

exploring
together

NON-FINANCIAL PERFORMANCE
STATEMENT 2022 GROUPE ROULLIER

improving
tomorrow



**Groupe Roullier
in outline** ● **04**

- Profil of the group **04**
- Our businesses **06**
- The roots of our commitment **08**
- Our value creation model **10**

12 ● **A new impetus**

- **14** Meeting with the CSR Management Committee
- **16** Attentive to stakeholder expectations
- **18** Our materiality matrix
- **19** Our priority challenges
- **20** Our risks and opportunities

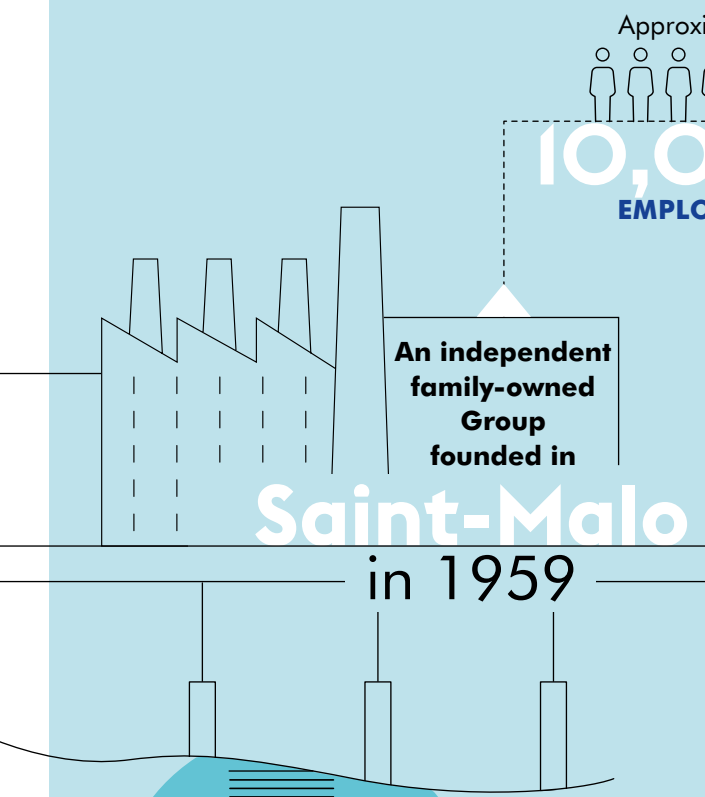
**A Group with
commitment** ● **21**

- Our committed products range **21**
- Our committed productions system **29**
- Our committed teams **39**
- Our committed communities **57**

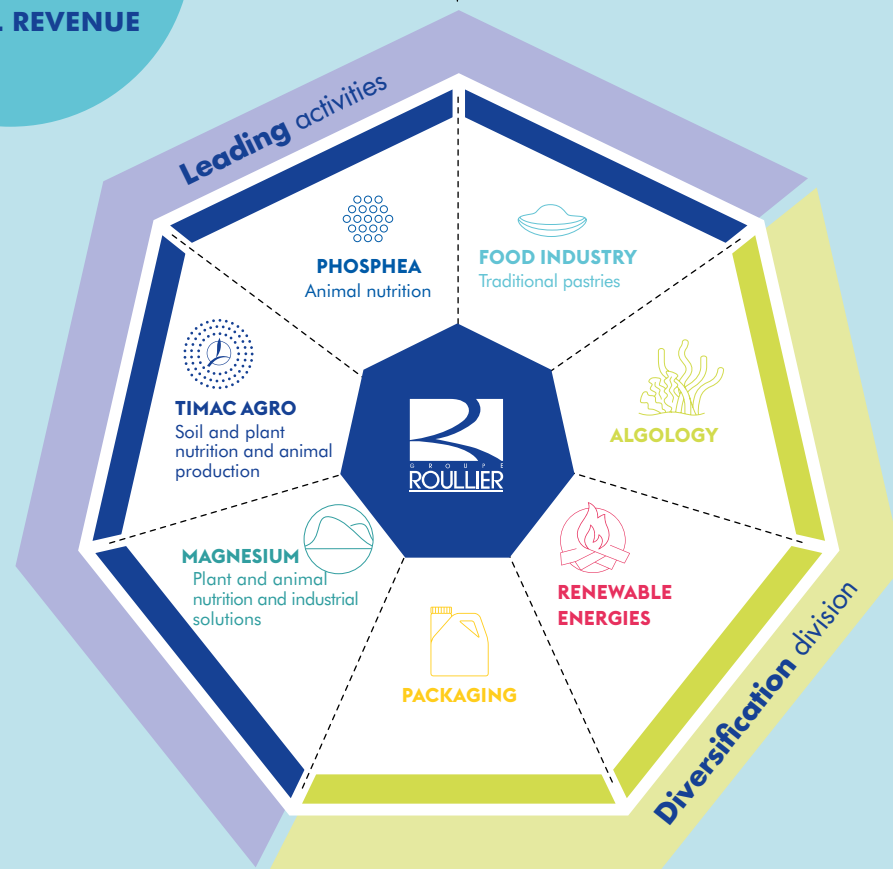
66 ● **Appendices**

- **67** Methodology
- **68** Correlation table





4.1 billion
IN CONSOLIDATED
ANNUAL REVENUE



A VISION

In today's world of constant and accelerating change, we believe in the power of industry to **make a meaningful contribution and deliver high value-added solutions**. The choices we make around diversifying our business are always shaped by our commitment to meeting basic human needs better on a daily basis.

Profil of

the Group

Materialised through
THE WAY WE WORK

DOING THINGS BETTER,
DOING THINGS DIFFERENTLY ,
AND EXPLORING THE POSSIBLE.

These principles are the bedrock of our DNA: we never rest on our laurels, we never try to copy others, but rather back our own capabilities to develop increasingly high value-added products and services. We have upheld the same demanding standards for 60 years and have long seen innovation and continuous improvement as our daily challenges.

... driven by **OUR VALUES**

Encouraging audacity

venturing beyond our comfort zone, making decisions quickly, and actioning them just as quickly. We seize opportunities and understand how to create them. Without our characteristic audacity, Groupe Roullier could never have become what it is today. The fact that we recognise the right of people to make mistakes empowers our employees to question themselves and do things differently when necessary.

Being passionate about what we do

Being constantly proactive. Passionate, enthusiastic and determined, our employees embody our spirit of conquest. They believe deeply in the usefulness of the work they do, and strive constantly to deliver innovations and improvements.

Long-term involvement

Being concerned about the future of the people we work with and the future of the regions we operate in. Our employees are committed and involved at local level, behave respectfully, and are fully aware of the efforts that need to be made and the contribution they can make.

Unleashing potential

As an independent Group, we are free to apply our entrepreneurial skills on a daily basis. We develop our businesses autonomously, and our people progress their careers with full confidence in the future. They are empowered to use their initiative and make change happen.

Generating collective energy

We are team players. Regardless of job or function, every one of our employees has the opportunity to make a difference, but at the same time, everyone understands that success can only be achieved collectively. They also appreciate the ability to listen to others, believe in sharing and are keen to build synergies.

125
MARKETING
COUNTRIES

109
OUR
MANUFACTURING
LOCATIONS

Our businesses

LEADING
ACTIVITIES

TIMAC AGRO

SOIL AND PLANT NUTRITION AND ANIMAL PRODUCTION

7,210 employees
75+ marketing countries served through **42** subsidiaries
87 production units
3,870 field representatives
More than 1,000 different raw materials used

Products

Soil improvers, fertilisers, biostimulants and unique animal production products based on precise formulations that combine an uncompromising approach to raw materials selection with a unique body of industrial expertise and the ability to integrate innovative technologies. These products are incorporated into bespoke nutritional programmes to deliver effective responses to the challenges faced by farmers as they seek to produce more and better.



PHOSPHEA

ANIMAL NUTRITION

430 employees in 9 countries
100+ marketing countries
7 production units

Products

Innovative natural ingredients developed to meet the major challenges of livestock performance, health and animal wellbeing (the Evolution range), special ingredients (the Performance range) and basic elements (the Essential range)



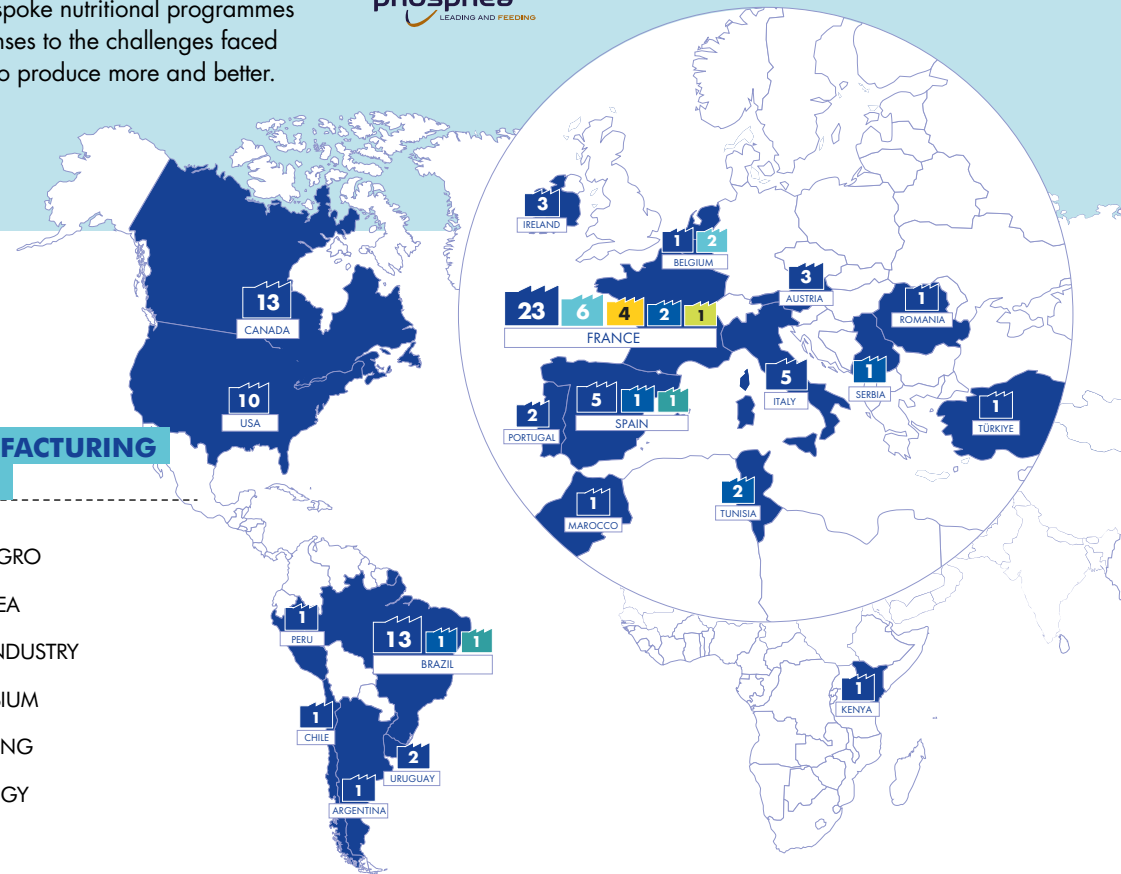
Target for 2025

To ensure that 53% of our products are 'committed' products¹ by 2025



OUR MANUFACTURING LOCATIONS

- 87** TIMAC AGRO
- 7** PHOSPHEA
- 8** FOOD INDUSTRY
- 2** MAGNESIUM
- 4** PACKAGING
- 1** ALGOLOGY



MAGNESIUM

PLANT AND ANIMAL NUTRITION AND INDUSTRIAL SOLUTIONS

760 employees
3 magnesium carbonate mines (in Spain & Brazil)
2 production units

Products

- CCM (Caustic Calcined Magnesia): calcination at between 700 and 1000°C for agricultural (Animal or Plant Nutrition) or industrial applications
- DBM (Dead Burned Magnesia): calcination at between 1600 and 1800°C for the manufacture of refractory masses for the steel industry



Target for 2025

+10% year-on-year increase in the volume of recycled raw materials used in the manufacture of refractory products



PACKAGING

190 employees
4 production units

Products

more than 1,000 containers of all sizes (15 ml to 1,000 litres) designed to be produced by extrusion blow moulding or injection moulding, including a growing proportion of products made from recycled raw materials



Target for 2025

All products to include 25% recycled raw materials



RENEWABLE ENERGIES

45 employees
 and a total of **1,000** MW installed capacity

Products and services
 engineering, installation and maintenance of a range of biomass boilers from 300 kW to 15 MW



ALGOLOGY

52 employees
1 production unit at Pleubian (in Brittany, France)

Products

Algal-based products for the international cosmetics and health nutrition markets



Target for 2025

65% of primary packaging² to be made using recycled or non-petrochemical derived raw materials

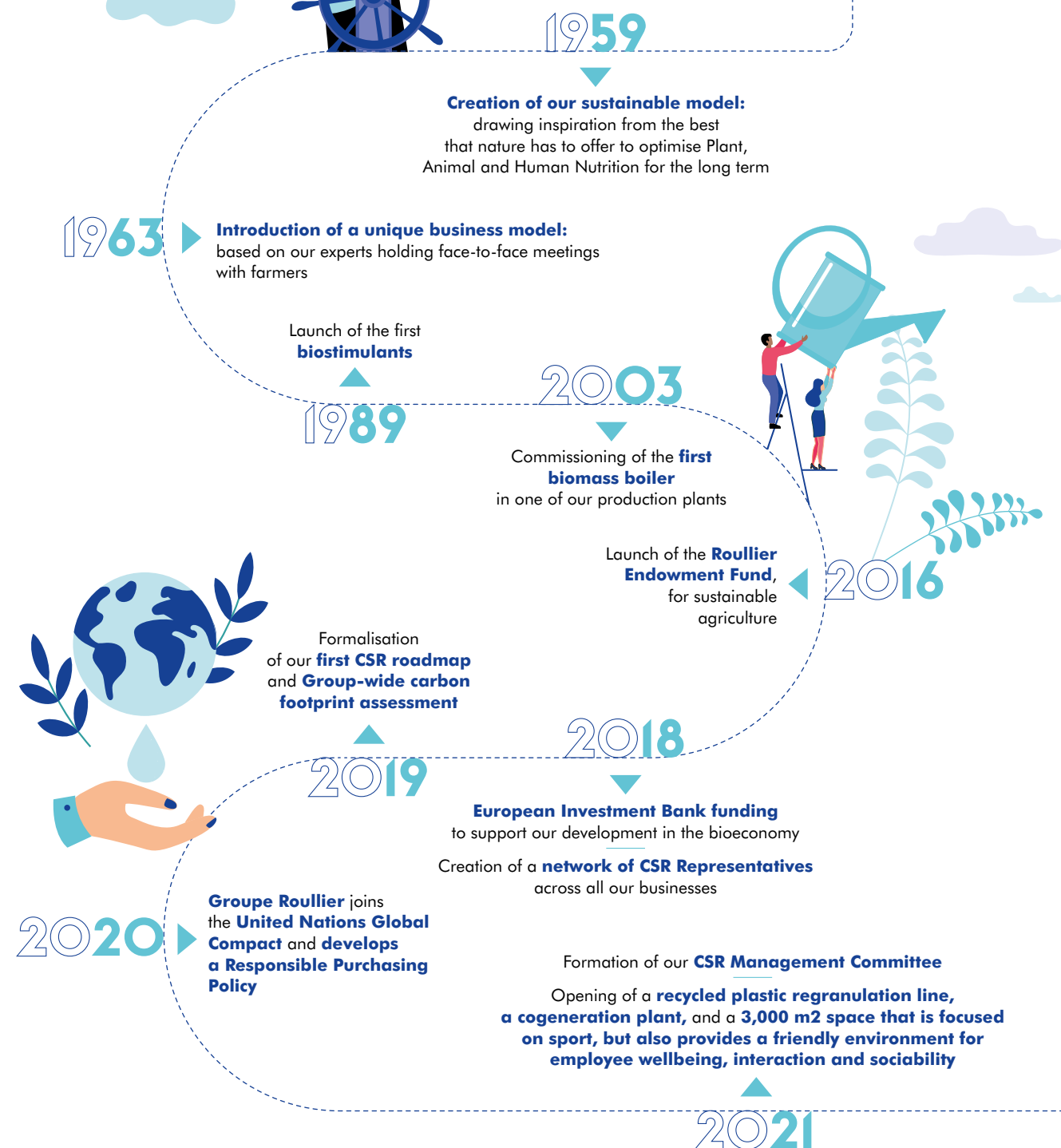


DIVERSIFICATION
DIVISION

¹ Criteria for a 'committed' product: a product with at least one beneficial societal virtue that differentiates it from those products commonly available in the market. For example: Animal welfare, Nutritional performance, Environmental benefit (digestibility or recycled raw material)

² Packaging with direct product contact

THE ORIGIN AND JOURNEY OF OUR SUSTAINABILITY COMMITMENT



EXPANDING OUR COMMITTED PRODUCT RANGES

The launch of Hyper Top-Phos and HumIPHORA and the redesign of the Animal Production product range during the year established an uncompromisingly committed and sustainable positioning that both complements and strengthens our product portfolio.

