

# SUSTAINABILITY REPORT 2016



**Siat**  
Group



SA SIAT NV BELGIUM

Romboutsstraat 6-8

B-1932 Sint - Stevens - Woluwe

T +32 (0)2 718 38 88

F +32 (0)2 718 38 89

[www.siat-group.com](http://www.siat-group.com)

ABOUT THE REPORT .....	5
MESSAGE FROM THE CHAIRMAN .....	6
MANAGEMENT COMMITMENT .....	8
KEY EVENTS .....	9
KEY FIGURES .....	10
PRESENTATION OF THE SIAT GROUP .....	11
Who are we? .....	11
Presence worldwide .....	12
Organizational chart .....	13
People at the heart of our business .....	14
GROUP SUSTAINABILITY STRATEGY .....	15
Group social and environmental objectives .....	15
How do we work? .....	16
Environmental Management System .....	17
Our sustainable guidelines for our activities .....	18
Social Commitment .....	21
Stakeholders' engagement .....	22
A collective ambition to obtain certifications .....	23
GROUP PERFORMANCE .....	24
Biodiversity conservation .....	24
Minimizing the impact of our activities on the environment .....	26
Use of renewable energy .....	27
Workers' safety .....	29
Workers' wellbeing .....	31
Community relations .....	32
Research and development .....	34
Deroose Plants .....	35

# CONTENTS





# ABOUT THE REPORT

This report is in line with the Siat Corporate Social Responsibility Policy and Environmental Commitment of management.

For this third edition, the group wants to share its commitments and results in terms of sustainable development.

The Sustainability department is in its fourth year of existence. Despite this short existence, a lot of work has already been done, proof being the RSPO Principles and Criteria and FSSC 22000 certificates obtained by GOPDC and the ISO 14001 certificate obtained by Siat GABON for its Mitzi factory. This confirms the willingness and engagement of the Siat group to run its operations in a sustainable manner. GOPDC is in 2016 the only company fully RSPO certified in Africa, NPP, P&C, SCCS and the first one to sell certified products from Africa.

The report is addressed to all Siat staff but also to Siat stakeholders and partners that have a direct or indirect interest in Siat's activities such as government agencies, civil society, private sector, investment agencies, research organizations and technical partners.

The report sources its data, pictures and information from the subsidiary companies, compiled and presented in this report by the Sustainability Department.

We value your comments and observations as source of improvement, so feel free to contact us at: [florent.robort@siat-group.com](mailto:florent.robort@siat-group.com).

Siat = nv Siat sa

Editor  
*Group Sustainability Department*

Validation committee  
*CEO / Group Chairman*  
*Managing Director Siat Group*  
*Deputy Managing Director Siat Group*  
*Group Chief Operating Officer*





# MESSAGE FROM THE CHAIRMAN



## Ladies and Gentlemen,

It is a great pleasure to present to you the activities of the calendar year 2016 of the SIAT Group.

Our overall strategy has not changed and we believe strongly in the potential future of our core businesses: oil palm and natural rubber. It must also be mentioned that the cattle operations are growing in importance.

The greatest change has been the breakthrough of our biotechnology activities of our subsidiary Deroose Plants (DRP) where we have quietly developed and perfected the cloning of oil palm, rubber and cocoa crops. Our first rubber clones have reached maturity at the age of 50 months and were opened for tapping.

The year 2016 overall was better as a result of the increase of the commodity prices in general which gave us the determination to plant and replant larger areas of oil palm and rubber plantations annually.

During the year under review we reduced in no small manner our carbon footprint thanks to the completion of our renewable energy policy. Indeed our bio-methane plants all operate satisfactorily on Palm Oil Mill Effluent (POME) while the first co-generation unit using old rubber wood was commissioned in Ivory Coast. The second co-generation unit will be soon operational in Gabon. These “green” investments will result in a saving of about 10 million liters of fuel annually on our plantations. It will not only help in

The know-how we have developed in Deroose Plants may change the future of tree crops in the tropical regions in terms of yield and product quality.

reducing our production costs of refined oils and natural rubber but also reduces our carbon footprint.

