CSR REPORT

2019 - 2020
Our business model

Our mission
To enhance the potential of the land in order to sustainably play a part in feeding men and women around the world.

Our ambition
To develop sustainable supply chains in France and the rest of the world, from a spirit of partnership, to offer healthy, high-quality products that respect the environment and the regions, as well as quality of life.

Created value
- We operate at the heart of agricultural areas in both France and Europe.
- We provide a long-term model for farmers, in particular by setting up sustainable supply chains.
- We promote agronomic practices that are increasingly respectful of the environment.
- We limit the environmental impacts of our sites.
- We guarantee food safety and the continuous enhancement of the traceability of our products.

Our CSR objectives

Environment
- 5% fall in energy consumption between 2020 and 2025
- 15% fall in GHG emissions from transport between 2020 and 2025
- 5% fall in GHG emissions in the Group’s industrial carbon footprint between 2020 and 2025
- 20% fall in water consumption by 2020
- 5% fall in water consumption in the Group’s industrial carbon footprint between 2020 and 2025

Safety
- 50% fall in frequency rates over the next 3 years

Quality supply chains
300,000+ tonnes of traceable wheat bought from farms in 2023 (up 100,000 tonnes from 2019)

Links in our value chain

Varietal selection
Identification of the best varietal selections and creation of mixtures (wheat).

Distribution, commerce and restaurants
To artisans, industry, food-away-from-home establishments, supermarkets, exporters, consumers and fast food.

Logistics
Comprehensive logistics services (storage, loading and transport in France and abroad).

Agronomic expertise
Agronomic expertise, new cultivation solutions, and technological innovations to support farmers, R&D.

Export
International sales of products and services for cereals, oil seeds and dairy.

On-farm procurement and storage
Procurement, analysis, sizing, washing, grading and storage of grains (wheat, barley, rice and pulses, rapeseed, maize, etc.) according to specifications for processing industries.

Processing and R&D
Production of flour, malt, ingredients, rice and pulses, bread, moving, spelt and quinoa.
Our Commitments

Maintaining our objectives despite the pandemic

“The unprecedented health crisis posed by COVID-19 has proved the Group’s ability to:

• ensure the continuity of all our activities with no deterioration in quality,
• protect our employees’, customers’ and suppliers’ health,
• implement remote work on a massive scale,
• maintain our connections with all our stakeholders.

As a result, we were still able to pursue the main objectives of our CSR commitment:

• to accelerate the development of sustainable supply chains,
• to support the agricultural sector in its shift towards agronomic practices which are ever more respectful of the environment and promote those practices,
• to develop partnerships with agrifood industry.

This entails establishing a more resilient value chain and measuring and reducing the environmental impact of our activities. Building on these foundations, we develop healthy products whose nutritional and taste qualities are continuously being improved, thanks in particular to the attention we give our customers.”

Olivier CLYTI
Head of Operations

Soufflet’s CSR commitments are aligned with the UN’s 17 Sustainable Development Goals. With the aim of continuous improvement, they are based on five main challenges:

1. Ecosystem and climate protection

Production practices and transport: moderation and impact reduction.
ISO 14001 certification of the Group’s sites with the greatest potential impact is the rule.

Reducing our energy consumption
The Group’s energy policy, which had been in place since 2015, was revised in 2020. The target for reducing our industrial consumption was set at 5% for 2020-2025.

Reducing greenhouse gas emissions
To accurately measure our emissions and be more efficient in our efforts to reduce GHG, the Group upgraded its carbon footprint management tool, in consideration of Scopes 1 and 2.

The Group continues to work to reduce its GHG emissions from the transport of its goods, prioritising the use of river and rail modes, as well as transporters that have earned an ecolabel. The target of reducing emissions by 15% over 2017-2025 was maintained. Our support for agricultural practices that help reduce GHG took another step forward with the Sowing Good Sense approach, the promotion of soil conservation agriculture (SCA) and the strengthening of our Organic supply chains.