The environmental and societal benefits resulting from the use of these products include: a reduction of up to 20% in methane emissions from ruminants, a 32% reduction in ammonia emissions from farms, lower waste phosphorus discharges into litter, improved animal welfare, and optimised mineral nutrient take up by plants and soil, with less leaching into the natural environment. •

DESIGN OF A CARBON TRAJECTORY (for Scope 1 & 2 emissions)

Our new strategy identified greenhouse gas emissions reduction as a priority, so we also designed our first Group-wide carbon trajectory in 2022. This trajectory consolidated all Group carbon ambitions and initiatives with those identified individually by each of our businesses, as well as their ambitions and challenges, to arrive at a shared carbon reduction potential of 10% by 2030 and 30% by 2040. •

WORKPLACE ACTIVE CERTIFICATION

In December 2022, Groupe Roullier was one of the first 10 companies to be awarded the new European Workplace Active Certification (WAC) label designed by the European Federation for Corporate Sport, and launched with the support of the European Commission. This certification rewards companies able to demonstrate their commitment to physical activity and sport, and promote their benefits to employees. •

TELEWORKING AGREEMENT

In the aftermath of the Covid-19 pandemic and the ensuing upheavals in working methods, every French subsidiary signed a shared agreement to enable all eligible employees to make use of teleworking. Close collaboration between the social partners and Group management facilitated the emergence of a formal text that effectively encourages better coordination of office-based and remote working as part of ensuring an optimal work/life balance. •

REDESIGN OF OUR CSR STRATEGY

A comprehensive review and redesign of our CSR strategy was carried out in 2022 at the initiative of the newly formed CSR Management Committee. More than 150 internal and external stakeholders took part in a survey whose results were used to update our materiality matrix and identify our priority action areas. We then worked collectively to define a single shared ambition and accompanying targets for future years. •

Our value creation model

OUR ASSETS ...

Our teams

Nearly 10,000 employees
in **46** countries
23% of our managers are women

Our innovation culture

201 dedicated innovation staff
2 innovation hubs providing our businesses
with innovative agronomic
and manufacturing solutions
150 active innovation partnerships
200+ patents and **13** scientific publications

Our financial base

Financial stability guaranteed
by our family shareholders

Notre expertise terrain

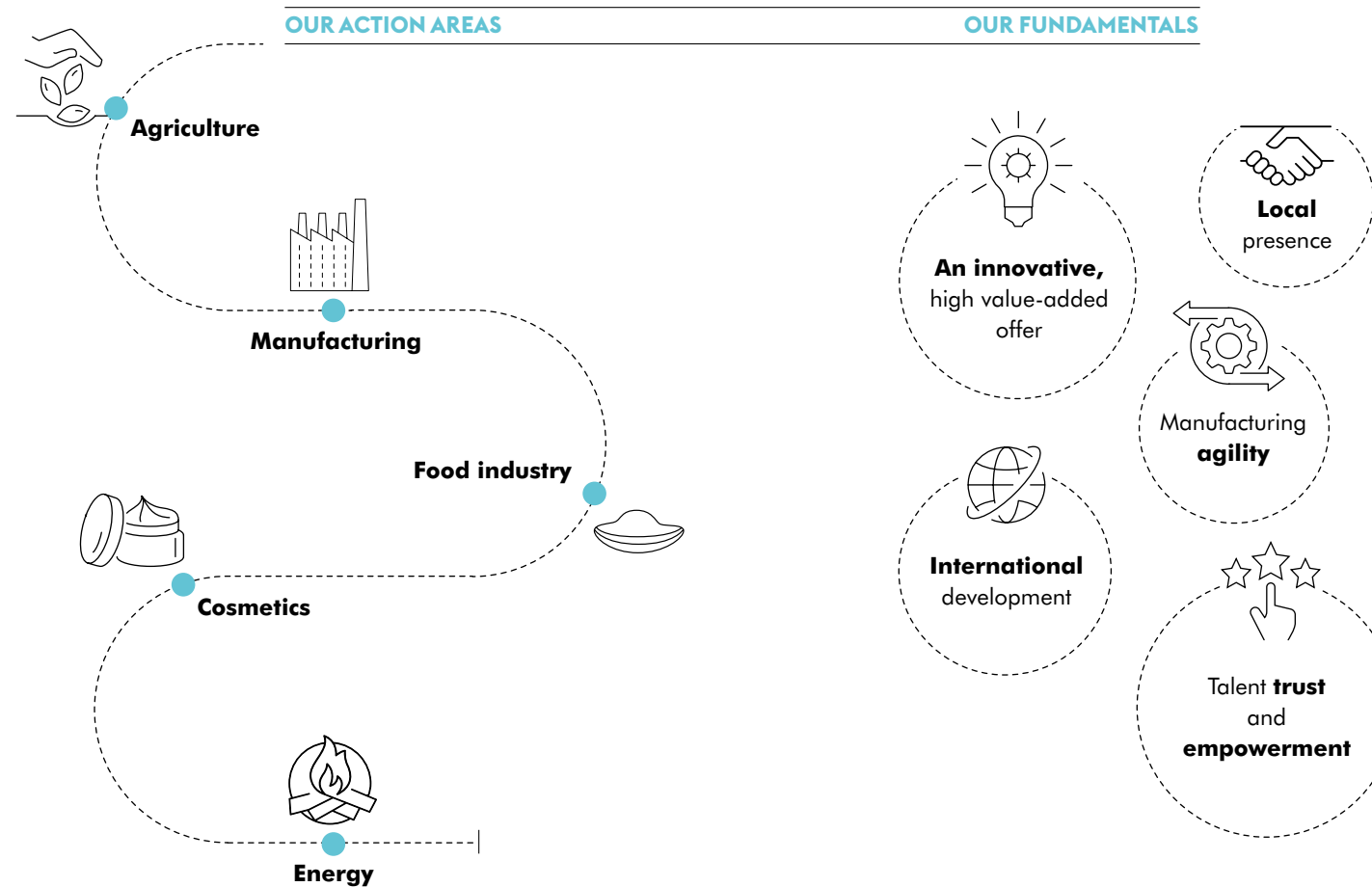
4,535 sales staff,
including **3,870** TIMAC AGRO representatives
on the field, working with farmers
125 marketing countries

Our cutting-edge manufacturing base

109 production plants
16 production countries

Our natural ecosystem

Raw materials of natural origin
(minerals, organic materials, algae,
ingredients for pastries, etc.)
34% of energy supplies come from renewable
sources (biomass and green electricity)



... CREATE SUSTAINABLE VALUE

For our people

2,532 new hires during the year
9.37 occupational accident frequency rate
67% of employees completed at least
one training course during the year
603 active internal training programmes
88/100 gender pay equality
index rating (consolidated average
for French subsidiaries)
324 work/study trainees
and interns (in France)

For the environment

47% of all non-hazardous
industrial waste is recycled
52% of process water has been recycled

For society as whole

323 tonnes of food donated
158 non-profit organisations supported
Contribution to **13** of the 17 United Nations
Sustainable Development Goals (SDGs)

SUSTAINABLE DEVELOPMENT GOALS PRIORITISED BY THE GROUP



a new impetus

In 2022, we maintained the level of strategic momentum we wanted to apply to the delivery of our commitment.

We launched a number of large-scale projects during the year, one of which was to restructure our CSR strategy. Although this report contains a broad outline of that work, the full strategy will be revealed during 2023. Driven by collective commitment, it marks the culmination of an unprecedented process of co-construction involving top management and shareholders, with input from close consultation with stakeholders.

The diversity of our business activities has always been the core strength of our Group and its rich culture. Viewed through the prism of CSR, this diversity challenged us as we worked to identify shared

priorities for our engagement and commitment going forward. Our new strategy reveals those things that unite us, at the same time as highlighting those factors that make our individual businesses distinctive, and therefore provides a solid base for launching major cross-functional projects, such as decarbonisation. Environmental issues are front and centre of the strategy, but naturally, it is our people who are its beating heart, and for them, we have set two priority commitments at Group level: training and occupational health and safety. We have always stated our belief in high levels of employee empowerment, and we continue to emphasise our commitment to providing them with the resources they need to develop professionally and personally in complete safety.

Because CSR issues cut right across every part of the Group, and given the self-evident need for Group-wide impetus to drive change, we have also redesigned our Group CSR governance structure. Designing a strategy was clearly not enough in itself; we needed and wanted to ensure that sustainable development principles could be properly implemented and genuinely integrated into all strategic decisions. It was this process that led to the creation of our new Sustainable Transformation Department, which reports directly to me and acts as the focus for all the associated strategic functions:

CSR, Innovation & Sustainable Development Funding, Public Affairs, Energy, and Packaging and Mobility Procurement.

From the CSR perspective, 2023 will be a year of outreach and acceleration. Outreach for ensuring the effective rollout of our strategy to all our people by ensuring that they fully understand - and take ownership - of the issues involved. We will then share our ambitions with all our stakeholders. Acceleration of the pace at which we create and develop sustainability projects at Group and individual business levels, and the speed of product and service range evolution.

The new priority focus for our CSR strategy - our Committed Products range - highlights our historic determination to offer the best cost/benefit performance in all our markets, and at every link in the value chain. With an enhanced CSR governance structure and new CSR strategy ready for rollout, we now have everything in place to achieve new levels of excellence in sustainability.

JÉRÉMIE LECHA
Chief Executive Officer



A CSR STRATEGY THAT REFLECTS OUR TRUE DNA

We see it as fundamentally important that our CSR strategy accurately reflects our DNA: it must therefore be pragmatic and implemented by our individual businesses, which already have a high level of autonomy. We have therefore taken the decision to focus on those issues and commitments that have united us throughout our history, such as committed products and initiatives designed specifically to support our people.



MIRA MIHAYLOVA
CHAIR OF THE SUPERVISORY BOARD



HÉLÈNE CAPPE
GROUP GENERAL MANAGER
AND FAMILY
SHAREHOLDER

CSR AS A FACILITATOR FOR HUMAN, ENVIRONMENTAL AND ECONOMIC LONG-TERMISM

As a family-owned Group, we inevitably think of long-term business continuity in the round, rather than in terms of immediate economic profitability. The long-term future of our Group is simultaneously a human issue involving the ongoing development of our existing teams and future generations, and the environmental challenges involved in protecting and conserving the natural ecosystem that underpins everything we do. Our CSR strategy therefore embodies this vision and provides meaningful direction for the actions we implement on a daily basis for the benefit of our present and future.

CSR IN ANIMAL NUTRITION: INNOVATIVE PRODUCTS TAILORED TO THE CHALLENGES FACED BY LIVESTOCK FARMERS.

At Phosphea, we are very aware of the key importance that CSR issues now play in animal nutrition. We encourage and facilitate change by offering innovative products that reduce environmental impact, at the same time as delivering improvements in nutritional performance and/or animal welfare. At the same time, we take an uncompromising attitude to ensuring the wellbeing and safety of our people and leading by example in the way we manage our business in terms not only of business ethics and compliance, but also team member equality and diversity.



CLÉMENT HOULLIER
GENERAL MANAGER OF PHOSPHEA

CO-CONSTRUCTING OUR FUTURE ALONGSIDE OUR COMMUNITIES

Our experience with delivering combined mining and industrial production projects has made us more convinced than ever that community commitment to our business and the Group can only ever be built successfully with the input of those communities. After all, we share a common future and are de facto jointly responsible for our environment. We apply that principle operationally every day by extending our commitment beyond regulatory requirements in terms of maintaining natural ecosystems and improving biodiversity in the Navarrese Pyrenees.



JORGE BAÑOS
DEPUTY GENERAL MANAGER
OF MAGNESITAS NAVARRAS

INNOVATION IS CENTRAL TO OUR BUSINESS MODEL

For more than 64 years, TIMAC AGRO, a Groupe Roullier subsidiary, has worked alongside farmers on a daily basis, helping them to develop their farms through innovation. Building on that experience, we're already offering climate-friendly solutions to help agriculture advance sustainably into the future. We're not doing that for effect, to follow a trend or to change our behaviour to suit current tastes. Everything we do is based on sound science, and supported by positive outcomes in no fewer than 42 countries. We will always maintain our commitment to practical and useful innovation, because we know that only through innovation can we help farmers to produce more and better.



JESSICA DA COSTA
DEVELOPMENT DIRECTOR
OF TIMAC AGRO

Attentive to stakeholder expectations

In 2022, we updated the materiality analysis of our CSR challenges, and used it as the basis for a complete redesign of our Group CSR strategy. This matrix is a valuable and structurally important tool for identifying our action priorities, and has been developed out of an unprecedented level of stakeholder consultation. It further reinforces the value of this collective consultation by revealing our shared challenges and opportunities, at the same time as encouraging us to be increasingly ambitious about the targets we set ourselves. The strategy we are now



implementing is led by an agile, cross-disciplinary governance body in the form of our CSR Management Committee, whose members are family shareholders, the Management Board, the Supervisory Board and the senior management teams of our three main businesses, who work in conjunction with a Committee of CSR Representatives from each of our businesses and central services. The first of these committees sets the main guidelines, while the second effectively implements those policy guidelines practically in each of our action areas.

This first stakeholder consultation on CSR issues was completely unprecedented, but proved extremely valuable and informative. It gave us the opportunity to challenge the way we previously perceived challenges and the expectations our stakeholders may have had of them. The results make our CSR processes more reliable and more credible. It is also an excellent way of simultaneously engaging and mobilising our employees and external partners, because it initiates careful consideration of the issues, and involves all those who will play an active role in CSR governance going forward!

Benoît Jimenez
Sustainable
Transformation
Director

THE KEY ANALYTICAL STAGES

1/ Selecting the challenges

We began by updating the full list of our challenges, regardless of whether they are shared by all our businesses, basing our work on an analysis of ISO¹ 26000, ISO 26030 and the UN Sustainable Development Goals (SDGs). The 28 challenges ultimately selected were divided into five analytical streams (responsible products and services, environmental, social, societal and ethics and governance challenges) that were subsequently submitted to our stakeholders for their opinion and ranking.

2/ Consulting our stakeholders

How? By combining quantitative analysis (questionnaires) and qualitative analysis (interviews) to obtain a sufficient level of response granularity regarding the relevance of each challenge for Groupe Roullier, and the maturity of those challenges.

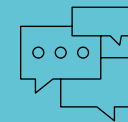
Who? Internal stakeholders: shareholders and top management, managers and employees from a diverse range of businesses and central services (purchasing, human resources, research and development, marketing, manufacturing, legal, finance, etc.). External stakeholders: customers, suppliers, banks, non-profits, industry bodies, further education, partner research centres, local authorities, the media, chambers of commerce, etc.

3/ Working with the CSR management committee to select the priority challenges by refining and analysing the matrix

The stakeholder consultation process made it possible to create two matrices: a materiality matrix (see page 18) and a prioritisation matrix. The first highlights the level of importance of each challenge from the perspective of our internal and external stakeholders, and the second allows us to identify the relevance of tackling these challenges relative to the level of maturity we have already achieved in respect of each of them. Together, these two resources highlight those priority issues on which we need to focus the majority of our efforts. On the basis of these analyses, we held an initial workshop session for our CSR Representatives in order to summarise the 28 challenges in the form of 15 key priorities, and determine the level of ambition that should be attached to each. A second workshop session for CSR Management Committee members used the findings of the first session as the basis for further work to define the commitments we want to make for the years ahead.

¹ International Organization for Standardization

METHODOLOGY



40

INTERVIEWS CONDUCTED,
OF WHICH 11 WERE EXTERNAL
TO THE GROUP



160

QUESTIONNAIRES COMPLETED,
OF WHICH 58 WERE EXTERNAL
TO THE GROUP



2

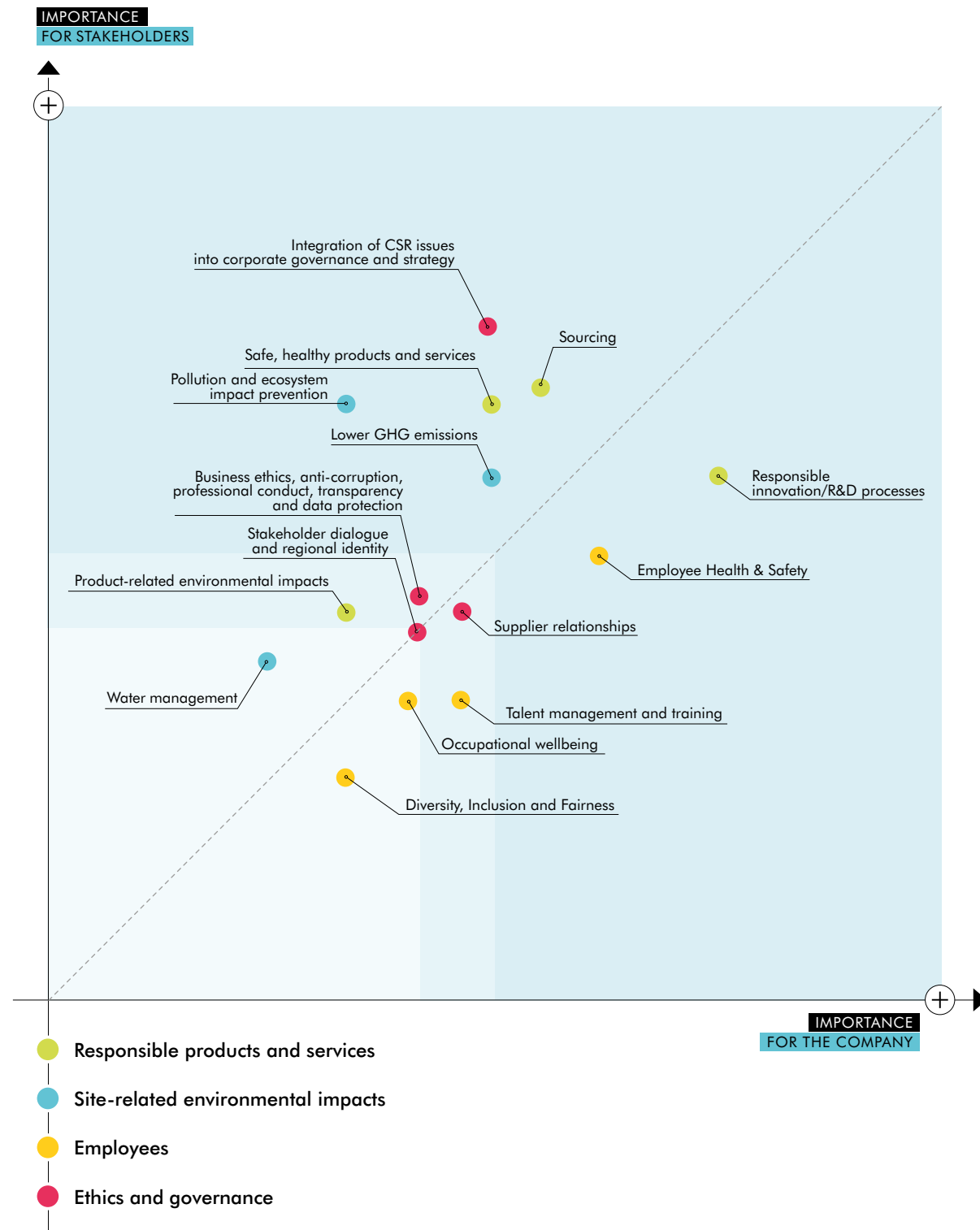
WORKSHOP SESSIONS:
1 FOR THE CSR REPRESENTATIVES
COMMITTEE AND 1 FOR THE CSR
MANAGEMENT COMMITTEE

NON-FINANCIAL RISK ANALYSIS

The methodology used to identify and rate risks (by probability, potential impact, etc.) was updated on the basis of the stakeholder consultation findings and the resulting prioritisation of challenges, with reference to the ISO 26000 standard and our new materiality matrix. This new list (see page 20) makes it possible to pinpoint particular risks around product quality management, measurement of our impact on biodiversity, and the control we exercise over our environmental and social impacts at every link in the value chain.

