the response rate was an amazing 84%, up from 80% in 2016 when the last survey was held. We are thrilled that so many employees supported this important initiative, particularly since this year's survey also targeted an influx of new employees due to the implementation of Givaudan Business Solutions and recently acquired companies.

The survey revealed that our strengths lie in areas including work environment and strategic alignment, indicating employees feel their work place is safe and secure and they see a strong link between individual contributions and overall strategy. We saw the biggest improvements in areas related to communication. People feel more positive that we can manage change, but we also see that we need to improve on the flexibility of our processes.

This level of participation was achieved through efforts such as those described by Randa, an HR manager in Egypt. "We raised awareness on the importance of the survey with campaign materials and daily communication across all sites on how we are progressing in terms of the response rates," she said. "We also ran multiple sessions with non-computer users about the importance of the survey as well as seeking and gaining the support of department heads in encouraging people to take the survey."

As part of the community support programme, the Company agreed to give CHF 10 per participant to the Givaudan Foundation. This resulted in a donation of CHF 118,690, money that will fund new philanthropic projects proposed by employee volunteers.



YourVoiceYourImpact



Vanilla fields in Madagascar

Givaudan Foundation

Created by Givaudan in 2013, the Givaudan Foundation is a non-profit organisation meant to reinforce the company's commitment to the communities in which it sources and operates. The Foundation focuses its efforts on education, health and preservation of the environment through the initiation and support of projects as well as grant donations. These projects are carried out hand-in-hand with local partners and benefit from the know-how and volunteer support of Givaudan's people.



Dussehra celebration, India, Mumbai, Flavour Innovation Centre

Enhancing our culture of inclusion through better balance

An inclusive and balanced organisation is essential to meeting our business goals and creating a culture where everyone can grow and succeed. Our diversity and inclusion approach, Better Balance, is about how we will evolve our mix of people to reflect consumer demographics while ensuring that everything we do is inclusive and without unconscious bias.

In 2019, we made further progress in aligning our policies and practices to support Better Balance ambitions in the areas of talent acquisition and management. At the corporate level, we have assessed our talent development and succession plans against internal metrics for gender and nationality, and introduced new technologies to remove unconscious bias across our HR processes. We have also published gender and nationality targets that have been communicated to management teams who regularly review progress on Better Balance. The Executive Committee meets to discuss the topic every six months.

We have also expanded Better Balance activities at our sites and regions. In Brazil and North America, we have set up Women's Networks to provide a forum for discussing and acting on gender-specific topics. In India, we have created a council that, among other things, sponsors diversity and inclusion programmes and skill training for leaders and managers to ensure an inclusive mind-set in all. In Indonesia, we are proud to have received the recognition of "Best Female Employer," an award that recognises our commitment to ensuring that our facilities and practices support gender equality. In the UK, people across different departments came together to discuss attitudes towards diversity and inclusion, and to share experiences and ideas for challenging stereotypes and non-inclusive behaviours to foster inclusion for all.

"At Givaudan, we strive to provide a great working environment for everyone," said Jane Djate, Head of Learning and Development. "While we are making great progress in this area, we are constantly striving to find ways to create a more equal workplace that is attractive, whatever your background or demographics."

Our reporting suite

The 2019 Integrated Annual Report offers a holistic explanation of our value creation, financial and non-financial capitals and performance. The full Governance, Compensation and Financial reports are available in one separate PDF.

The 2019 Sustainability Highlights offers case studies and data for the three focus areas of our sustainability approach as well as eco-efficiency targets versus progress.

Our website hosts the online Integrated Annual Report and the full Sustainability GRI Index.

Readers are advised to consult our entire reporting suite to get a complete overview.

2019 Governance, Compensation and Financial Report Available in English

PDF from 24 January 2020
www.givaudan.com – media – publications



Our Sustainability Approach Available in English

PDF from 24 January 2020
www.givaudan.com – sustainability – publications

Online version Available in English



Integrated Annual Report and Sustainability GRI Index*
Available from 24 January 2020
www.givaudan.com – investors – online annual report



2019 Integrated Annual Report Available in English

PDF from 24 January 2020
Print from 25 March 2020
www.givaudan.com – media – publications

2019 Company Highlights Available in English, French and German

PDF and print from 25 March 2020
www.givaudan.com – media – publications



2019 Sustainability Highlights Available in English

PDF and print from 25 March 2020
www.givaudan.com – sustainability – publications

To order publications: www.givaudan.com – media – publications

The full suite can be found on www.givaudan.com – investors – online annual report – download centre

* Sustainability GRI Index is updated in March 2020 with full-year 2019 environmental data and external assurance statement.

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Concept, design, consulting and realisation:
PETRANIX Corporate and Financial Communications AG
www.PETRANIX.com

Printed in Switzerland by Neidhart + Schön Print AG, www.nsgroup.ch

The 2019 Sustainability Highlights are published in English.

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