“Target for transport activities: 15% reduction in GHG emissions between 2017 and 2025.”

At our malting plants in France:

- 90% of waste is recovered
- TARGET: ZERO WASTE SENT TO LANDFILLS BY 2020
- 30% renewable energy
- OUT OF TOTAL ENERGY CONSUMED, BY 2021

2. Attracting and retaining talent

With 3.8 million people on average at risk of malnutrition, the agricultural sector is going through a period of intense recruitment. The Group has reinforced its efforts to attract and retain talent, particularly in terms of agronomy, through both the transformation of its training and the promotion of its social and environmental values.

In 2019, 50% of the 2,000 young people who attended the Sowing Good Sense approach were women. In terms of mobility, 64% of the children of employees aged under 18 live in a region where the average education level is lower than the national average.

3. Innovation, customized solutions and day-to-day service

The Group is constantly working to improve its products, to offer innovative and high-quality solutions that meet customers’ needs and to create a group of experts that can design and implement the right solutions.

Thanks to its commitment to innovation, the Group is the major actor in the development of the sub-sector of food products for Specific Intolerance Diets (SIDs). This market, which covers 8.5 million people in Europe, has experienced strong growth in recent years and is a priority for the Group.

4. Sustainability, environmental responsibility and community engagement

As part of its commitment to sustainability, the Group has set out to cut its environmental footprint and protect the health of the planet.

Maintaining the quality of its production processes, which it has been reinforcing for several years, the Group is working on reducing its CO2 emissions by 5% by 2025, thanks to a range of measures designed to reach this objective.

In addition, the Group is working to reduce its energy consumption by 5% by 2025, to reduce its water consumption by 10% by 2020 and to improve its energy efficiency by 5% by 2022.

5. Responsible agrifood and sustainable development

The Group is committed to the responsible development of the sector and the protection of the environment.

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2. A sustainable, responsible economy

From seed production to new technologies
Soufflet Agriculture continues to develop Maïx® Soufflet mixes that are resistant to disease, produce more consistent yields and have guaranteed, enhanced-value outlets under food value chain contracts.

The Agromanie Conseil Innovation service offers farmers support in reducing soil degradation and the consumption of inputs, in particular.

The Farmi app helps with agronomic management for the reduction of inputs.

Reducing post-harvest grain treatments
The Group is expanding its availability of grains marketed without the application of any post-harvest treatments. It is also investing in the dedicated storage capacities.

The goal is to achieve 80% engagement among strategic suppliers, according to 80% of purchasing expenses, by the end of 2023. The new responsible purchasing programme will first endeavour to assess our suppliers of goods and services. The goal for that group is to cover 60% of purchasing expenses by the end of 2023.

Circular economy: Incorporated into business models
The recovery of Milling, Malting and BMGC co-products is an integral part of those activities’ business models. The co-products are transformed into animal feed, energy or fuel for biomass and biogas boilers.

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Waste collection
continue organising waste collection from farms

Sowing Good Sense
Developing plant proteins

The objective of the plant proteins plan for 2014-2020 in France is to promote the development of pulse crops to improve the environmental and economic performance of French agriculture and to meet the market’s demands. On this basis, the Group launched VIP recipes, a range of protein-rich legume flours. In addition, the cultivation of pulses improves farms’ carbon footprints. For this reason, Soufflet participates in the user committee for the French Government’s low-carbon label for field crops. It also runs the European innovation project CarbonThink in eastern France with Terrasolis, Planet A and INRA (French National Institute for Agricultural Research). 100 farms will embark on their low-carbon transition and have their practices certified by the French low carbon label (label Bas Carbone).

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Responsible purchasing: A shared competitive factor
The new responsible purchasing programme (2020-2023) aims to get 80% of the Group’s major suppliers to obtain compulsory EcoVadis assessments. This concerns all the Group’s activities.