These risks reflect the reality of our business activities and are managed using internal processes integral to the operation of our central services, and as a result of implementing our CSR strategy in all our businesses.

Our materiality matrix



RESPONSIBLE PRODUCTS AND SERVICES

Safe, healthy products and services: this challenge has a significant presence at every link in the value chain of our agricultural, food, manufacturing and cosmetic activities, from the raw materials we choose through production quality management to distribution and ultimate consumption.

Responsible innovation/R&D processes: Sustainable development is central to all our innovation projects, it is directly linked to our business DNA, and must be clearly and formally defined to ensure that its inherent issues are taken fully and increasingly into consideration at every stage of the product lifecycle.

Sourcing: the local availability, renewability, animal welfare implications, environmental impact and societal impacts of raw material extraction, processing and transport are all highly relevant factors in the context of our business activities.

Product-related environmental impacts: maximising positive impacts and preventing any negative impacts of our products over their entire lifecycle are simultaneously opportunities for innovation and a risk management challenge.

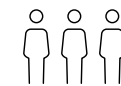


SITE-RELATED ENVIRONMENTAL IMPACTS

Lower GHG emissions: taking action on the climate-related impacts of our business activities is key to our development. So we are making our contribution to the global pushback against climate change through long-term optimisation of our energy consumption, processes and upstream/downstream transport operations.

Pollution and ecosystem impact prevention: in addition to GHGs, the issues around preventing water, air and soil discharges, managing manufacturing waste and taking action to improve biodiversity are all major challenges for today and tomorrow.

Water management: accelerating the transformation of our manufacturing models to achieve 100% recycling of production process water and optimising our water demand both make essential contributions to succeeding in this challenge.



EMPLOYEES

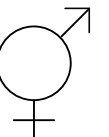
Talent management and training: supporting the personal and professional development of our people to ensure their ongoing employability and commitment.

Occupational Health & Safety: developing a strong safety culture in each of our subsidiary companies, based on ambitious and unifying shared standards.

Occupational wellbeing: providing employees with optimal working conditions created through recognition, trust, autonomy, healthy work/life balance and company-facilitated sport.

Diversity, Inclusion and Fairness: ensuring equal opportunities and respect for every existing and potential employee by further strengthening our culture of inclusion.

OUR PRIORITY CHALLENGES



ETHICS AND GOVERNANCE

Stakeholder dialogue and regional identity: boosting and encouraging transparency, interaction and collaboration with our local stakeholders.

Integration of CSR issues into corporate governance and strategy: CSR is now clearly identified as an effective lever for making the transition to the responsible leadership required to drive and support the long-term achievement of transformation.

Supplier relationships: supporting all our suppliers in their transition to long-term sustainability by promoting and encouraging ethical practices that respect people and the environment.

Business ethics, anti-corruption, professional conduct, transparency and data protection: optimising our processes to integrate the key principles of responsible governance.

Our risks and opportunities

OUR MAJOR RISKS			
CHALLENGE	RISK	DEFINITION	OPPORTUNITY
SAFE, HEALTHY PRODUCTS AND SERVICES	Effective quality management of our products and services	<i>This risk impacts many links in the value chain: product manufacturing processes (as a result of shortcomings in quality control and raw materials), and the way our products and services are used or consumed by end users (including consumers downstream of the food chain). More specifically, these are mainly reputational, regulatory and financial risks.</i>	Higher levels of product added value and customer satisfaction
SOURCING PRODUCT-RELATED ENVIRONMENTAL IMPACTS	Measuring and controlling environmental impact throughout the value chain (sourcing and use)	<i>Our products have the potential to impose direct and/or indirect environmental impacts (greenhouse gas emissions, pollution, biodiversity, etc.) at every stage of their lifecycle, from the choice of raw materials to manufacturing and use.</i>	Premium positioning of our products at every link in the value chain, giving us a decisive edge in markets
LOWER GHG EMISSIONS WATER MANAGEMENT	Controlling the energy and water consumption of our production processes	<i>This risk applies to the management of water and energy resources on Group manufacturing and service sites, as well as the prevention of air, water and soil pollution and the associated greenhouse gas emissions. As with all environmental risks, these include financial, regulatory and reputational risks.</i>	Usage optimisation, cost reduction, manufacturing innovation and good stakeholder relationships
LOWER GHG EMISSIONS POLLUTION AND ECOSYSTEM IMPACT PREVENTION	Preventing and recovering waste and waste materials (including non-energy related GHG emissions)	<i>The Group's manufacturing sites have a role to play in managing their waste and the ways in which they dispose of materials where these have the potential to result in local air, water and soil pollution and/or greenhouse gas emissions.</i>	Recovery of by-products, lower costs, better working environments and good stakeholder relationships
OCCUPATIONAL HEALTH AND SAFETY	Ensuring the health and safety of our employees and subcontractors	<i>All Group businesses have direct responsibility for limiting the exposure of their employees and subcontractors to a broad range of physical and psychological risks (occupational accidents, psychosocial risks, occupational diseases, etc.). Increased vigilance should always accompany non-standard activities or working conditions (health crises, non-standard processes, etc.), which may differ depending on local cultures and constraints. As with all employee-related risks, these include financial, regulatory and reputational risks.</i>	Employee and subcontractor wellbeing and performance
TALENT MANAGEMENT AND TRAINING	Attracting employees and supporting them through their professional development	<i>The Group must limit the risk of talent drain, ensure ongoing employee engagement and maintain their employability and their interest in the work they do. These measures anticipate the transformational change and evolution of all professions and areas of expertise in order to address the aspirations of rising generations and help experienced employees adapt to changes in their professions, reduce the costs associated with employee turnover and training, and limit knowledge loss. As with all employee-related risks, these include financial, regulatory and reputational risks.</i>	Talent retention and employee performance
ETHICS	Implementing business ethics, anti-corruption, professional conduct and transparency good practices	<i>Failure to successfully address these risks, the majority of which relate directly to regulatory requirements (e.g. the French Sapin 2 law on transparency, the fight against corruption and the modernisation of economic life), could have financial, legal and reputational impacts right across the Group.</i>	Risk management, good supplier relationships and financial performance
STAKEHOLDER DIALOGUE AND REGIONAL IDENTITY	Listening to the expectations of our stakeholders and operating regions	<i>The expectations of all stakeholders with a direct or indirect interest in the Group's activities are addressed through consultation, integration or dialogue structures, governance structures and processes that measure the stakeholder impact of our business activities. Stakeholder dialogue is an integral part of anticipating and understanding the societal challenges posed by the Group's business activities, and contributes to our management of business risks and opportunities. Risks related to stakeholder expectations pose the risk of business disruption if stakeholder expectations are not met.</i>	New regional collaborations, strong local roots and societal performance
OUR SECONDARY RISKS			
Measuring and controlling our impact on biodiversity	Ensuring that environmental and social criteria are integral to research and development projects	Ensuring equal opportunities	Controlling the social impacts of our value chain (in terms of human rights and duty of care)

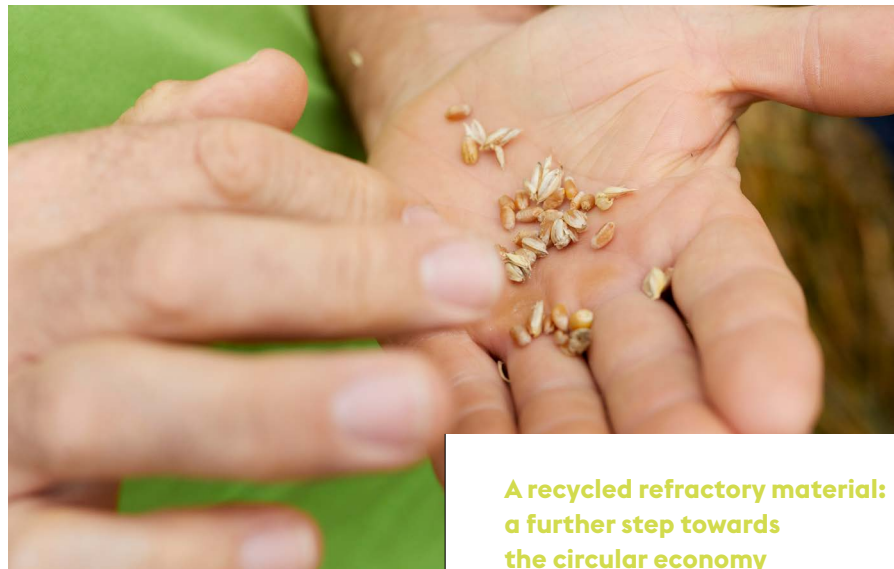
Our committed products range



Our desire to offer high value-added products that benefit our customers and every link in our value chain is essential not only to our Group DNA, but also our forward development strategy. As a result, Groupe Roullier and all its businesses are fully committed to the formal integration of sustainable development principles at every stage of the product lifecycle, from the choice of raw materials through design, processing and distribution to product end-of-life. The challenges and action priorities may vary to reflect the specific features of our individual business activities and the scale of the potential impact, but in all cases share the same dynamic commitment to contributing to delivering this transition. Our choice of priorities is also guided by a wider trend in European regulation, which is intensifying in terms of promoting sustainable development, and therefore offers us the opportunity to set even higher ambitions for ourselves.

Responsible sourcing

AS THE FIRST LINK IN OUR VALUE CHAIN, THE CHOICES WE MAKE ABOUT THE RAW MATERIALS WE USE AND THE WAY WE PROCESS THEM PLAY A MAJOR ROLE IN THE NATURE OF OUR PRODUCT RANGES.



A recycled refractory material: a further step towards the circular economy

Our Spanish Magnesium subsidiary Magnesitas Navarras (MAGNA) can boast 77 years of experience in vertical process integration, from magnesite extraction to designing equipment for applying refractory materials in steelworks. This experience has made it an agile company in terms of adapting to customer needs and new and increasingly sustainable production paradigms. The circular economy and the decision to opt in favour of reused or recycled raw materials are part of these key adaptations, which are now prioritised when allocating resources to this company's R&D projects. The LIFE5Refract and CERES projects now underway in collaboration with steelmakers and research centres have provided a greater knowledge of materials previously considered as waste, and enabled greater use of them in refractory applications, which in turn is generating a unique opportunity for a circular economy in certain product categories. The ECO range marks

the culmination of this multi-year research programme, and now enables customers to reuse materials that were previously single use.

MAGNA is also committed to incorporating some of these recovered materials into the rest of its product portfolio wherever possible, thereby reducing the carbon footprint of its business.

Pastries made from locally and ethically sourced ingredients

In addition to our pastries being 100% French made (in Brittany or Aquitaine), Maison Colibri and Pâtisseries Gourmandes continue to source their primary ingredients from France, and indeed from Brittany, whenever possible. The Pâtisseries Gourmandes brand of Ker Cadélaç has been a member of the Produit en Bretagne (Produced in Brittany) labelling scheme since 2003. This non-profit organisation promotes collaborative working and symbolises the commitment shared by all its partners to promoting the region of Brittany.

The choice of eggs is also a priority issue for the production of madeleines and other pastries. Over the last five years, Pâtisseries Gourmandes has doubled the percentage of cage-free hen's eggs used in its cakes and biscuits, and is now aiming to **take that percentage to 100% by 2025**. Maison Colibri is asserting its premium positioning by **ensuring that its entire range of madeleines is made using French free-range eggs from 2023 onwards**.

Our Plastics Business closes the circle

As a manufacturer of plastic packaging and components, Agriplas-Sotralentz Packaging feels strongly that it has a duty to work towards a more circular economy for its industry. So in addition to its own commitments, it makes a proactive contribution to the recycling and recovery of end-of-life industrial packaging. More specifically, it continues to advocate and push for the introduction of closed-loop recycling, and collects used packaging from its customers under the terms of a partnership agreement. The company also installed a regranulation and sterilisation line in 2021 to significantly reduce the levels of VOCs (volatile organic compounds) and allergens present in materials recycled from industrial packaging waste.

DID YOU KNOW

Our Responsible Purchasing Policy (of 2021) and our Ethics and Compliance Policy (of 2018) ensure full implementation of responsible and ethical business practices throughout the Group. The most effective way of securing that assurance is our third-party assessment platform (the Roullier Compliance Platform), which is now fully deployed in 75% of our entities worldwide, and is designed specifically to help us manage and prevent corruption risks.

940

users trained in using the Roullier Compliance Platform

TARGET

4,000 tonnes of HDPE recycled annually from 2025 onwards, i.e. 25% recycled raw material.
37% of these 4,000 tonnes will be produced by Agriplas-Sotralentz Packaging using its regranulation line.

AGRIPLAS-SOTRALENTZ PACKAGING;
A KEY LINK AND DRIVER FOR THE CIRCULAR ECONOMY



* r-HDPE: recycled high density polyethylene



TARGET

+ 10% year-on-year increase in the recycled raw material content of manufactured refractory products.

The environmental and societal benefits of our products

OUR COMMITTED PRODUCTS DELIVER VALUE-ADDED SUSTAINABILITY ACROSS ALL OUR BUSINESSES BY ENSURING THAT THESE PRODUCTS MAXIMISE POSITIVE IMPACTS AND REDUCE NEGATIVE IMPACTS FOR BOTH THE ENVIRONMENT AND SOCIETY.

Benefit #1: lower methane and ammonia emissions alongside improved animal welfare

In 2022, TIMAC AGRO has completely redesigned its range of hi-tech solutions for Animal Production. Led by TIMAC AGRO France and launched on 20 September 2022, the new range showcases

We provide farmers with day-to-day support through solutions that combine enhanced herd performance with environmental benefits and financial profitability to help them keep their farms competitive and independent. This TIMAC AGRO ambition is further supported by the restructuring of our Animal Production range to make it even clearer how our innovative solutions can succeed in overcoming current and future challenges".

Maylis Radonde,

Product Development and Communication
Manager at TIMAC AGRO France



the many benefits that these solutions deliver for animals, farmers and the environment. The ultimate aim of this range repositioning is to provide a clear response to the specific issues facing livestock farmers, by demonstrating to everyone that appropriate bespoke solutions are available. These animal nutrition solutions have now been brought together and renamed as Spadea, Ceteia or Luneo products (the names refer to marine animals), each delivering their own benefits and features: feed efficiency, health and welfare, and growth and reproduction.

With more than 40 years of expertise in Animal Production, TIMAC AGRO offers technology-driven, innovative products that deliver high performance around regulatory and environmental issues, at the same time as helping farmers achieve a fair return on their investment and ensuring optimal levels of livestock health. Manufactured 100% in Brittany (France), these Animal Production solutions are produced at our Quai Intérieur site in Saint-Malo (pellets, micro-pellets and licking blocks and buckets), and at Pontrieux (bedding and liquid products). TIMAC AGRO France field representatives now have streamlined apps and other tools to help farmers and enable them to adopt more sustainable livestock farming practices. TIMAC AGRO now intends to build on the successful example set in France to launch this redesigned range through its subsidiaries in Austria, Germany, Poland, Switzerland and other countries during 2023.

SPADEA • Feed efficiency

This solution prevents a range of risks that can negatively impact herd feed efficiency. Its environmental benefits include reducing the impact of greenhouse gases (**up to 20% less methane** in vivo) from ruminants by promoting more effective nitrogen assimilation.

CETEIA • Animal health and welfare

This solution makes a direct contribution to animal welfare by reducing parasite infestation levels by around 28%. For example, animal health is improved as a result of the stronger immune responses made possible by increasing the bioavailability of trace elements by 30%.

LUNEO • Boosting growth

These solutions work to ensure good fertility and successful delivery, as well as promoting the growth of young herds. For example, by providing minerals and calcium, they help reduce mineral deficiencies and encourage the growth of young animals.

2022 was also a successful year for the ACTIPOST 360 effluent recovery solution at TIMAC AGRO France. ACTIPOST 360 maximises the potential of fertiliser units from livestock farms, and also mitigates farm environmental impact by **reducing ammonia by around 32%, thereby reducing odours.**

Benefit #2: Optimal mineral assimilation as a response to the environmental and economic challenges facing farmers

Ensuring maximum extraction of value from fertilising inputs is one of the central problems facing agriculture today. When providing all the elements needed for strong plant development, farmers must ensure that these inputs do not remain locked up in the soil, but are available to crops. TIMAC AGRO has responded to this problem with the development of Hyper Top-Phos, which leverages an historic area of expertise. So what makes this solution special? Phosphorus is released in response to plant demand, making it permanently available to crops, and mycorrhisation - a key symbiotic effect of the relationship between fungi and the roots of green plants - is essential for healthy plant growth. By stimulating mycorrhisation using a special TIMAC AGRO technique and ensuring a progressive release of phosphorus into the soil using TOP-PHOS technology, **Hyper Top-Phos enables plants to develop, or even overdevelop, their root networks and assimilate elements at the right time in their development, as well as**

respecting the physical and chemical stability of the soil. For farmers, this means not only stronger plant growth, but also, and even more importantly, fewer losses. Launched into the field crop market (for cereals, sugar beet, etc.) in more than seven countries during 2021, Hyper Top-Phos celebrated its first year of international marketing in 2022. This innovative solution is now being taken up by a growing number of farmers, demonstrating how well it meets the needs of farmers, the needs of the environment and current international market conditions.