In Gabon, we disposed of our loss-making palm oil assets. As a result this decision put this subsidiary, and indeed the whole Group, at a stronger footing for the future.

Groupwise, we continued our planting/replanting programme with 3 582 ha of oil palm and 728 ha of rubber while our 2017 budgets provide for even more plantings.

As a result of our determined planting programme of the past five years, we are now compelled to expand our processing capacities in the years ahead. Adequate financial arrangements are at hand.

We continue to work hard on the sustainability of our operations. Our HSE department waxes in strength and does all that is required to comply with existing regulations and move forward in the right direction. We hope to be RSPO certified in Nigeria this 2017 while we obtained the renewal of the RSPO certification in Ghana. We also support actively the rubber initiative of SNR-I (Sustainable Natural Rubber Initiative of International Rubber Study Group).

As a matter of policy, of our total global land bank of approximately 250 000 ha, we reserve deliberately 30% as biodiversity areas.

We have also set aside HCV areas and biodiversity corridors which we actively protect in order to preserve them for future generations.

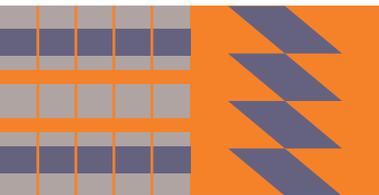
Taking into account the increasing population pressure on land, we have it as our duty to increase yields if we want to preserve our forests and its biodiversity.

I wish to explicitly thank all our managers, staff and workers for the great efforts and understanding they all displayed to take our Group successfully through the recession of 2013-2016. In spite of all odds we maintained our vessel on course and implemented our long term strategy of area expansion. We grew impressively and thanks to the help and the joint effort of our technical partners (CIRAD, PalmElit, ULG, Proforest, TERE, Foremost...) we will reap the fruits of the efforts in the years ahead.

I also owe our shareholders a special word of thanks for their patience, understanding and support. We enjoy the multicultural environment in which we operate on four continents of the globe and support the efforts of all their governments and leaders to move their people forward.

Thank you.

Pierre VANDEBEECK  
*Chairman and CEO Siat*



# MANAGEMENT COMMITMENT

**OUR POLICIES** Beyond the code of business conduct, each local management has taken a number of commitments and specific policies. These policies are available on bulletin boards, distributed to local populations and stakeholders and broadcast on the website. They are verbally explained and translated into local languages for better understanding.

Example of available policies:

## **GOVERNANCE**

- Social investment plan - Siat Group
- Conflict of Interest Declaration
- Declaration of Relatives
- Siat Environment Charter
- Siat Internal Social Charter
- Siat Health Safety and Environmental Charter
- Siat Corporate Governance Guidelines
- Code of Business Conduct

## **ENVIRONMENTAL AND HEALTH**

- Environmental Policy
- Occupational Health and Safety Policy
- Halal Policy
- Legal Compliance Policy Memo
- Transport Policy

## **SOCIAL**

- Human Rights Policy
- Child Labor Policy
- Communication Policy
- Equal Opportunity Policy
- Grievance Handling
- Freedom of Association
- Pregnant and Breastfeeding Mothers
- Recruitment Policy
- Sexual Harassment
- Social Responsibility Policy

## **OTHER**

- FFB Pricing Policy
- Rubber Pricing Policy
- Food Safety Policy



# KEY EVENTS 2016



Ghana Oil Palm Development Company, is the **first fully RSPO certified company** able to produce and trade certified products in Africa.

RSPO certificates for GOPDC: Principles & Criteria and Supply Chain Certification Systems.

Launch of one **cogeneration** plant with steam turbine in order to improve energy self-sufficiency of CHC in Ivory Coast. Construction of another cogeneration plant to be inaugurated next year in Gabon.



Siat Nigeria Limited used **96% of renewable energy**.

Carbon dioxide emissions reduced and **10 million liters of fossil fuel saved every year**.

Saved the operating and replacement cost of 8 MW of diesel generators.

**3582 ha of oil palm** and **728 ha of rubber trees** planted in 2016.

Presco achieved the first RSPO New Planting Procedure version 2015 for the group.