Baskets sold through Too Good To Go

In 2018, the Pomme de Pain brand rolled out a programme to fight food waste, in partnership with Too Good To Go, through which it offers its customers surprise baskets of unsold items. The annual results were affected by the temporary shutdown of restaurants due to the health crisis. The programme was reactivated when they reopened.

Animal welfare

Purchases of animal products are gradually taking this factor into account. 100% of our eggs and egg products will be sourced from non-battery-reared hens. All chicken meat will come from French farms beginning in 2021 and then, by 2026 at the latest, from farms which have signed the European Chicken Commitment. The animal feed business adheres to the SNA/ SYNCO/FAO Best Practices Guide (4AGP, ISO 9001 and ISO 22000).

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Supporting La Note Globale’s product rating project
Giving consumers clear, complete information about the food they eat is the mission of La Note Globale (“The Global Rating”), of which the Soufflet Group is a founding member. The products are evaluated and rated based on six issues: the environment, animal welfare, nutrition and human health, provenance, equity and contribution to the French economy, corporate social responsibility, and traceability and transparency. This tool helps producers and other actors on food supply chains to identify the actions they can implement to improve their products’ results.

Multiple products from the Baguépi Farine Responsable brand (marketed by Maulins Soufflet and Neuhauser’s Origine baguette) have already been rated.

Developing skill sets
The Human Resources Department continued to roll out the action plans begun during the previous financial year, based on four key aspects.

Improving the three-year retention rate of new hires
To improve the retention of new recruits, we have developed a programme to identify the actions they can implement to improve their products’ results.

Improving the competitiveness and attractiveness of the Group’s compensation and benefits policy
The HR Department conducted a compensation survey which led to a new healthcare expense reimbursement policy for all employees, which now offers a more attractive scheme for managers which is better than the market standard.
New teaching methods

New teaching methods were launched for our training this past year, including e-learning and modular training lasting 2 to 2½ hours per session. These tools should help to optimise training costs in a strained economic climate, while reinforcing instructional support.

2019-2020 also witnessed an overhaul of our annual performance review, which is now being tested by the Milling and Ingredients Divisions, after training was provided to the managers. The tool will then be adapted and applied to all our subsidiaries in France.

Gender equality

All the Group’s companies have a gender equality index at or above 80 (out of 100). Two e-learning training modules will be rolled out in autumn (out of 100). Two e-learning training modules will be rolled out in autumn on the subjects of sexist behaviour and psychological and sexual harassment.

Gender equality

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Guaranteeing safety

We Do Safe: A strengthened organisation with ambitious objectives

Personal safety is a stated imperative in the Group’s Corporate Charter. In fact, it is a driver of our performance. To improve our results, the Group decided to launch a true transformation plan under the banner, “We Do Safe”. This new policy, which relies on enhanced commitments and organisation, has defined ambitious goals.

We Do Safe: The four pillars of our transformation

After being announced at the staff meeting in October 2019, the new safety policy was slated to be launched in spring 2020. In view of the health crisis, this was postponed to autumn. Now, it will take place as part of the Group’s Safety Day on 15 October 2020, across all divisions, both in France and abroad.

We Do Safe is based on four pillars: executive engagement, reinforced stewardship, assimilation of the approach and manager involvement.

1) Executive engagement

Each division commits to setting up a safety policy with clear targets. Beginning in 2020, those targets will be included as a criterion of one-to-one interviews at every Hierarchical level.

2) Reinforced stewardship

A Division Safety Steering Committee is now in charge of:

- managing the indicators, making decisions and establishing orientations;
- defining a safety action plan for the division and its sites;
- performing management reviews at committee meetings;
- overseeing the safety action plan at committee meetings;
- performing safety checks and visits; and
- ensuring that safety training is done correctly.

3) Assimilation of the approach

To achieve a good level of buy-in by everyone to autumn. Now, it will take place as part of the Group’s Safety Day on 15 October 2020, across all divisions, both in France and abroad.

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5. Involvement in local communities

The Soufflet Group contributes to the development of local communities thanks to its close ties to the agricultural sector and its facilities at more than 200 sites, primarily in rural areas.