Benefit #3: natural recipes for a healthier treat

The R&D teams at Pâtisseries Gourmandes and Maison Colibri are constantly working on limiting the number of ingredients in existing products, and questioning whether additives are truly essential for every new product they develop. Achieving Clean Label accreditation guarantees that a product upholds six fundamental principles: no hydrogenated fats, glucose-fructose syrup, palm oil, preservatives, artificial colours and flavours, and a simplified list of ingredients. In 2020, 56% of Pâtisseries Gourmandes recipes upheld those principles. Today, the figure is 84%!

Benefit #4: a drastic reduction of SOx emissions from shipping

In order to achieve the maritime industry's ambitious goal of reducing SOx (sulphur oxide) emissions, many ships have been -or are currently being - fitted with gas scrubbers that can effectively reduce this type of pollution by as much as 98%. As its contribution to this transition, TIMAB Magnesium offers the maritime industry a magnesium hydroxide-based alkaline suspension that optimises the scrubbing of vessel exhaust gases, at the same time as significantly reducing discharges at sea, and thereby optimising the environmental footprint of those vessels that use the system ensuring higher safety levels for crew members.

Benefit #5: helping industry and local authorities to achieve carbon neutrality

With a carbon emission factor 5 times lower than natural gas, biomass is now a key solution for industrial companies and local authorities seeking to achieve carbon neutrality. As a manufacturer of large-scale biomass boilers, Weiss France is a key player in the country's ecological transition.

INTERVIEW

PHOSPHEA LAUNCHES

TOMORROW'S PHOSPHATE TODAY

The phosphate of tomorrow already exists, and its name is HumIPHORA. After six years of collaborative work by Phosphea and the Roullier World Innovation Centre, the product was launched into the European broiler poultry industry in April 2022. It delivers sustainable and balanced benefits for the environment, animals and customers.

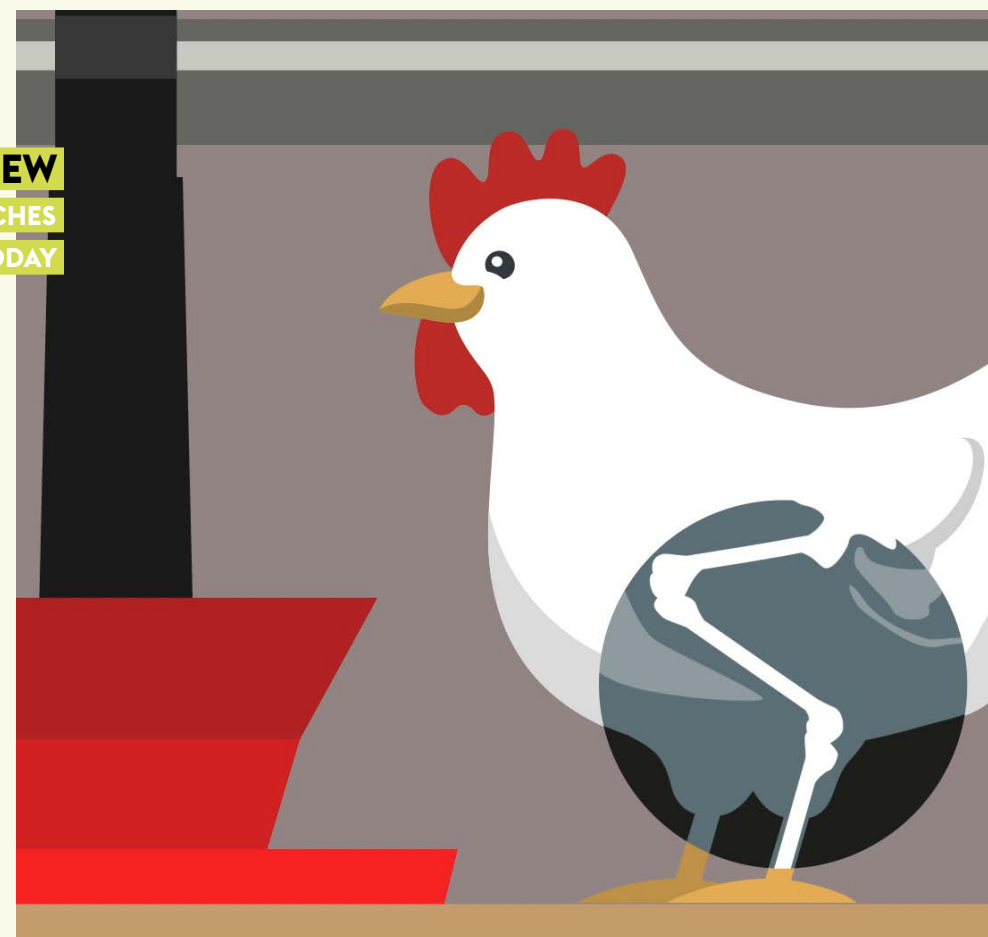
Phosphea Innovation and Marketing Director Caroline Biard explains.

A disruptive innovation

« It's a disruptive product! For the first time ever in animal nutrition, we're offering a phosphate that delivers high-quality phosphorus, but which, by virtue of its action, also contributes to the release of the phosphorus naturally present in the grains used in poultry feed. This means that feed integrators and manufacturers can reduce the phosphate contribution of their rations by up to 12%. »

A new positioning for Phosphea

« For some years now, our ambition has been not only to be a supplier of this essential raw material, but also to offer macro-mineral-based nutritional solutions. So it's clear that innovation is central to our strategy. We're now leveraging our 40 years of expertise in phosphorus and calcium to add value to our raw materials in ways that improve animal performance,



at the same time as addressing market developments, the economic performance of our customers, animal welfare and the environment. »

Responding to the challenges posed by sustainable development

« This patented innovation now delivers an effective response to three key challenges identified by Phosphea:

- The financial challenge: lowering the phosphate incorporation rate required in formulations, at the same time as delivering like-for-like performance, HumIPHORA should allow farmers to make a positive return on their investment.



Sustainable and balanced benefits for the environment, animals and customers."

Caroline Biard,
Phosphea Innovation
and Marketing Director

- The societal challenge: our aim is to contribute to animal welfare: our product maintains healthy bone density and eggshell quality, despite a reduction in overall mineral intake
- The environmental challenge: here again, this new product delivers solutions. On the one hand, it reduces the amount of waste phosphorus discharged into litter, and on the other hand, lowers logistics costs by reducing usage. The HumIPHORA solution is therefore an excellent fit with the Corporate Social Responsibility initiatives of our customers and Phosphea »



TARGET

To have converted 50% of our range and hit 10% of our sales volumes with committed high value-added products such as HumIPHORA between now and 2030

- by using fewer natural resources and/or more alternative resources (renewable raw materials),
- thereby reducing environmental discharges as a result of improved digestibility

Recycled and/or recyclable packaging

THE FINAL LINK IN THE VALUE CHAIN - PRODUCT AND PACKAGING END-OF-LIFE - IS A CHALLENGE IN ITS OWN RIGHT, BECAUSE IT REQUIRES US TO CONSIDER THE IMPACT OUR PRODUCTS HAVE AFTER THEY LEAVE US. SO GIVEN THE IMPERATIVES OF QUALITY AND ENVIRONMENTAL RESPONSIBILITY, THE QUEST FOR INNOVATIVE PACKAGING RECYCLABILITY SOLUTIONS REMAINS AN ACTION PRIORITY FOR OUR SUSTAINABLE PRODUCT RANGES.

The major challenge of food packaging

For several months now, the R&D teams at Pâtisseries Gourmandes and Maison Colibri have been fully focused on designing recyclable pastry packaging solutions. The projects now at the design stage address reducing packaging weight and quantity, and the need to transition to new eco-responsible and more virtuous materials.

Packaging: a key element in a comprehensive range of eco-responsible products

To provide a comprehensive product range that is eco-responsible from initial formulation through to packaging, NUWEN took the decision to offer its customers an eco-designed refill range. After a lengthy sourcing process and having conducted a study of formulation/packaging compatibility for different options, the choice was in favour of mono-material refills. The NUWEN strategy is always to use only the essentials, so this philosophy is naturally reflected in the choice of packaging offered. Plastic doypack refills and paper bags have been easily recyclable via their respective collection and sorting channels since 2022.

THE RESULTS

FROM 2022

- **100% recyclable kraft bags** are already used for some products in the Maison Colibri range, and will soon be rolled out for the full range.
- By replacing some of its packaging with paper/plastic laminates or polyethylene-based mono-materials, Pâtisseries Gourmandes was able to produce more than **2 million sales units in recyclable bags** last year. That quantity equates to a **20-tonne reduction in non-recyclable packaging materials used!**

Building on these initial successes, the teams of both subsidiaries are now focusing their efforts on individual product packaging with the aim of identifying a recyclable solution suitable for our needs and production processes by the end of 2023.

TARGET

To complete the move to **100% recyclable bags for the own-brand** of two products of our food subsidiaries **between now and 2025**

Our committed productions system

Confronted simultaneously by the climate emergency and biodiversity crisis, Groupe Roullier has committed itself for the first time to a consolidated emissions reduction trajectory. This practical and realistic transition will be achieved in parallel with protecting and conserving the natural ecosystems around its production sites. This commitment is fully consistent with the many initiatives already implemented, contributes an additional shared ambition, and applies the pace of acceleration needed to deliver continuous improvement.

Our climate trajectory



After two years of increasingly broad-based and reliable Scope 1 & 2 carbon footprint assessments, 2022 was the year in which we worked on designing an initial trajectory for reducing our greenhouse gas emissions. Sustainable Transformation Director Benoît Jimenez talks about this key Group development project.



“Actually, it’s more than a turning point, because it’s essentially a springboard that engages all our businesses in taking collective action in response to the climate emergency.”

Benoît Jimenez,
Sustainable Transformation Director

0,147 t
of CO₂ emitted
per tonne produced

34%
of energy consumption
met by using renewables

#1 Why 2022 to announce a carbon reduction trajectory?

Our definition of this trajectory has been developed at a time when we are at a turning point in our approach to sustainability and sustainable development. Actually, it’s more than a turning point, because it’s essentially a springboard that engages all our businesses in taking collective action in response to the climate emergency. At the same time as ensuring our long-term future as a business that makes its contribution to achieving international, European, national and industry targets. Until now, we’ve limited ourselves simply to reporting on this issue, but setting out a shared ambition is an effective way of uniting our production teams around a common project and goals, at the same time as asserting the role of our carbon strategy as a source of opportunities for the Group.

#2 How did you go about it?

We brought together all the production departments of individual businesses and suggested the introduction of a four-stage plan: gather data, measure, analyse and take action. We wanted to dig deeper into the data we had gathered to make certain that all emissions directly related to our activities were fully accounted for and analysed. We then co-constructed the trajectory in a series of four workshop sessions involving Group production units in France and internationally. These sessions gave us the opportunity to share good practices, knowledge and solutions-focused research as the basis for working out a joint improvement process.



Climate fresco carried out with the CSR Representatives Committee on 30 June 2022.

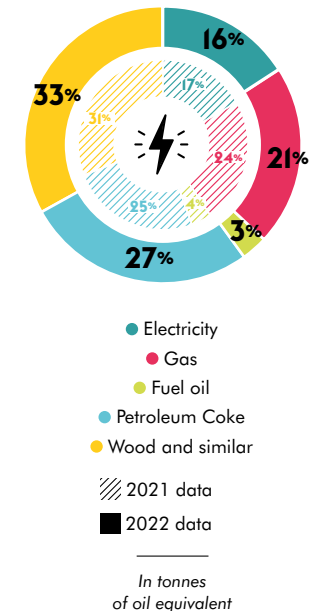
#3 What kind of challenges did you encounter?

The most complex task for our production departments and CSR team was to look beyond those solutions that existed in 2022, and adapt our businesses to the current geopolitical energy landscape without making it the alpha and omega of a long-term strategy. In other words, we had to look beyond the present to 2030 or even 2040, and back particular technologies based on the current state of research and expert forecasts. The second challenge was to get our businesses working seamlessly together on an issue that had not previously been widely shared so that we could create a dynamic energy around it, and demonstrate that they had much more in common than they’d initially assumed. Making that happen has been one of our greatest successes.



321 kWh
of energy consumed
per tonne produced

GROUPE ROULLIER ENERGY CONSUMPTION



#4 What are the main levers for action you identified through this process?

Well, we’ve based our carbon reduction strategy on six categories of actions: those related to our heat energy mix (replacing gas with biomass or electricity), using more green electricity, achieving greater energy efficiency, promoting the circular economy, sustainable mobility and Carbon Capture, Utilisation and Storage (CCUS). Our aim throughout this process has been to bring forward an ambitious, but realistic, trajectory achievable by quantified practical actions. Since we have the means of doing so already in place at our sites, we’ve ruled out offsetting and Renewable Energy Guarantees of Origin schemes for the time being.

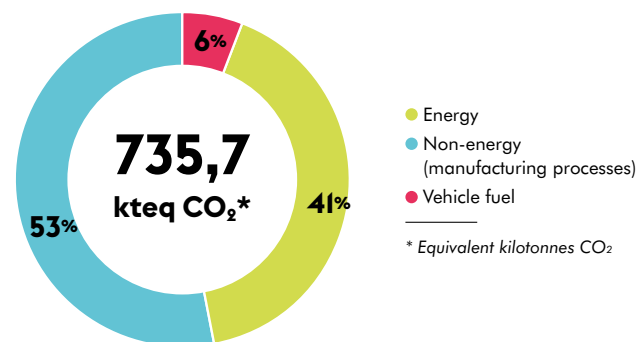


#5 What avenues would you like to explore going forward?

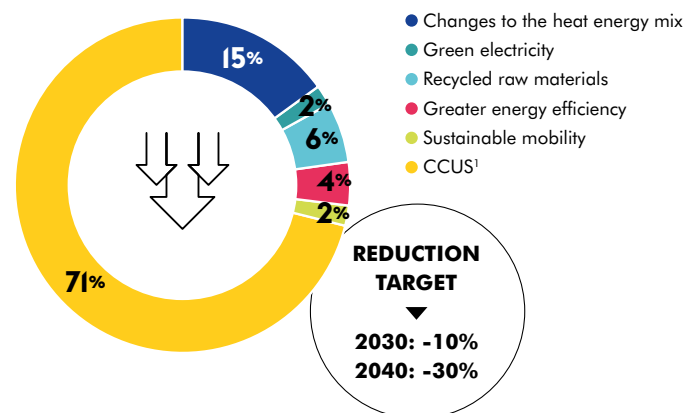
In terms of Scopes 1 and 2, we will extend and expand our ongoing experiments and active monitoring campaign to seize opportunities for innovation in areas such as biogas, photovoltaics, hydrogen, CCUS¹ studies... there's no shortage of ideas and projects out there. Another major project for 2023 will be to extend emissions measurement to include Scope 3. In fact, we've already begun doing so by monitoring three Group subsidiaries that have already conducted a Scope 3 assessment, as well as a large number of product lifecycle analyses. We'll be paying particularly close attention to the impact of our raw materials purchases, the ways in which our products are used, and the inbound and outbound logistics services used by our businesses. Our ultimate aim is to have a complete emissions reduction trajectory by 2025 to cover every one of our emissions sources.

¹ Carbon Capture, Utilization, and Storage

BREAKDOWN OF GROUPE ROULLIER
SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS



EMISSIONS REDUCTION POTENTIAL BY TYPE OF ACTION



The trajectory in terms of practical action

Powering up with photovoltaic

No fewer than 17 initiatives have been identified for implementation over the next 7 years in Spain, Italy, France, Belgium and Tunisia, all offering potential self-sufficiency in energy of between 10% and 15%. An initial project went live in 2022 with the installation of solar carports at our Dinard site, in France (TIMAB Magnesium/Phosphea/CFPR). Its 640 m² of photovoltaic panels are sufficient to meet around 30% of on-site power demand, adding an additional layer of energy supply security for all the facilities based here. Ten electric vehicle charging points powered by the photovoltaic installation also went live on 18 January 2023. Pâtisseries Gourmandes is also making increasing use of photovoltaic energy, with project planning well underway for new installations during 2023 at its Loudéac head office and Derval production site.



Carbon capture: perhaps not such a risky proposition?

At Magnesitas Navarras (MAGNA), which alone generates 51% of all Group emissions, 28% of which are currently non-reducible since they relate directly to the decarbonisation process, carbon capture and sequestration are more than possibilities; they are necessities. But the main problem today remains identifying an ultimate destination for captured CO₂, without which the capture process is pointless. So to make progress on this challenging issue, MAGNA is working alongside a number of key CCUS players:

- two industrial heavyweights - Axens and Air Liquide - to validate the technical feasibility of the project and estimate the costs of alternative CO₂ capture solutions,
- the Geological and Mining Institute of Spain (IGME) to identify potential geological storage sites near our production plant,
- the AVENIA competitiveness cluster in south-western France, which is particularly active in supporting the development of a French CCUS industry.