# KEY FIGURES 2016



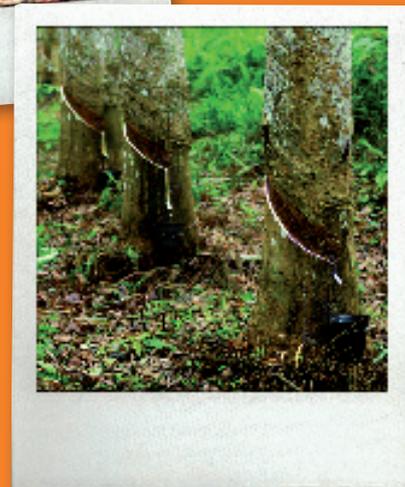
**16 500** workers of which **26%** female workers (17% in 2014). Around **524 000** euros for external **social activities**, construction work, electrification, donations for surrounding communities, etc.  
**23 schools**, more than **200 teachers**.

Siat Group **1 98 875 400** euros Turnover,  
**5 068 900** net profit, **1 911 300 000** equity.

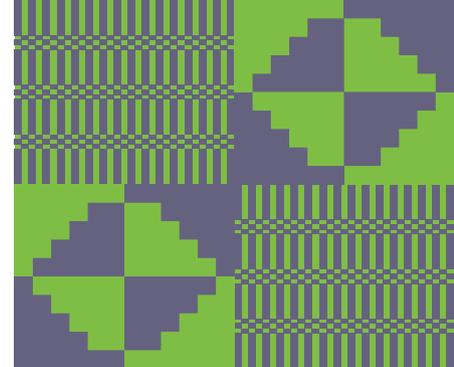
**3 mills, 2 refineries, 3 rubber factories.** **84 300** tons of CPO produced  
**48 700** tons of dry rubber produced  
**5 300** heads of cattle.

**63 000 ha** total planted area **23 100 ha rubber** plantation **39 900 ha oil palm** plantation. **5 700 ha** of forest and **biodiversity** plots with conservation programs. Four studies on **high conservation value areas** in 2016 (biological, ecological, social and cultural values which are considered significant).

Recognized brands: **King's** (Ghana), **Cuisin'or** (Nigeria).



# PRESENTATION OF THE SIAT GROUP



Siat, “**Société d’Investissement pour l’Agriculture Tropicale**”, is an agro-industrial group specialized in the establishment and management of industrial as well as smallholders’ plantations and allied processing and downstream industries. The main focus remains on oil palm and rubber; while cattle ranching is also a part of our activities.

Siat’s head office is located in Brussels. Siat is active in:

		% ownership by Siat Belgium
Cambodia	Siat Cambodia	100 %
Gabon	Siat Gabon	99 %
Ghana	GOPDC	100 %
Ivory Coast	CHC	100 %
	CHP	100 %
Nigeria	Presco Plc	60 %
	SNL	100 %

Our vision is to acquire controlling stakes in tropical agro-industrial concerns and manage them in a sustainable and profitable manner.

The Company has acquired a stake of 82% in the share capital of Deroose Plants and thus expands its operational activities to the USA and China. The rationale of this investment for Siat is to support the Research & Development program for rubber, oil palm and cocoa clones of Deroose.

Siat seeks majority equity participation in the capital of private agro-industrial companies and the company’s main activities are fourfold:

- invest in the equity of agro-industrial companies;
- manage the agro-industrial complexes in which Siat has an equity interest;
- provide engineering services;
- provide logistical support to its subsidiaries.

# PRESENCE WORLDWIDE



## NV Siat SA

### Shareholding Structure

Fimave nv	51,73%	G.Vandersmissen	0,76%
GMG Global Ltd	35,00%	E. Mansholt	0,66%
Wienco Holding NL	11,58%	A.Van Damme	0,27%



## GOPDC - Ghana

Palm Plantation: 7,832 ha  
28,712 t CPO  
2,557 t PKO  
Refinery Fractionation: 30,000 t  
Rubber Plantation: 678 ha