COVID-19 solidarity

Multiple solidarity actions were led during the pandemic, in support of people and institutions: food donations (flour, morning goods, bread, doughnuts, lentils, etc.) and PPE donations (masks, lab coats and head coverings, gloves and goggles) for healthcare personnel (hospitals, nursing homes, nurses, home helpers, pharmacies and paramedics) and humanitarian aid organizations (Red Cross, Secours Catholique, Society of St. Vincent de Paul, child protective services, food banks) to help build trust between farmers, processors, distributors and consumers.

The annual Clean Seine event (a huge waste clean-up along the banks of the river in and around Nogent) could not take place in 2019/20, due to the lockdown. Solidarity: the Group’s production sites made many food donations to local charities. These solidarity actions will be continued going forward.

Many local actions

- In 2019/20, 170 farmers came to participate in 11 days of awareness about organic farming and soil conservation agriculture, organised by Soufflet Agriculture.
- Some 20 Group partner farmers attended meetings run by the Barilla-Harrys Club, which aims to provide a better understanding of the agro-environmental and industrial challenges faced by the “Fluffy and Responsible” wheat supply chain and to reinforce ties between the different actors on the supply chain.
- Soufflet Alimentaire holds Rice Day each year, bringing customers and growers together at its plant in Arles (Camargue).
- The Group also heavily invested in the community in Nogent, where our head office is located, we support 16 associations, including sports clubs (football, cycling, rowing, running, etc.) as well as humanitarian and cultural groups.

We participate in workshops as part of the Open Agrifood forum for discussions between agricultural professionals and consumers, the purpose of which is to help build trust between farmers, processors, distributors and consumers.

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Relations with our stakeholders

As an open enterprise, the Soufflet Group maintains close ties and a partnership attitude with all of our stakeholders. We listen to our customers who are our top priority for ensuring their satisfaction, with maximum effort and stringency, which we then evaluate on a regular basis. We build long-term relationships with our suppliers and service providers, from a standpoint as partners, always seeking a fair distribution of value. We are active in organisations with ties to our businesses and are proactive in cultivating those ties. We have forged a multitude of partnerships with research institutions (INRA, URCA, IAR and more) so we can contribute to the advancement of our supply chains, whose different links will eventually benefit us.

Management of the COVID crisis

- Business continuity: continued operations at the vast majority of our production sites
- 3,000 employees working remotely beginning on 18 March
- 600 video conferences daily

Protection of employees, customers and partners:

- 640,000 surgical masks
- 17,800 washable face masks
- 6,000 litres of hand sanitizer

Internal solidarity: 330 days of leave shared by employees with colleagues reduced to part-time

Benchmarks and outlook

Energy

- The new energy plan set a target of a 2% reduction in the Group’s consumption by 2025. The ISO 5001 certifications of our production sites have been maintained.

Water

- Water management is driven by the goal of reducing our consumption by 20% between 2017 and 2030. Malteries Soufflet has maintained its commitment of including 30% renewable energies in its mix, while investments in equipment to reduce greenhouse gas emissions are ongoing.

Reduction of GHG and carbon capture

- The process to move towards Scope 3 assessment (indirect activities) has been launched.
- The Malting business line is currently piloting FRET21, a climate-friendly system for freighters, developed by ADEME (French Agency for Ecological Transition).
- Carbon neutrality has been adopted as a theme for product differentiation. Malteries Soufflet will conduct the first Product Life Cycle analyses at the end of 2020 before they are gradually rolled out to our industrial divisions.

Supply chain sustainability

Seeking Good Sense falls under the Group’s strategy for developing high-quality, sustainable supply chains (see below).

Responsible purchasing

A responsible purchasing approach has been adopted, committing all of our divisions for an initial period from 2020 to 2023. After completion of the supplier critically study in 2020, their CSR assessments will be taken into account, in our purchasing processes. For this project, Soufflet will rely on the expertise of the international platform EcoVadis.