The LOOP project keeps up the pressure on energy efficiency

The Phosphea LOOP (Let's Optimise our Operations Performance) project continued in 2022 with the installation of a second 350 kW burner at Prahovo in Serbia to eliminate the risk of water condensation that could potentially the process filter. The investment in new facilities to target this specific need reduced power consumption by **6 kWh per tonne of finished product** in 2022, which equates to **an annual fall of 600 MWh** in natural gas consumption, **reducing annual CO₂ emissions by 265.8 tonnes**.

TIMAC AGRO focuses on energy diversification

Throughout its history, energy source diversification has been integral to TIMAC AGRO production strategy, and a concern shared by all parts of the business. That commitment has progressed and accelerated with the growth of the company, which installed biomass boilers in more than 10 of its production sites as early as 1997. The latest site to gain a biomass boiler is Maceio in Brazil, where installation took place in 2022. TIMAC AGRO continues to press ahead with energy optimisation and energy self-sufficiency projects, with some sites having almost completely replaced gas, reduced overall energy consumption, and achieved energy savings in other ways. Its ongoing programme of installing cogeneration systems for its production sites continued in 2022. From 2023 onwards, a number of sites will install photovoltaic solar power plants.

Transitioning to more sustainable mobility

In 2022, the Group significantly accelerated the transition to more sustainable mobility solutions for employee commuting in France. Electric vehicle charging points



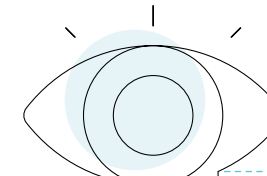
were installed in the car park of our Dinard site (France), and other types of charging point are now being designed alongside a plan to green our company vehicle fleet. Our target is for hybrid or electric vehicles to represent 30% our vehicle fleet by 2030. TIMAC AGRO France has also focused on the introduction of bioethanol for its commercial vehicle fleet, with a target of converting 100% of its fleet to run on this fuel by 2025. In the shorter term, a number of awareness-raising initiatives were run as part of Mobility Week 2022 in Saint-Malo and Dinard, with two one-month electric bike test sessions offered to volunteer employees. As a result, 38 employees were able to experience this alternative to commuting by car: together, they travelled a total of 3,400 km and used the bike between 3 and 5 times per week, despite the fact that the test ran through October and November. At the end of the experimental period, 79% of them said they were convinced that an electric bike was definitely usable for their daily commute, and they'd be prepared to make the change on a permanent basis.

A CLOSER LOOK AT

THE CLIMATE FRESCO

Marking the first step in the development of our climate strategy, the climate fresco was carried out in the summer of 2022 by our CSR Representatives and Executive Committee members. The process helped to raise their awareness of the systemic mechanisms of climate change, as well as the contribution they can make personally and professionally to delivering the ecological transition.

Water resources:
working to optimise
our consumption



A CLOSER LOOK AT

RIPALTA, A PRODUCTION PLANT IN AN AREA OF SPECIAL SCIENTIFIC INTEREST

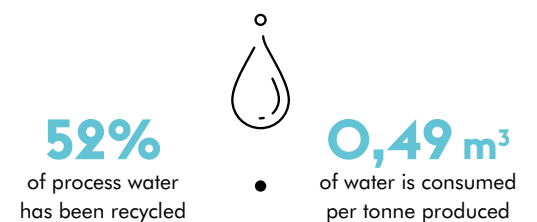
TIMAC AGRO is committed to its production facilities leading by example in terms of quality, respect for the environment and personal safety. The ISO 14001, 9001 and 45001 certified TIMAC AGRO Italia plant at Ripalta Arpina is located in the Parco Regionale Adda Sud nature reserve and area of special scientific interest, requiring it to apply responsible management techniques to water resource conservation.

TIMAC AGRO Italia is committed to maximising the use of rainwater in its production processes, which include product granulation and superphosphate fertiliser production. In 2021, its rainwater collection and reuse system was upgraded to a higher level of efficiency with the introduction of IoT* technology to enable remote control of the water collection systems and optimisation its machine-to-machine circulation through more effective interconnection. The result has been to further improve water resource management, reducing groundwater use by 10%, as well as surface water abstraction. The fact that the Ripalta production unit can function effectively within this protected natural environment is a virtuous example of how manufacturing industry, nature and the land can coexist.

**"Internet of things": interconnected physical objects with sensors, processing ability, software and other technologies that exchange data with other devices and systems without human intervention.

Integrating industrial operations into our natural ecosystem

OUR NATURAL ECOSYSTEM IS A CENTRAL CONCERN FOR GROUPE ROULLIER, NOT ONLY IN TERMS OF THE STRATEGIC ROLE IT PLAYS IN OUR SUPPLIES, INNOVATIONS, AND RELATIONSHIPS WITH AGRICULTURAL CUSTOMERS AND NEIGHBOURS, BUT ALSO FOR THE LONG-TERM FUTURE OF OUR INDUSTRIAL OPERATIONS. SO PROTECTING IT POSES A MAJOR CHALLENGE FOR ALL OUR BUSINESSES TODAY, PARTICULARLY IN TERMS OF BIODIVERSITY IN THE CONTEXT OF MINING OPERATIONS, AND THE NEED TO CONTROL OUR CONSUMPTION OF WATER RESOURCES.



OPTIMISING THE FOOD INDUSTRY CLEANING PHASE

Pâtisseries Gourmandes production plants use significant volumes of water every day to clean equipment between production runs as part of ensuring effective quality control and providing a clean working environment for employees. To reduce water consumption without compromising quality standards, the company has implemented a series of optimisation initiatives involving the development of automated cleaning systems for certain items of production equipment, and by making changes to working methods. These include scraping surfaces rather than spraying them with water, and conducting regular awareness information campaigns to help employees play their part in reducing overall water consumption. After two years of working in this direction, their efforts are paying off **with an overall reduction of 7% in the ratio of water consumed per tonne of cakes produced; a figure that rose to 25% in 2022 for the Tourch (France) site alone.**

Two-way interview

When and why did you start addressing biodiversity issues as part of mining operations?

Alberto: We began work on our remediation plan in the early 1990s by back filling and reprofiling old mine workings, before embarking on the final part of the project in 2004. During the same period, we were examining new mining projects (Artesiaga and Zilbeti), and part of that work involved conducting a series of environmental studies around our active mining sites. Those studies showed us that we needed to be more proactive in protecting and managing our natural ecosystem, so we began by addressing biodiversity issues as part of our mining remediation works and projects with the aim not only of maintaining biodiversity, but also enhancing it.

Beltrán: Actually, mining offers new opportunities for biodiversity. The areas created by mining operations must be remediated, which in turn opens up the possibility of implementing a diversity of initiatives to benefit local plants and wildlife. Working in collaboration with biodiversity experts, MAGNA goes quite a long way on these issues, including investigating opportunities for new ways of protecting and conserving nature, with particular focus on species and natural habitats under threat.

HOW MINING CAN EMBRACE BIODIVERSITY FOR HARMONIOUS COEXISTENCE

With a history dating back more than 75 years, Magnesitas Navarras (MAGNA), a subsidiary of our Magnesium business located in Spain's Navarrese Pyrenees, continues to demonstrate daily that mining and industrial production can go hand-in-hand with respect for the natural world. Alongside the ambitious remediation plan implemented to meet its regulatory requirements, MAGNA has been developing an unprecedentedly extensive biodiversity management plan since 2019.

Alberto Josa, MAGNA Mines Director, and Beltrán de Ceballos, a Naturalist, Consultant and Co-founder of environmental protection specialists Plegadis, explain how this coexistence works.

So what has Beltrán been able to contribute to your plan? How free is he to integrate biodiversity remediation into your business?

Those studies showed us that we needed to be more proactive in protecting and managing our natural ecosystem with the aim not only of maintaining biodiversity but also enhancing it."

Alberto: It would be easy to assume that his main contribution has been to introduce us to the vast world of biodiversity. But important as that is, his real contribution has been to get us to see projects from a different perspective, prompting us to think about how best we can adapt them to the needs of the natural world. He's also shown us that it's possible to create opportunities for enhancing biodiversity without abandoning the ultimate aims of mining for raw materials.

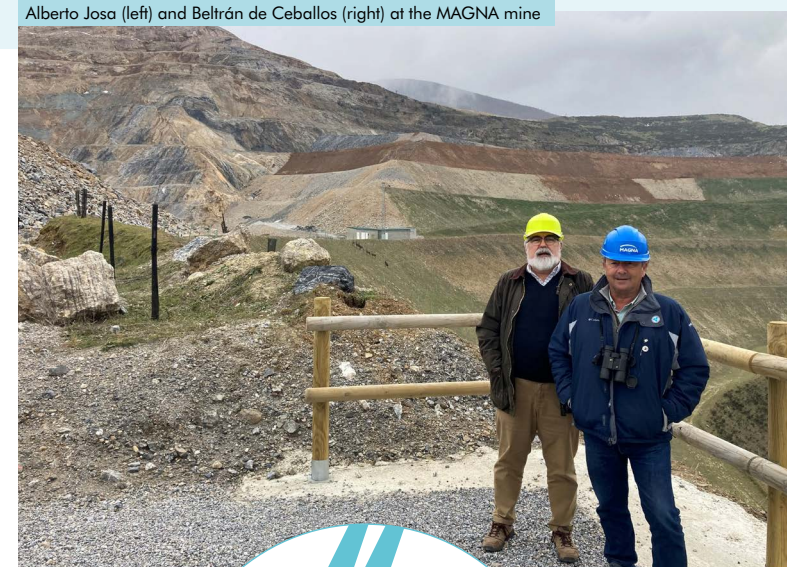
Beltrán: My experience with MAGNA has shown me that it's OK for me to share my opinions about their projects and that I have total freedom to contribute new ideas. There's a lot of debate, of course, and we never have a meeting where everyone agrees, but my input is always listened to and taken into account in their considerations. And it works because there is very little resemblance between the initial outline of the project and the way it finally turns out after our discussions. Other stakeholders are also involved in a working group that combines mine engineering and environmental expertise. The majority of our collaboration is concentrated into the project design phase so that biodiversity issues can be incorporated from the outset; after that, we keep in regular contact so that our ongoing discussions can be integrated cross-functionally throughout the process.

Has any potential impact on biodiversity ever stopped, delayed or changed a project?

Alberto: Yes, we've seen a bit of all those scenarios in the past, and it's a situation that could still very well happen now. So we adopt the approach of developing initiatives on the basis of risk avoidance, either by ensuring that there can be no impact, or by preventively correcting a potential impact. As a result, we've become used to working closely from design through to operation with specialists in the natural world, who are selected for their expertise in particular species. In some cases, we've gone beyond simply complying with regulatory standards to ensure favourable conditions for species such as woodpeckers, bats, amphibians, invertebrates, fish, small mammals, birds, etc.

Beltrán: The central challenge here is most definitely to ensure that respecting the natural world doesn't put a stop to economic activity, but rather that it becomes fully integrated into the production cycle. Working this way maximises anticipation and gives us the opportunity to progress at the same pace as the business.

Alberto Josa (left) and Beltrán de Ceballos (right) at the MAGNA mine



The most important thing is that we are now convinced that this is the best way to do it and that there is no alternative. There's no longer any debate about why, only about what and how."

Are MAGNA employees aware of the rich biodiversity of the site and how to protect and conserve it?

Alberto: Yes, at different levels and for different reasons, all our employees are involved in protecting the environment they work in. Many of the people who work at our Eugui mine have a rural background and/or still live in rural communities and have a long tradition of caring for nature. So restoring and enhancing biodiversity is something they're keen to promote, and they're equally keen to improve their own working environment. Looking beyond Eugui, we've also run a training and awareness information programme for all our own operations teams and those of our contractors.

MORE THAN 15,000
trees and shrubs planted
over 27.8 hectares

25
bat roosts created

3 M€
million in project
investment

45,5%
of the mined area
remediating

How do you think MAGNA differs from other mining companies in the way they manage biodiversity?

Beltrán: As a naturalist and consultant, I regularly attend seminars and conferences alongside other mining companies, so I have a reasonable overview of what's being done generally to promote biodiversity. On that basis, I'd say that the vast majority address biodiversity issues in the most basic way possible without going beyond conducting an impact assessment and complying with the remediation phase required by law. MAGNA goes much further than that by devoting significant human and financial resources to biodiversity, and by surrounding itself with the best species specialists in Spain to avoid any negative impact on biodiversity. In fact, I refer my other clients to measurable and reproducible 'MAGNA Standards' as a way of inspiring them to develop their own good practices.

Alberto: MAGNA isn't a big company; we do what we can on our own scale, but the most important thing is that we are now convinced that this is the best way to do it and that there is no alternative. There's no longer any debate about why, only about what and how. We aren't trying to be leaders or talk about standards we think everyone else should be able to meet, but we are proud of the progress we've made and are happy to share it with others.

The hard part is demonstrating what is going on beyond the initial image of a changing landscape, in showing the more subtle change in plants and wildlife that landscape and flourishing quietly and unobtrusively."

We're also regularly attendees at forums and round table sessions where future regulations are discussed, which gives us the opportunity to input our opinions, proposals and feedback. We also conduct awareness campaigns, reach out to students at local schools and universities, produce instructional videos, etc., to inform our local communities in the Adda Valley. The hard part is demonstrating what is going on beyond the initial image of a changing landscape, in showing the more subtle change in plants and wildlife that are finding their way back to that landscape and flourishing quietly and unobtrusively.

KEY INITIATIVES

- Using felled timber to provide rotting wood habitats for insects, which in turn provide food for bats and birds.
- Planting to provide a broader diversity of plants and flowers by reintroducing native species at every level.
- Creating bat shelters around the farm.
- Designing rafts for amphibians in previously remediated mine workings.
- Negotiating the installation of beehives to introduce natural pollinators.



Our committed teams



As the driving force behind our performance and the company's primary stakeholders, our employees are a key component of Group DNA, and therefore of our new corporate responsibility strategy. With not one, but two, Group-level priority commitments dedicated to their wellbeing (occupational health and safety and training), we want to give every employee the opportunity to develop professionally and personally in complete safety. Inclusion, equality and wellbeing are also major issues for the company, and the focus for collective agreements, action plans, certifications and dedicated programmes, with a major focus on company provision of sports facilities.

Implementing our health and safety culture

EMPLOYEE HEALTH AND SAFETY ARE PRIORITY SOCIAL ISSUES FOR ALL OUR SUBSIDIARY COMPANIES WORLDWIDE, AND ARE PROVING TO BE AN EFFECTIVE LEVER, NOT ONLY FOR IMPROVING WORKING CONDITIONS, BUT ALSO COMPANY PERFORMANCE.

76/100

The current average DAP (Personal Injury) internal benchmark score for our manufacturing subsidiaries

Target for 2025: 81/100

Our Preventive Health & Safety Policy

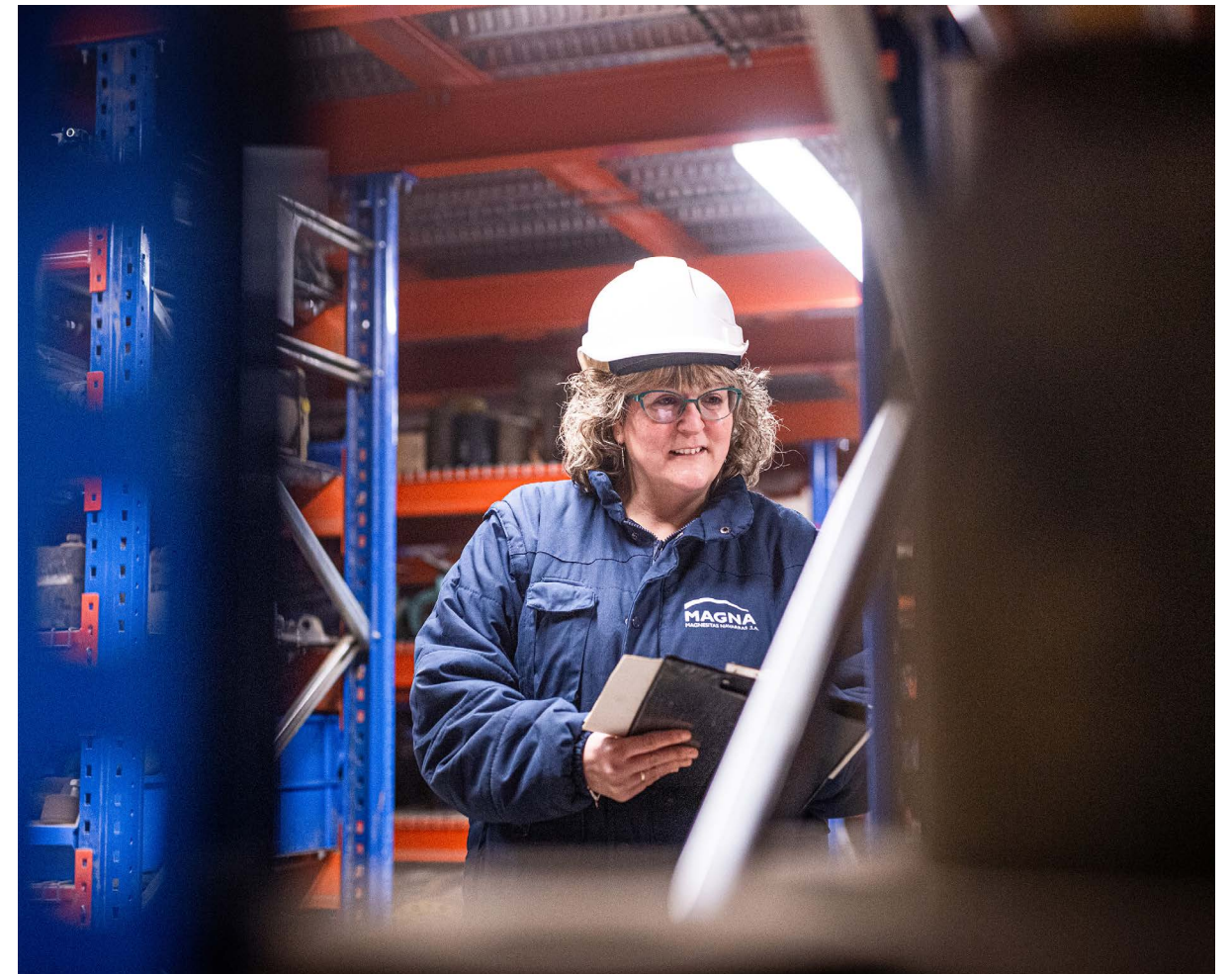
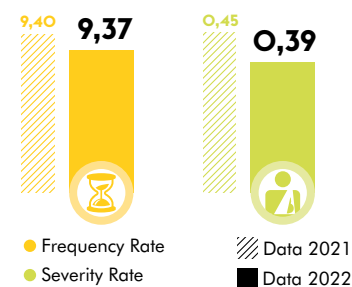
Our Preventive Health & Safety Policy was updated in 2022 as part of expanding and actioning our culture of preventive care and extending those initiatives already in place. The updated policy therefore goes further than simply ensuring regulatory compliance to make a positive contribution to improving working conditions for employees and contractors, at the same time as playing a direct role in non-financial risk control.