## Deroose Plants - Belgium

Bromeliads & Rubber in vitro  
China, USA, Belgium



## CHP - Ivory Coast

Rubber Plantation: 1,418 ha  
Concession: 5,600 ha



## CHC - Ivory Coast Rubber

Rubber Plantation: 5,258 ha  
32,109 t Dry Rubber



## Siat Cambodia

Rubber Plantation: 3,098 ha  
Concession: 10,199 ha



## Presco Plc - Nigeria

Palm Plantation: 16,812 ha  
35,555 t CPO  
3,039 t PKO  
Refinery Fractionation:  
35,000 t



## SNL - Nigeria

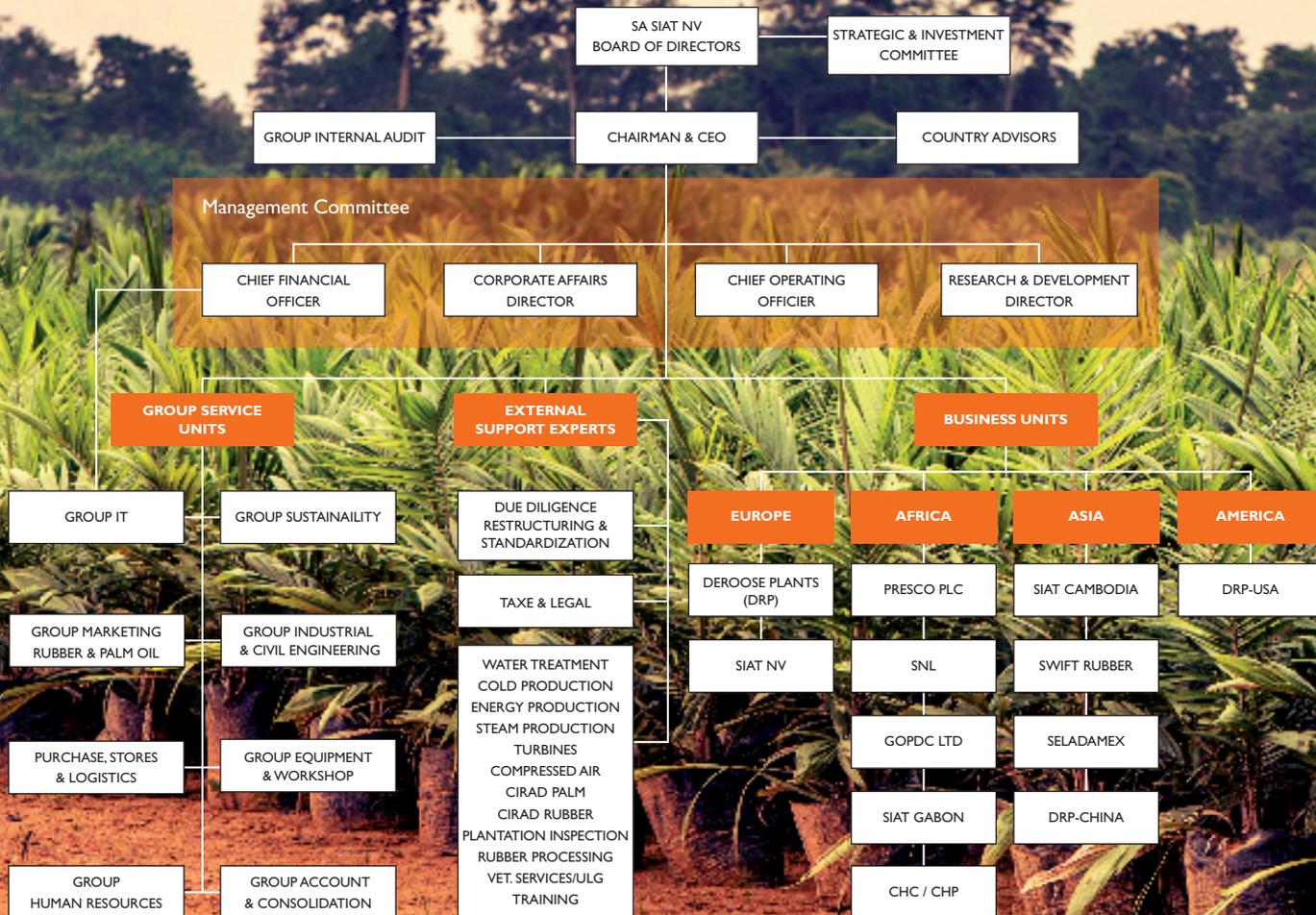
Palm Plantation: 15,233 ha  
20,102 t CPO  
3,623 t PKO