Implementing this Preventive H&S Culture is necessarily guided by the development of proactive attitudes and day-to-day personal involvement across all parts of the business, from manufacturing to administration and sales. The implementation process is proactive, sustainable and measurable, integrated into the Group's Performance factors and based on three action principles for the company's internal and external stakeholders:

- applying the rules **scrupulously** and with **leadership by example**
- ensuring the **availability** required to conduct this process of continuous improvement by
 - **conducting early-stage** risk analyses prior to all types of action/intervention and all types of technical and/or organisational change
 - **building on feedback**
- **discussing** feedback, recommendations, other information input and suggestions for action.

It is on the basis of these principles and values that our Preventive HA&S Policy must be adapted and applied by all Group subsidiaries to address the features specific to their own businesses.

OCCUPATIONAL ACCIDENT FREQUENCY AND SEVERITY



Using co-construction to accelerate accident risk prevention at MAGNA

Following an initial information and awareness-raising phase in 2022, the accident risk prevention team at Magnésitas Navarras wanted to go further by facilitating change in the type of management and team involvement required. So the STOP ACCIDENTS action plan was implemented to encourage all teams to work directly and proactively to reduce the number of occupational accidents. To facilitate this process, the company has introduced dedicated Prevention Contact Sessions during which each employee is visited in person every month to gather their impressions. Other measures include training for managers and section heads as part of consolidating this preventive culture, competitions to encourage the submission of

new safety ideas, and collective re-evaluation by all production, maintenance and accident risk prevention teams of all safety instructions issued. Safety-related communication has also been updated (e-mailed safety updates and reminders, accident location maps, an in-house magazine, interviews with accident victims, etc.) to raise the importance of these issues in the minds of employees so that safety becomes a constant reflex.

TIMAC AGRO operates a safety culture on all its sites

TIMAC AGRO is totally committed to employee health and safety right around the world, with particular focus on its 87 production units. As a practical extension of this commitment, the health and safety programmes organised and implemented by each subsidiary are improving accident prevention, safety and mutual reliance between manufacturing team members.

The Golden Rules for our Brazilian production units

The STOP Programme was introduced in 2014 to strengthen the culture of safety and promote accident prevention awareness among all TIMAC AGRO Brasil employees. The programme has been constantly updated since then, and expanded to include new content that responds directly to the needs of the teams involved. For example, as part of this programme, the production teams recently introduced a set of Golden Rules agreed between the company and its employees to ensure that everyone commits fully to the seven unbreakable rules of accident prevention. So every new production unit employee signs these rules as their commitment to respecting and applying them. The same rules are also displayed in communal areas. In this way, the personal health and safety of every employee has become everyone's priority. These Golden Rules have been introduced in addition to other parts of the STOP programme, and have meant that TIMAC AGRO Brasil has gone more than two years without a lost-time injury accident in its Rio Grande (RS) unit, and more than one year without a lost-time injury accident at Santa Luzia do Norte (AL) and Candeias (BA).



The training programme and regular inspections have been very well received by the team. They can see that we're doing whatever it takes to keep them safe and feel invested in the process."

Brian Evans

Human Resources Manager
at TIMAC AGRO USA

Upskilling guaranteed for our new US acquisition

It was at the end of 2021 that TIMAC AGRO USA acquired the Rainbow Plant Food production unit in Americus (Georgia), making this its first US pelleting plant. An internal health, safety and environment audit commissioned by TIMAC AGRO prior to the acquisition had identified areas for improvement and further work on these issues in the plant. Those results were used by the production unit to put together a monthly training programme for all 65 employees, beginning in January 2022. The programme is structured to upskill team members on the basis of a different individual and collective safety issue every month, including machine operating procedures, fire training, accident risk prevention and standard procedures. The training sessions have also helped to clarify the main on-site safety rules and introduce accident risk prevention routines. The training programme is still running on the same monthly basis, and has been expanded by the leadership team to include Weekly Safety Observation tours of the plant to give senior managers the opportunity to monitor safety standards compliance in person. This successful team training initiative fulfils **the TIMAC AGRO goal of ensuring that every employee has the detailed knowledge required to create controlled and safe working environments.**

Safety Days at TIMAC AGRO France

At TIMAC AGRO, employee safety is a continuous and daily key value for all company teams. The Safety Days events organised and promoted by the TIMAC AGRO France leadership team are successful examples of this reality. In 2022, these events provided awareness-raising information, support and training for around 50 full-time employees and temporary staff across 7 production sites.

The entire programme of events was structured around 'serious games' created by the QSE (Quality, Safety & Environment) managers at each site and designed to maximise awareness of learning around all the issues covered. The key messages were further backed up by a communication campaign run alongside the one-day events and by empowering site managers.

The success of the company's Safety Days provided the opportunity to review the basics of safety, at the same time as building stronger relationships between employees. Some sites will now rerun these programmes every 6 months to underpin the company safety culture, and ensure full compliance with TIMAC AGRO standards.



Safety demands the permanent commitment and involvement of everyone. That's the reason why we involve all our TIMAC AGRO France teams with these issues on a daily basis, but special events like these give us the valuable opportunity to take a broader and more measured overview of the essential need for safety."

Thomas Person,

Safety Manager at TIMAC AGRO France.

THE PHOSPHEA SHARED STANDARDS DEVELOPMENT PROGRAMME

Launched by Phosphea in December 2021, the My EHS (Environment, Health & Safety) company project was designed to bring everyone together to work collectively on raising the bar for occupational health and safety. Mathilde Bourlier is the Safety Coordinator leading this project...

Why did you decide to launch this project?

Our starting point was the fact that not only did our international production sites address these issues in different ways, but they did so in a very isolated way and with widely differing levels of ambition and maturity. Those differences could perhaps be explained by the fact that the company was still quite young at that point, having been created out of successive acquisitions, and had only a small central Phosphea HSE team. The Covid-19 pandemic was another major factor in their relative isolation. So it was clear that there was a real need for a closer and more coordinated relationship around HSE issues, which are crucial in terms of company social and financial performance. We needed to find ways of doing and thinking about things that could be shared right across Phosphea as the basis for creating a genuinely corporate security culture capable of bringing all our employees on board.

So our primary ambition was to get these two sites to network interactively, and bring them together to create a single community focused on occupational health and environmental issues."

How did you go about that?

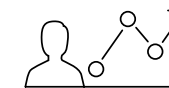
We began by putting together a working group of all the HSE officers working in our international production sites. We then planned to use this cross-functional team to bring key HSE stakeholders together with all managers and employees, and focus them on the shared goal of designing an HSE policy for the company. This co-construction process involved organising interviews and sending out questionnaires to gather the views of production plant and business unit managers, operators, support and administrative staff, and our own CEO.

And what has been the outcome of all your work?

We're delighted to have been able to introduce a set of shared standards with a process that has also gained strong momentum in both production and office environments. To make sure we keep up the impetus and strengthen it further, we run a series of communication campaigns, including organising weekly QHSE seminars for the HSE representative community, coordinating with each other on a large number of issues, sharing accident reports with all employees and circulating information between sites. Communication is key to strengthening these inter-site relationships, maximising the meaning of the project, and ensuring that everyone feels fully involved and proactive in their own occupational safety.

What do you see as the next steps?

Now that we have our policy and standards in place, the next step - in 2023 - will be to finalise our Phosphea HSE Handbook, which will interpret our shared requirements into a practical and operational guide. We'll also be increasing the number of internal, external and cross-site audits to support the application of the standards and maximise employee understanding of them. Lastly, we will also be working on integrating HSE practices into a daily routine to create a genuine and united culture of safety.



67%

of employees at 31/12/2022 completed one training course during the year

3,263

trainees benefited from one or more of the Group's 603 in-house training programmes

22 hours

of training per employee (on average)

Developing individual potential

AS PART OF PROVIDING EVERY EMPLOYEE WITH THE RESOURCES NEEDED TO DEVELOP PROFESSIONALLY AND PERSONALLY, WE WORK HARD EVERY YEAR TO ENSURE THAT ALL OUR PEOPLE HAVE ACCESS TO HIGH-QUALITY TRAINING OPPORTUNITIES THAT SUIT THEIR PERSONAL NEEDS. SO OVER AND ABOVE THE USUAL EXTERNAL TRAINING COURSES AND SESSIONS, WE ALSO PROVIDE CONTENT CREATED BY OUR EMPLOYEES FOR OUR EMPLOYEES: OUR IN-HOUSE TRAINING PROGRAMMES. THESE ARE DESIGNED TO GENERATE VALUE FOR TRAINERS AND TRAINEES, AND MAXIMISE SKILLS TRANSFER.

Management training benefits everyone's occupational wellbeing

The management training programme introduced in 2021 was repeated and expanded in 2022, and was completed by 37 Group holding company directors and managers. Over the five days of training, they review the 'keys' to effective management: leadership, conflict management, managing the pace of motivation, alternative ways of securing commitment, uniting individuals around a shared project, providing constructive feedback, etc. Many of those completing this course said they really enjoyed sharing experience in such a dynamic group learning environment. These sessions have been equally welcomed by senior managers, because they provide the opportunity to review their basic attitudes, question their knowledge and progress their own managerial practice through peer-to-peer interaction. The programme will be repeated in 2023 with other directors, managers and non-managers on the issues around cross-functional management.



PLASTI'CLASSES: THE GROUP LAUNCHES FRANCE'S PLASTICS PROCESSING SKILLS TRAINING SCHEME

In October 2022, Agriplas-Sotralentz Packaging introduced a new six-month training programme tailored to its expertise and skills profile: Plasti'Classes.

Successful completion is rewarded with a formal qualification recognised by the French State and the promise of a permanent full-time job as a Machine Operator at one of the company's three production sites.

Human Resources Director Apolline Lecouvey explains how the programme came into being, from initial idea through to the end results and positive outcomes for company and trainees, which are much broader than originally expected.

What was the starting point for creation of this programme?

Did you identify some specific needs?

When I first arrived as HRD at Agriplas-Sotralentz Packaging, the general issue of skills was still not really a focus, and it was only later that we realised the central role it was playing in all our HR challenges. The results of our initial analysis led us to prepare a short-term roadmap that revealed a high level of criticality in certain production-related roles, which were having a significant financial impact, including production days lost due to labour shortages. The production teams attended employment forums and student networking events... but we received very few CVs, and those we did receive bore little relationship to our business and its needs. At that point, we began to see the problem much more clearly: the employee profile we were looking for simply didn't exist, and worse still, there were no training opportunities out there for anyone wishing to join our industry. At the same time, jobs in industry in general, and in the plastics industry in particular, held little appeal for jobseekers, and fewer and fewer young people seemed interested in technical careers. So to try and solve this multifactorial problem, we needed to improve in recruitment, **improve in training and do more to retain** our existing people.

So how did you go about that?

We began by bringing together an HR skills management team and seeking out partners we could work with on co-construction of a training plan, because training is certainly not our core business. Polyvia, the French Plastics and Composites Industry Federation, quickly became our best ally when they provided us with an engineering consultant to analyse our critical workstation issues. One of his key findings was that the vast majority of plastics industry training courses reflected the distribution of producers in the market, meaning that many people are trained only in injection moulding, rather than extrusion blow moulding, which is now our highly specific core business. The Federation then advised us to bring these skills in house by creating our own training programme leading to a formal qualification recognised by the French State, and that's how Plasti'Classes came about. This solution has allowed us to offer work/study contracts to young people joining us to develop their skills in our areas of specialist expertise, rather than being dependent on training courses that simply don't meet our needs.

Our initial realisation of the problem led us to look further into the future than simply the training programme, and engage with a global change management process that involves creating a formal structure for all our key skills."

So how has this launch added value for the company?

Our initial realisation of the problem led us to look further into the future than simply the training programme, and engage with a global change management process that involves creating a formal structure for all our key skills. In 2022, we began working on a major structural exercise that involved building a training framework shared by all three sites, creating new job descriptions and developing learning materials for future training initiatives. This project was all about collective effort, because to make it work, we had to bring all our employees on board by convincing them that the project was worthwhile. Workshop sessions involving technicians from all three sites helped to create synergies and rebuild interactive relationships between other functions that had similar challenges, but were too compartmentalised in their daily operation.

And how would you describe the added value for trainees?

When we first invited applications for the programme, we set no preconditions, and even offered it internally to existing employees. We were looking mainly for people who are between jobs, were working on fixed-term contracts, were simply unemployed or had no stable employment so that we could give them the support they needed to take advantage of good career prospects at SNSP. Our partnership with the Pôle Emploi government-run employment service helped us to organise career speed dating events in production units and reach out to these groups at a very local level.



We gradually discovered that this first intake of eight trainees had a very diverse range of skills, making it quite a challenge to establish and manage a common base level of knowledge and learning. The 'intake' based training programme structure, which we developed while visiting Alençon, Oyonnax, Drulingen and Dinard (France), and was informed by many meetings with training experts, gave the trainees the opportunity to gain a rather incredible new perspective as a result of peer-to-peer mutual support and assistance.

How is the training programme structured?

The six-month programme comprises five modules spread over six weeks of sessions (two weeks of classroom learning and four weeks of on-site immersive experience), the remainder of the programme being hands-on practical learning with a mentor. The training now being provided focuses on extrusion blow moulding machine setting, which is our most critical skill given the specialist nature of our business: we operate 37 machines, almost all of which are different from the others, and each of which enables the use of multiple moulds, which adds an extra layer of complexity to the job. When trainees aren't learning how to operate the extruder, they're being trained to carry out quality control checks, operate handling machinery, take care of their own safety, and develop their interpersonal and soft skills. Throughout the six months leading up to their final exam, they're accompanied and supported by their mentor, by external trainers expert in their own fields, and by a supervisory trainer employed by Agriplas-Sotralentz Packaging.

What do you see as the next steps?

In February 2023, we started the recruitment session for our second intake! We're now working to identify format for a recruiting and retaining skills in maintenance functions, which are particularly important for the company, but differ from other skills, since they are highly technical, but require fewer employees on a daily basis. Given its strategic potential for the company, skills management is definitely here to stay!

CASE STUDY

THE DIVERSITY OF TIMAC AGRO TRAINING PROGRAMMES

TIMAC AGRO has a continually expanding network of more than 7,200 employees. Fully committed to training its teams, TIMAC AGRO has very quickly integrated team monitoring and development into its impressive growth trajectory. This commitment is shared by the holding company TIMAC AGRO International, and its subsidiaries around the world, with many team apprenticeship and training programmes in place or newly introduced in 2022. This article takes a closer look at three of them.

The second Agile Industrial Management (AIM) programme

In 2020, TIMAC AGRO, working through its holding company parent TIMAC AGRO International, leveraged its manufacturing expertise to create the AIM (Agile Industrial Management) programme to train tomorrow's manufacturing talents. The central goal of this programme was to upskill manufacturing managers already in post, and work with them to create a network which would extend beyond training to perpetuate the process of skills swapping between its many international production units.

The initial intake of 8 students has been followed in 2022/23 by 9 trainees from 5 countries: France, Brazil, Romania, USA and Turkey. Over the 12 months of the programme, they will attend seminars and regular workshop sessions focused on technical skills, plant management and team leadership. These sessions are run by around twenty trainers and in-house experts, and each trainee is able to rely on appropriate supervision and coaching from a dedicated

mentor and the TIMAC AGRO International manufacturing team.

On completion of their training, students will have clear overview of the diversity of manufacturing technologies used by TIMAC AGRO and all the associated technicalities. They will then be able to contribute their new expertise to the production sites they work in, inspired by the experiences shared by their colleagues around the world.



A training course leading to a Lisbon University School of Agriculture qualification

Acutely aware of the increasing complexity of agriculture and the problems around access to knowledge for farmers, TIMAC AGRO Portugal wanted to share the expertise acquired over its 30 years of operation in this country by creating a qualification-based training course. The result is a learning programme designed in partnership with the Instituto Superior de Agronomia, the oldest and most prestigious School of Agriculture in Portugal, Agro.Ges and PH+.

The 150 online and classroom hours offered by this course focus on the three priorities of technical, communication (popularisation) and digital skills.

Trainees acquire all the skills required to become qualified specialists in Plant Nutrition, and fully equipped to support farmers with the full spectrum of crop management. The programme was launched in June 2022 with a ceremony attended by Portuguese Agriculture Minister Maria do Céu Antunes, TIMAC AGRO Portugal CEO Rui Rosa, TIMAC AGRO International Global CEO Karina Kuzmak, and the Vitas Portugal management team. The first course welcomed 75 company employees, although looking further to the future, the partners plan to open it up to all suitable candidates.



The Mercocampus intercompany training programme

Every year since 2005, the TIMAC AGRO LATAM Sur zone has organised a Mercocampus training event for each of its countries: Uruguay, Paraguay, Argentina and Chile. This initiative brings teams together at national level for learning experiences tailored specifically to the needs of their country. The Mercocampus programme is prepared well in advance, and in close cooperation with national management teams. As a result, the courses and activities on offer have been designed on the basis of two principles: meeting the needs and targets of the country concerned, and dovetailing with the features specific to sales, manufacturing, administration and logistics careers. When required, course organisers are free to bring in in-house and external talents. More than 300 employees attended from the local Mercocampus events in 2022: 155 in Argentina, 82 in Uruguay, 41 in Paraguay and 24 in Chile. The training provided also puts a strong emphasis on dialogue and interaction, setting aside time for participants to socialise as part of encouraging the permeability of expertise and team spirit. It also promotes a 'regional spirit' around the sharing, promotion and analysis of successes and best practices at all levels.

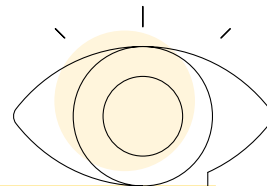
The Agrileader and Saber Mais programmes: upskilling for Brazilian production units

It was in 2017 that TIMAC AGRO Brasil launched its Agrileader programme for administrators and sales teams to develop their management and leadership skills. In 2022, the initiative was extended to include production units and facilitate the skills development of plant managers in preparation for this year's challenge of boosting the company's production capacity.

Also introduced to promote employee training, the Saber Mais programme specifically addresses the needs of production, and has also been specifically designed to encourage the acquisition of new skills and exchanges of experience. This programme is open to all employees on a voluntary basis. Since 2020, more than 100 employees at the Rio Grande plant - the first production unit to adopt the programme - have benefited from this training and the opportunity to share expertise with colleagues. In 2023, the programme will be extended to other production sites.

Ensuring equal opportunities and occupational wellbeing

2022 SAW THE ACTIONING OF COLLECTIVE AGREEMENTS ON WORKPLACE QUALITY OF LIFE AND THE ROLLOUT OF AMBITIOUS COMPANY-FACILITATED SPORTS PROGRAMMES. TODAY, WE ARE MORE COMMITTED THAN EVER TO PROVIDING OUR PEOPLE WITH OPTIMAL WORKING CONDITIONS THAT ALLOW THEM TO ACHIEVE THEIR FULL POTENTIAL AND FEEL INCLUDED AND VALUED IN AN ENVIRONMENT SHOWN TO BE HEALTHY FOR MIND AND BODY.



A CLOSER LOOK AT

EQUALITY CHAMPION MAISON COLIBRI

It may seem an obvious statement, but it is impossible to make a proper madeleine without the expertise and skill of the men and women who do precisely that every day.

In 2022, Maison Colibri continued its excellent performance with a Gender Equality Index score of **99/100**.

This rating rewards the strategy implemented by the company for several years now to limit the gender pay gap, thereby contributing to greater equality within the teams.

Gender equality in action

Convinced that this and other forms of diversity are sources of energy and social enrichment, the social partners worked closely and in detail with management in 2021 to enable each of our subsidiary companies to embrace these issues by providing them with a shared framework in the form of a workplace gender equality agreement. In 2022, specific action plans were developed for each of the Group's French subsidiaries, with the aim of improving their Gender Equality Index scores. The companies concerned were free to choose between seven action issues: pay, recruitment, training, promotion/qualification, working conditions and health and safety, maternity and parenthood. In the event, 42 measures were selected, a figure well above the initial minimum target of 27, reflecting the enthusiasm and strong desire of our subsidiaries to commit to this important issue.



Of all the measures proposed, four proved particularly popular:

- Ensuring that gender equality is maintained when deciding on personal pay rises during annual salary reviews
- Maintaining the normal level of net pay during the first days of paternity and childcare leave to encourage employees to take advantage of this leave and limit the financial impact of that decision
- Making recruitment staff responsible for ensuring zero indirect discrimination on the basis of applicant personal and/or family circumstances



28%

of the Group workforce
are women



23%

of managers are women

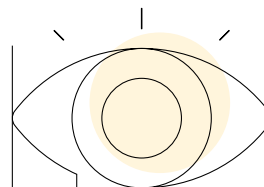


88/100

Group-wide average
score for the French
Gender Equality Index

- Holding a career review meeting following a medium- or long-term absence within one month of an employee's return to work (or before return when requested by the employee concerned) to reduce the impact of such leave on career development or access to training.

Each of these measures opted for by subsidiary companies is accompanied by its own monitoring indicator, and the shared goal is underpinned by a quantified target for reducing the pay gap across the Group level. The long-term goal remains that of achieving a zero gender wage gap in all Group companies.



A CLOSER LOOK AT

How teleworking is improving employee quality of life

In the aftermath of the Covid-19 pandemic and the associated health measures that completely disrupted our normal working patterns, we signed an agreement in 2022 to formalise and facilitate the widespread introduction of teleworking for all eligible employees in France. Close collaboration between the social partners and management team resulted in an agreement that sets out the ambition of ensuring adoption of this particular way of working by introducing a general framework that can be implemented by every Group company. The aim was to combine office and remote working to prevent any risk of isolation and maintain social cohesion without compromising the efficiency of working processes or the personal lives of employees by giving them the right to disconnect. Teleworking is also integral to our overall social and environmental policy, which aims to reduce our ecological footprint by limiting employee commuting.



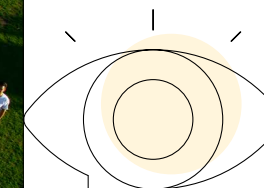
NUWEN POLLS EMPLOYEES ABOUT OCCUPATIONAL WELLBEING

As part of the employee commitment component of its CSR policy, NUWEN has set itself the target of improving the occupational wellbeing of its employees. So to gather tangible information before implementing any action, the company asked its employees to complete an anonymous occupational quality of life and wellbeing questionnaire in November 2021. This initiative gave everyone in the company the opportunity to share their opinions and feelings about the previous year. A summary of their answers and suggestions for improvements formed the basis of a practical action plan for 2022/2023 that would respond effectively to their needs and bring all contributors closer together. As part of its commitment to continuous improvement, NUWEN will repeat the survey in 2024 to gather updated feedback and go further still to ensure the occupational wellbeing of all its people.

The resulting shared framework defines a teleworking frequency of one or two days per week, subject to mutual voluntary agreement between employees and employers where such agreements do not threaten compliance with the teleworking rules. Each company must also put in place special provisions to enable teleworking for employees who have a disability, are pregnant or are family carers. Overall, these provisions are designed to make it possible for companies to offer all employees who wish to take advantage of teleworking appropriate conditions that meet their personal needs for achieving an optimal work/life balance.



TIMAC AGRO Brasil employees.



A CLOSER LOOK AT

TIMAC AGRO: A GREAT PLACE TO WORK

TIMAC AGRO is committed to creating and maintaining a healthy and fulfilling working environment that respects the individuality of everyone. In 2021, some of its subsidiaries - including TIMAC AGRO Italia - sought to have this commitment tangibly recognised by working towards Annual Great Place to Work certification in 2021-2022. As a result, 2022 saw eight TIMAC AGRO subsidiaries awarded Great Place to Work certification for 2022-2023: TIMAC AGRO Colombia, TIMAC AGRO Paraguay, TIMAC AGRO Uruguay, TIMAC AGRO Chile, TIMAC AGRO Argentina, TIMAC AGRO Greece/LYDA, TIMAC AGRO Brasil and TIMAC AGRO Polska. This internationally recognised certification rewards companies for their work on the basis of an employee survey and independent analysis of the survey outcomes. In the case of TIMAC AGRO, it underlines the commitment of its subsidiary companies to providing the best-possible working environment for their teams and creating a universally respectful working culture. This certification expires after one year, but the work at TIMAC AGRO won't stop there, because all the certified subsidiaries have identified areas for improvement, and everyone will be able to draw on the expertise of the Great Place to Work programme to make further progress.

This analysis of how our employees perceive their company is very important. It allows us to set a baseline from which to continue improving and make further progress towards creating an excellent working environment!"

Cecilia Ferenstein,
HR Regional Director LATAM
Sur at TIMAC AGRO

Two-way interview

Groupe Roullier and FFSE, a genuinely win-win partnership

How would you describe the relationship between Groupe Roullier and the FFSE?

Jennifer: I'd say that our relationship is primarily a collaborative one. It started at the very beginning of the UFS project, because even before that project took shape, we asked the FFSE for advice and guidance, because we knew that they gave many different companies this kind of support. And our relationship has grown over the past 18 months, during which time we've been able to help each other develop.

Gurvan: As Jennifer says, we have a genuine partnership in which Groupe Roullier asks us for our expertise, but we also need their input in return. Their contribution is very important for us, because we need to have an overview of what they're doing on a daily basis to identify good practices, since that helps us provide other companies with better guidance about how to improve their own sports policies. So it really is a genuinely win-win partnership: we contribute our expertise, and the Group shares its experience with us.

What kind of projects have you engaged in together?

Jennifer: The largest project is undoubtedly the new European WAC (Workplace Active Certification) project in which our Group was a prime mover and active contributor. Over the coming years, we intend to include national, European and even global events with the support of the French and World Federations for Company Sport. That will then enable all our employees - not only those in Saint Malo or Dinard, but also from France, Europe and the rest of the world - to take part.

SPORT AS AN ESSENTIAL VECTOR OF WELLBEING AND COLLECTIVE PERFORMANCE

Jennifer Braem, UFS (Universe of Fitness & Sport) Director at Groupe Roullier, and Gurvan Heuzé, Principal Private Secretary to the President of the French Federation for Company Sport (FFSE), talk about their collaboration and the convictions they share around the essential need for company sports facilities.

Gurvan: I would also mention the European Commission-funded WAC project in which Groupe Roullier became involved in 2021. The project has developed a certification process that rewards companies and organisations for introducing opportunities for employees to engage in physical activity. But the idea goes beyond simply rubber-stamping company commitment; we also want to take a more scientific approach based on 22 target criteria, backed up by an auditing scheme that would enable companies to benchmark themselves against the best performers.

Co-construction of a new European certification project: Workplace Active Certification (WAC)

At what level was the Group involved in developing the WAC project?

Jennifer: Actually, we became involved before the project was fully formed as a contributor to defining the criteria on the basis of initiatives we'd already implemented, and those which our companies would eventually introduce. So our role was more like that of a consultant on the basis that 'Company sport is our daily reality', which allowed us to identify the fundamental requirements for implementing company sport. The whole exercise was structurally extremely helpful for us, because it prompted us to question not only our strengths, but also our weaknesses, and we came to realise very quickly where we could make improvements.



Why was the Group awarded its certification?

Gurvan: What particularly impressed the Audit and Certification Committee was the fact that **at Groupe Roullier, sport isn't a 'one shot' thing, but rather an integral component of a company-wide strategy** within the Group's very strong commitment to CSR issues. It feels like it's not just about paying for competitors' racing bibs or jerseys from time to time or arranging discounts on the cost of licences. In reality, it's a series of practical, structured and organised initiatives, which is extremely important, because it's a very effective way of making things happen. Secondly, we really appreciated the long-term commitment of the Group, whose founder believed that engaging in active sport was essential for its employees. There's a tangible feeling that the ongoing legacy of this commitment over so many years, and its culmination in the creation of this new dedicated sports facility - the UFS - also sends a very strong message about the Group's CSR commitment. The third thing that stood out for us, and which we were very happy to see, was the involvement of Top Management. For example, a lot of Management Committee members were actively involved during the audit we conducted, and many others across the company were proactively on board with this project, including the Communication and HR teams, works council representatives, sports associations, etc. So we feel that there is widespread impetus within the Group and that employee needs have been researched and identified in advance.

So it's an initiative that is not driven simply by one senior executive, but a genuinely collective effort, which is one of the core values of sport itself.

The external perspective of the Groupe Roullier commitment to sport

What makes the Group's commitment to sport different from that of other companies?

Gurvan: The first thing that sets the Groupe Roullier sports project apart from others is the fact that it is genuinely involved in the community of Saint-Malo (France) and its surrounding area. Most importantly, the opportunities it offers to become actively involved in sport extend beyond employees to include their wider families, and its many links to local non-profits and sports organisations. It's important for us in the FFSE to see companies behaving responsibly in this way, because it highlights their role as central contributors to their communities and things that are happening outside the world of the company. I'd also make reference to all the resources that have been made available by the Group, whether human, financial or material, including this absolutely extraordinary UFS building. It's quite rare for companies to create a facility like this, and I think the Group's employees and their families are rightly delighted with the opportunities it provides.

The internal perspective of the Group commitment to sport

Why did you design a dedicated sports facility and how do you want to develop it going forward?

Jennifer: We'd been planning the UFS for several years to make certain it could be central to our world, by which I mean very close to our head office, the World Innovation Centre, production plants and offices, so that it could provide a hub for company life, not only in terms of involvement in sport, but as a place for people to meet and socialise.

We also wanted it to be able to bring all the activities facilitated by the Goup's sports association together in one place with four sports halls. And we still have lots of things we want to do going forward: we want to build on last year's successful launch of the building, which attracted 600 people to sign up for membership, and increase that figure over the coming years; in fact, that total is already up to more than 650. Every employee and their family would then be able to explore the options and decide which type of physical or creative activity suits them best and gives them the most enjoyment.

To what extent can sport also be a force for inclusion?

Jennifer: I see sport as a central thread that runs throughout our lives. We can all engage in sport right the way from early childhood through to old age; to say that it's recommended would be more than an understatement! Regardless of your age, your job or how fit you are, there's an activity that's going to be right for you, and when you do, it makes all differences disappear.



So to take this right to be different to a new level, we're encouraging people to believe that they can still engage in physical activity even if they have a disability. And that's the real challenge for the UFS: ensuring that provides a genuinely accessible space, where anyone with a disability is welcome to join in, learn and practice the sport of their choice. Take the weights and cardio/fitness suite, for example: there's an arm bike machine that employees in wheelchairs can use to work on their upper body muscles, as well as all the other training equipment with assistance from our fitness staff. Every week, we also welcome young people and their coaches from the local IME Institute for Learning Difficulties so that they can take part in active sport tailored to their needs.

Physical activity and sport are an amazing source of benefits for companies

So what are the benefits and challenges of physical activity in the company context?

Gurvan: For companies, physical activity is essential, because its benefits flow through a very broad range of challenges that most companies are likely to face, from employee performance and motivation to health, wellbeing, HR, CSR... the list is pretty much endless. It's not a miracle cure, of course, and we're well aware of that, but like a healthy diet and good, restful sleep, physical activity helps employees to feel better physically and mentally, which means that the company benefits from having employees who are more efficient in their work and feel more fulfilled personally and professionally. The statistics are clear: employees who regularly engage in physical activity and/or sport are between 6% and 9% more productive than sedentary employees. It can also reduce employee turnover by as much as 25%, and estimates suggest that the cost generated by sedentary employees can average as much as a 13th month of annual expenses for companies. All it takes is learning and understanding how to introduce sport into the company environment, organise it properly, and ensure that it continues to feed beneficially into company strategy.

Our committed communities

Maintaining close relationships with our stakeholders is a core value that we action on a daily basis through the support we provide for local communities across a broad range of diverse initiatives, from financial assistance to contributing time and manpower to local solidarity projects. The decentralised profile of our businesses is key to encouraging initiatives and the global implementation of good corporate citizenship and solidarity initiatives tailored to the specific needs of individual communities, locations and regions.

Human and financial involvement across all our operating regions

AT GROUPE ROULLIER, LOCAL ACTION IS MUCH MORE THAN SIMPLY A CSR COMMITMENT; IT'S OUR CORPORATE CULTURE.

THE GROUP HAS ALWAYS PRIORITISED SUPPORT FOR LOCAL ORGANISATIONS IN MEETING THE INDIVIDUAL AND SPECIFIC NEEDS OF ALL THE COMMUNITIES WE OPERATE IN. SO FROM SPAIN TO BRAZIL, CANADA TO SOUTH AFRICA, EACH OF OUR SUBSIDIARY COMPANIES MAKES A POSITIVE CONTRIBUTION TO REGIONAL LIFE.



46

solidarity or eco-responsibility initiatives organised or co-organised



158

non-profit organisations supported



FRANCE

Solidarity through sport

The Univers de la Forme et du Sport (UFS) and the Association Sportive Timac (AS Timac) sports association organised a number of solidarity initiatives during 2022 to involve employees and external partners in supporting good causes. One of the largest was the Pink October event, which attracted a hundred or so employees from our Saint Malo- and Dinard-based companies to take on a 4 km or 8 km walk or run to raise funds for the French cancer charity Ligue Contre le Cancer. As in previous years, the Group and its sports association played an active role in supporting the AFM-Téléthon¹ by organising a number of sporting tournaments and events. This 'marathon' event involved more than 300 employees in a new Run & Walk competition and Volleyball, Futsal, Badminton and Zumba tournaments at the UFS. External participants from local clubs and businesses were also invited to spice up the friendly competition whose sole focus is to raise funds for the Téléthon. Initiatives like these are designed to help both the UFS and AS Timac maintain close day-to-day relationships with the local area and contribute to the development of their communities.

¹ The AFM-Téléthon is an annual participative 30-hour TV marathon broadcast across all France Télévisions channels to raise funds for the French Muscular Dystrophy Association, which conducts research and supports patients and parents affected by rare, progressive and disabling genetic diseases. Its activists have one overriding aim: to beat disease.

A collective effort to clean up our beaches

A series of beach clean-ups were organised or co-organised by employees for employees in 2022. The first litter collection on the beaches of Saint-Malo took place to mark World Clean Up Day in September in collaboration with fashion retailer Groupe Beaumanoir. Around forty volunteers met up and formed two groups to remove as much rubbish as possible from these beaches following the busy summer holiday period. At Pâtisseries Gourmandes, the beach clean-up was on the agenda of a sales and marketing team seminar, where the initiative not only raised awareness of environmental issues, but did so in a positive informal setting that encouraged sharing, networking and team spirit.