## Siat Gabon

Rubber Plantation: 12,664 ha  
16,625 t Dry Rubber  
Ranch: 100,000 ha  
5,300 Heads

# ORGANIZATIONAL CHART





# PEOPLE AT THE HEART OF OUR BUSINESS

Like all agricultural enterprises Siat is a major employer of labor. In some countries Siat is the largest direct private employer. In addition, the group sustains private farmers and their families by purchasing their produce (e.g. smallholders and out-growers). For 2016, the number of employees per subsidiary is as follows (based on Man-days):

	Manager	Senior	Junior	Contractor	Total	% Permanent	% Female
CHC - Ivory Coast	22	76	387	1 640	2 125	23 %	28 %
CHP - Ivory Coast	5	11	32	711	759	6 %	47 %
GOPDC - Ghana	23	65	418	1 765	2 271	22 %	35 %
Presco Plc. - Nigeria	29	95	333	4 228	4 685	10 %	22 %
SNL - Nigeria	20	70	307	2 910	3 307	12 %	16 %
Siat Gabon	52	124	88	2 401	2 665	10 %	24 %
Siat Cambodia	5	7	182	516	710	27 %	50 %
<b>Total</b>	<b>156</b>	<b>448</b>	<b>1 747</b>	<b>14 171</b>	<b>16 522</b>	<b>14 %</b>	<b>26 %</b>



The proportion of female employees increased from 17% to 25% between 2014 and 2015 and up to 26% in 2016.

Siat applies the following policies: equal opportunities and preservation of jobs for pregnant and breastfeeding women.



# GROUP SUSTAINABILITY STRATEGY

As a major actor in the oil palm, rubber and cattle ranching industry in Africa, Siat is aware of the impact of its activities on the people and on the environment. Siat has understood the importance of guiding all its activities towards a sustainable approach, respecting environmental and social values and quality. Producing quality products, respectful of the environment and of our customers' expectations and consumer safety, is also a guarantee of sustainability.

Therefore, Siat has committed to fulfilling the following Sustainability objectives which are clearly indicated in our environmental and social policies:

- **Respect legal and national regulations**, regulating all activities ranging from production, to processing and marketing of Siat's products,
- **Respect the high conservation value areas** by preserving areas of interest to the population, protecting endangered fauna and flora and preserving watercourses within the plantations,
- **Minimize the impact of industrial activities on the environment**, through the enforcement of strict procedures on waste management and on the use of hydrocarbons and chemicals,
- **Minimize the use of fossil energy** by recycling industrial

## GROUP SOCIAL AND ENVIRONMENTAL OBJECTIVES

waste into ecological energy supply and reducing production of waste on industrial sites,

- **Protect Siat's employees** by minimizing occupational risks, providing them with adequate personal protective equipment and health coverage,
- **Provide a fulfilling work environment**, with possibilities for personal and professional development and access to training,
- **Encourage the research and development sector** with key partners through research organizations in Siat's sectors of activity,
- **Respect and take into account the needs of local communities** through the implementation of development initiatives such as job creation, voluntary-based social projects, support for schooling, support for local farmers...,
- **Certify Siat's oil palm activities in accordance with the RSPO** (Roundtable for Sustainable Palm Oil) standard, an industry-specific standard for oil palm plantations which focuses on environmental and social aspects,
- **Certify Siat's oil palm mills with FSSC 22000** (Food Safety System Certification recognized by the Global Food Safety Initiative) to assure our customers that we produce oil using a robust Food Safety Management System,
- **Certify Siat's rubber activities in accordance with relevant standards, ISO 14001, ISO 9001** to integrate all our activities under the same principles of good practices and continuous improvement,
- **Improve Siat's level of performance** and ensure regular monitoring of Siat's activities through periodical internal and external audits.