Pushing back against food waste with Maison Colibri

In 2022, Maison Colibri made more than 100 donations of pastries to local organisations in and around Pons in the Charente-Maritime department of south-western France. Recipients included the Restos du Cœur and Solidarités Pontoise food charities, with which the company has close partnerships. Consumers were also able to get involved directly through the Too Good To Go app which brings consumers and retailers together to combat food waste. **In 2020, 2,000 baskets of Maison Colibri products were saved from the skip in this way.**



Employees of Groupe Roullier and Groupe Beaumanoir mark World Cleanup Day on 17 September 2022 by collecting and sorting waste on Le Havre du Lupin beach (Rothéneuf, France).



SPAIN

A special relationship with young people living in the rural valleys of Navarra

Magnesitas Navarras has maintained very close relationships with the valley communities of northern Navarra for 80 years. Throughout this time, the company has been committed to creating long-term value for the region by encouraging the quality and rich diversity of its non-profit networks. In 2022, this took the form of renewed sponsorship for the social and cultural non-profit organisations that contribute so much to the appeal of these rural valleys. The larger sponsorship arrangements included the Club Deportivo Ibararte, which helps young people from

valley communities by giving them the opportunity to get involved with volleyball and futsal, and to learn values like personal effort, teamwork and empathy. In this way, Magnesitas Navarras contributes not only to enabling active involvement in sport for young people throughout the area and the wider autonomous community of Navarra, but also to their personal and collective education and all that this implies for communities in these often isolated valleys.

TIMAC AGRO supports its communities worldwide

TIMAC AGRO attaches great importance to local presence and commitment through maximum decentralisation. Its subsidiary companies are the best ambassadors for this core value: all play a central role in their local communities. In 2022, there were more than 100 partnerships in place between TIMAC AGRO subsidiaries and non-profit organisations, with the majority focusing on education, health and social support.

Some of these companies have chosen to enter into long-term **partnerships with local support organisations.**

📍 ARGENTINA

The Escuelas Rurales (Rural Schools) project, led by TIMAC AGRO Argentina, is an excellent case in point. The company took the decision to work with rural schools in areas served by TIMAC AGRO representatives to identify their educational resource needs so that the company could donate appropriate funding. **In 2022, TIMAC AGRO Argentina provided this kind of support for 10 schools with a total of around 800 students.** The project is also inspiring other countries in the area, with Chile and Paraguay having already joined the project and beginning to engage with their own local schools.



Children plant trees as part of the 'Field Day' event organised and hosted by TIMAC AGRO Brasil

📍 BRAZIL

The projects sponsored by the non-profit organisations WinBelendon and FirstSaque supported by TIMAC AGRO Brasil are equally good examples of how beneficial long-term projects can be. These particular initiatives target more than 300 children and teenagers living in socially challenging conditions, and seek to integrate them into society and employment through sport. In addition to the scheduled sponsorship arrangements, the teams at TIMAC AGRO Brasil also devote some of their time to hosting a traditional 'Field Day'. Throughout this one-day event, children and teenagers learn more about agriculture by getting hands-on with projects to plant vegetables and fruit trees and engaging with educational activities about careers in the food industry and where some of the most common everyday foods actually come from.

Other TIMAC AGRO subsidiaries have chosen to focus on **flagship initiatives to coincide with key solidarity events.**

📍 SOUTH AFRICA

With its commitment to helping children, TIMAC AGRO South Africa played an active role in Mandela Day on 18 July 2022 by collecting food and packed lunches for underprivileged children at the New Beginningz orphanage. The team then spent time meeting the children and sharing out the donated food.

📍 CANADA

William Houde Ltd., TIMAC AGRO's Canadian subsidiary, raises funds to support people with neurocognitive disorders; a cause chosen by team members themselves. In 2022, their year-end event raised more than 1,000 Canadian dollars in donations to the Alzheimer Society of Canada.

📍 POLAND

Keen to support schools in its region, TIMAC AGRO Polska collected tablet devices for donation to school students in the village of Kowanowku. For many of them, these tablets will be their first introduction to online education.

CASE STUDY

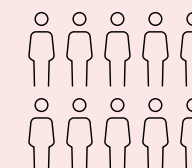
THE ROULLIER ENDOWMENT FUND FOCUS ON ITS PROJECTS IN 2022

In 2022, the Roullier Endowment Fund further expanded its programme of sponsorship with the signature of two new partnerships to support research into sustainable agriculture. As a corporate philanthropic and State-recognised institution with a public service mission, the Roullier Endowment Fund contributes to the transition by delivering its mission to support education, science and social solidarity. Roullier Endowment Fund Director Prune Passama looks back over the year...

Our sponsorship programme focuses primarily on support for farmers, who are often the first to be directly impacted by the changes to agricultural production conditions brought about by climate change."



Prune Passama,
Roullier Endowment
Fund Director



The Minerallium¹ welcomed

2,600
visitors in 2022

▼
The target for 2023 is 3,500

¹ Our permanent exhibition space showcasing the role of minerals

THE BIODIVERSITY AND CLIMATE CHANGE RESEARCH CHAIR

• Fondation Rennes I

What is the purpose of this Research Chair and your support for it?

The Roullier Endowment Fund has partnered the Biodiversity and Climate Change Research Chair of the University of Rennes Foundation since its launch on 7 July 2022 with the aim of supporting research into new solutions for biodiversity-friendly agriculture. The work of this Research Chair focuses on three areas of study: **understanding** the effects of past climate change through retrospective studies and analysing the risks and threats to biodiversity posed by current changes, **experimenting** with solutions and/or resilience scenarios that include biodiversity as part of limiting the impact of climate change on our ecosystems, and **recommending** enlightened and efficient biodiversity management policies.



Alongside the other private partners supporting this Research Chair, we contribute financially to complement or fully fund the research work of undergraduate and postgraduate students, play an active role in selecting the projects to be supported, and provide facilities for holding and running innovation workshops. I represent the Fund on the Research Chair steering committees together with a scientific expert from TIMAC AGRO and the Managing Director of the Roullier World Innovation Centre Thomas Georgelin.

Why did you decide to support this particular Research Chair?

We chose it because it addresses two issues central to the Roullier Endowment Fund:

- **Our sponsorship programme focuses primarily on support for farmers, who are often the first to be directly impacted by the changes to agricultural production conditions brought about by climate change.** So we need research to forecast how the current situation is likely to evolve, what the impacts will be for crops and livestock, and what opportunities and solutions farmers may be able to offer.
- We focus our support for projects on those that deal specifically with the soil and its interactions. The research projects proposed and conducted by the Chair therefore examine these issues, particularly in relation to water and bacteria.

Our support is also integral to the close relationship we already have with the University of Rennes 1, whose students are regular visitors to the Minerallium and attendees of seminars hosted by the Roullier Endowment Fund. The Geocontact event held in January 2023 to look at Earth sciences and living organisms from a geological perspective attracted around 50 students.

Presentation of the Research Chair by the Fondation Rennes 1 on 4 July 2022, and sign-off of its launch by all five partner bodies. Companies and institutions represented (left to right): Okwind, Giboire, Samsic, Université Rennes 1/CNRS, Fondation Rennes 1, the Roullier Endowment Fund and Veolia Bretagne.



What are the current and future Research Chair projects?

Three steering committees have already been formed, and the first research projects validated from a list of subjects for second-year Master's degree or postgraduate research theses. The topics concerned are primarily designed to attract students graduating in hydrology, earth sciences or urban/regional planning:

- **The Bioval project** - first-year Master's course: Measuring the economic value of biodiversity. The purpose of this project is to review and assess current methods available for measuring the economic value of biodiversity, and analyse opportunities for applying them in practice.
- **The Water-Bacteria project:** second-year Master's course: The role of soil water content in bacteriophage/bacteria interactions. The effects on carbon dynamics. The purpose of this project is to evaluate the effects of current changes in water regimes on soil carbon dynamics in light of these interactions.
- **Draft thesis** (working title): The impact of increasing plant diversity on biodiversity climate change resilience on urbanisation gradients.

So from Master's degree to thesis, we provide sponsorship, as well as contributing to the coordination and promotion of

research work, with particular emphasis on hosting innovation workshops. Focusing on Project 2 (the Water-Bacteria project), the first of these will be held at the Endowment Fund in June 2023 for students, researchers and some external participants.

What can you tell us about how biodiversity affects climate change?

The greater the threat to biodiversity as a result of rapid changes in climate, the less resilient agriculture becomes. Biodiversity is driving the trend we can now see: it is changing, at the same time as supporting our ability to respond effectively to the new environmental constraints. That being the case, it is crucial that we study it and gain an understanding of how it will be affected by, and will affect, agriculture and identify solutions that can be applied to sustain ecosystem-driven services and mitigate the effects of global warming. These solutions rely on us - the full spectrum of socioeconomic stakeholders in agriculture and private operators in urban development - gaining new knowledge about biodiversity and what it does for us. This awareness-raising phase is central to the core purpose of this Research Chair and our Roullier Endowment Fund sponsorship programme; we are convinced that it is only by supporting changes in agricultural practices and promoting the sustainable use of natural resources that we will make a successful contribution to achieving the ultimate goal of protecting and conserving biodiversity.

PLANT INOCULATION IN SENEGAL

• IRD

What is this project all about?

This project, led by the Senegal Institute of Research for Development (IRD) in partnership with the Universities of Dakar and Thies, was launched in February 2022 to develop and support the inoculation technique in Senegal. It is based on the observation that symbioses between crops and soil microbial life exist naturally in West Africa, but that they can be made more effective by inoculation; a simple technique that involves introducing bacteria or fungi to boost the growth and health of associated plants. A commonly used technique in France, but yet to become widespread in Africa, inoculation allows farmers to stabilise their yields, and in many cases generate significant gains that can as much as double production from inoculated crops.

At the Fund, our role has been to support the increased provision of education around this inoculation technique for farmers and their advisers. This will take the form of a series of modules designed to facilitate acquisition of the key skills essential for long-term smooth-running of this technique.



Why did you choose to support this particular project?

Given that improving our knowledge of the soil and focusing research on improving agricultural practices are the priority targets of our sponsorship policy, we see Africa and its many challenges as an interesting subject for further exploration. The fact that the French scientific ecosystem is also very active on these issues, and that the IRD is a respected authority in the region, meant that we could be confident of having a sufficiently solid basis on which to look more closely at this opportunity.

When we were first approached with this project, it had been formally structured, but yet to see the light of day due to a lack of human and financial resources. By granting our support, we have helped this project emerge, get underway and run for the next three years, so that it can then be implemented in the field without our support, as a direct result of having upskilled all the prime movers involved.

What is your level of involvement in the project?

We are supporting the project with financial sponsorship, and more specifically by contributing a proportion of the salary paid to Christian Nadieline, the postgraduate engineer running the project, who is employed by the IRD. We also fund his expenses and a range of other costs involved in creating and adapting distance learning modules appropriate to the local context. In addition to this financial sponsorship, we are also working to bring the project to the attention of other foundations and regional stakeholders to help it achieve its development ambitions: implementation in Burkina Faso and Benin if the results are conclusive, and recognition of the modules as professional training resources in order to raise their profile and acceptance by farmers.



We see it very as much as a technique of the future, because it is simple, inexpensive and allows some farmers to double their yields without compromising the soil and its biodiversity. "

Prune Passama,

Roullier Endowment Fund Director

To what degree could inoculation lead to sustainable agriculture?

It brings soil management within the reach of many farmers, which we see as the key factor for success in ensuring food sovereignty. The initial results are very promising, with yields doubling on some trial plots, and will be shared and circulated as part of the plan to train more than 400 farmers and advisers over the three years of the project. Convinced by the merits of these methods, we are now looking at other soil-related opportunities in East Africa for future years.

Methodology

The scope of the Non-Financial Performance Statement

The scope of the DPEF 2022 Non-Financial Performance Statement covers all Group entities with at least one employee, which are either Proportionally or Fully Consolidated and were actively trading on 31 December 2022. Dormant and/or non-actively trading entities, entities liquidated or disposed of or acquired during 2022, those with no employees and those accounted for using the equity method are excluded.

The scope of the indicators used

The number of Group and business line employees includes the workforce on 31 December 2022, excluding temporary staff and work/study trainees. The indicator for in-house training programmes is currently in preparation. These programmes have all been designed internally by the company (in terms of programme, content, facilitation, etc.) for the purpose of employee skills development. This type of training programme is split into several sessions, over the period of at least one day, and repeated on several different occasions for different trainee profiles. Programmes begun before 2022 but which still had session to run during 2022 are taken into account. The figure for the consumption of wood and related products refers to the quantity purchased in 2022. The proportion of recycled water used is based on the total volume of water consumed by the Group, i.e. water from boreholes, mains water, recycled water and water from other sources. CO₂ emissions are calculated for Scopes 1 and 2. Scope 2 covers only those emissions related to electricity consumption. The indicators for energy consumption per tonne produced and greenhouse gas emissions per tonne produced are calculated using data provided by manufacturing subsidiaries, and exclude vehicle fuel consumption. The 2021 data relating to the energy mix, energy consumption per tonne produced, water consumption

per tonne produced, use of recycled water in production process water and CO₂ emissions per tonne produced have been modified to reflect updates to emission factors and more recent data, and to extend the scope of the carbon footprint assessment.

The calculations used in preparing the greenhouse gas emissions breakdown chart include emissions as a result of energy consumption (gas, fuel oil, petcoke, electricity, wood and similar), the 'Non-energy related' emissions from manufacturing processes, and emissions as a result of fuel consumption by company vehicles.

The proportion of subsidiary companies supporting at least one social, cultural or sports entity includes only those entities with at least 10 employees.

Audit

The 2022 Non-Financial Performance Statement has been audited by an independent third party: the MAZARS global audit, accounting and consulting group.

Sources

- Sources used for TOE (Tonnes of Oil Equivalent) emission factors and ratios: ATEE and Club Biogaz.
- Sources used for CO₂ emission factors: The ADEME Carbon Footprint Database, BC V22.0 and ADEME/AIE.

› <https://base-empreinte.ademe.fr/donnees/jeu-donnees>

Identification of risks

The methodology used to identify and rate risks (by probability, potential impact, etc.) was updated in 2022 on the basis of the findings of the stakeholder consultation and the subsequent prioritisation of challenges, with reference to the ISO 26000 standard and our new materiality matrix.

appendices

Correlation table

CHALLENGE	RISK	SDG	GLOBAL COMPACT PRINCIPLES	INDICATOR	2021 VALUE	2022 VALUE
SAFE, HEALTHY PRODUCTS AND SERVICES	Effective quality management of our products and services	3 • 9 15	1 • 7 • 8	Number of product recalls	data not reported	39
SOURCING PRODUCT-RELATED ENVIRONMENTAL IMPACTS	Measuring and controlling environmental impacts throughout the value chain (sourcing and use)	12 • 13 14 • 15	7 • 8 • 9	Group indicator under construction		
LOWER GHG EMISSIONS WATER MANAGEMENT	Controlling the energy and water consumption of our production processes	6 • 7 9 • 13	7 • 8 • 9	Renewables as a percentage of our energy mix	32%	34%
				Energy consumption (in kWh) per tonne produced	282	321
				Water consumption (in m³) per tonne produced	0,45	0,49
				Recycled water as a percentage of production process water	51%	52%
LOWER GHG EMISSIONS POLLUTION AND ECOSYSTEM IMPACT PREVENTION	Preventing and recovering waste and waste materials (including non-energy-related GHG emissions)	6 • 9 12 • 13	7 • 8 • 9	CO₂ emissions (tCO₂e) per tonne produced (Scopes 1 & 2)	0,131	0,147
				Recycled waste as a percentage of total non-hazardous industrial waste	data not reported	47%

CHALLENGE	RISK	SDG	GLOBAL COMPACT PRINCIPLES	INDICATOR	2021 VALUE	2022 VALUE
OCCUPATIONAL HEALTH & SAFETY	Ensuring the health and safety of our employees and subcontractors	3 • 8	1 • 6	Average Group DAP (Personal Injury) benchmark score	75/100	76/100
				Frequency rate	9,40	9,37
				Severity rate	0,45	0,39
TALENT MANAGEMENT AND TRAINING	Attracting employees and supporting them through their professional development	4 • 8	1 • 2 • 6	Percentage of employees at 31/12 having completed at least one training course during the year	data not reported	67%
				Average number of training hours per employee	17	22
				Number of trainees completing in-house training programmes	data not reported	3263
				Voluntary departure (resignation) rate	16%	18%
DIVERSITY, INCLUSION AND FAIRNESS	Ensuring equal opportunities	5 • 8 10	1 • 2 • 6	Women as a percentage of the Group workforce	27%	28%
				Women as a percentage of all managers	25%	23%
				Group-wide average score for the French Gender Equality Index	84/100	88/100
ETHICS	Implementing business ethics, anti-corruption, professional conduct and transparency good practices	12 • 16 17	1 • 2 • 4 7 • 8 • 10	Number of users trained to use the Roullier Compliance Platform (RCP)	667	940
				Proportion of subsidiary companies using the RCP	59%	75%
				Third-party validation requests handled via the RCP	21 353	37 392
				Number of non-profit organisations supported	118	158
STAKEHOLDER DIALOGUE AND REGIONAL IDENTITY	Listening to the expectations of our stakeholders and operating regions	10 • 11 17	1 • 7	Number of solidarity or eco-responsibility operations organised or co-organised	data not reported	46
				Percentage of subsidiary companies supporting at least one social, cultural or sporting entity	30%	33%

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To achieve optimal consistency with our CSR commitments, we have chosen to print this report using plantbased inks on FSC® certified paper. Thus, we contribute to responsible forest management and forest renewal, one of the Forest Stewardship Council's objectives.

We took special care in choosing the printer we used, favoring a regional business that is also highly committed to environmental and societal initiatives. Cloître has earned the Imprim'Vert label for paper certifications and colorimetric standards. As a member of the Produit en Bretagne community venture, the company is an active participant in our region's economic development.



www.roullier.com