# HOW DO WE WORK?



To reach these objectives, a Sustainability Department was created in September 2013 at group level, with the objective of applying the Siat Group Environmental and Social policy and ensuring that Siat Subsidiary companies operate in conformity with the environmental, social and legal requirements.

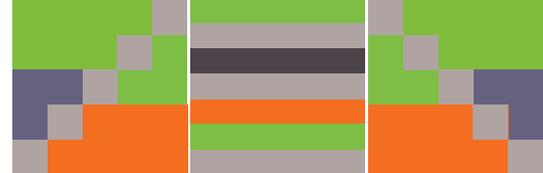
The Sustainability Department was staffed with qualified and motivated team members present on each site and ensuring that the Group sustainability strategy is applied at subsidiary level.

Now more than 16 people are involved full time in the HSE department with in addition: analysts involved in the quality department through our 8 laboratories, the HSE relays in different services, eco-guards and the many engineering students who find at Siat a stepping stone to future occupations.

To date, the organogram of the Sustainability Department is as follows:

Holding	GROUP SUSTAINABILITY MANAGER											
Subsidiaries	CAMBODIA		GABON					GHANA	NIGERIA		IVORY COAST	
	Saladamex and Ample Focus	Swift	Zile	Kango	Mitzic	Bitam	Nyanga Ranch	GOPDC Kwae & Okumaning	Presco	SNL	CHC	CHP
Health, safety and environment	To be defined		HSE Manager					HSE Manager	HSE Manager		HSE Manager	
	HSE Relay	HSE Relay	HSE Officer	HSE Officer	HSE Officer	HSE Officer	HSE Relay	HSE Officer	HSE Supervisor		HSE Relay	HSE Relay
Relation with communities	Community Relations Officer	To be defined	Sociologist South Region		Sociologist North Region		NA	Community Relations Officer	Sociologist	Community Relations Officer	To be defined	

# EMS SIAT GROUP'S ENVIRONMENTAL MANAGEMENT SYSTEM



EMS is based on general legal and certification principles (Environmental regulations; Roundtable on Sustainable Palm Oil Principles and Criteria; RSPO Supply Chain; Sustainable Natural Rubber Initiative; ISO 14001; Free Prior and Informed Consent...). These standards help us to develop internal tools and procedures.

Our methodology consists of a) planning our activities based on our objectives, on comprehensive impact assessments and legal framework; b) implementing our action plan on the ground through application of our procedures, trainings etc.; c) checking if what we planned is actually implemented and finally; d) adjusting if necessary based on results and indicators. This scheme progressively leads all of our activities towards continuous improvement. Examples of objectives for different activities:

## TRANSPARENCY

- Commitment of management
- Communication with stakeholders procedure
- Code of business conduct

## REGULATORY MONITORING

- Compliance with all applicable local, national and ratified international laws and regulations
- FPIC, Free, Prior and Informed Consent of land users
- Work with local environmental authorities

## GOOD AGRICULTURAL PRACTICES

- Procedure to mitigate the impacts of agriculture

- Effluent and water consumption management
- Environmental and Social Impact assessment for all activities

## INTEGRATED FARMING

- Pest management monitoring and reduction of use of pesticides and herbicides
- Establishment of buffer zones and Bio Diversity Plots (BDP) in the concession and Conservation areas around the concession

## PLANNING (PLAN, DO, CHECK, ACT)

- Application of principles of Deming's cycle

## HACCP HAZARD ANALYSIS CRITICAL CONTROL POINT

- Identification and control of safety risks

## INTERNAL AND THIRD PARTY AUDIT

- Auto control and control by third party and customers

## CONTINUOUS IMPROVEMENT

- Periodical review of our commitments, policies and procedures

## LONG TERM COMMITMENT

- Business plan for more than 5 years
- Strategic investment in factory improvement

# OUR SUSTAINABLE GUIDELINES FOR OUR CURRENT ACTIVITIES

## SIAT SUSTAINABILITY PROCEDURES

The Siat Group has developed its own sustainability procedures adapted to its 4 sectors of activity and adjusted to each subsidiary. Procedures describe best practices in order to limit the negative impacts of our activities on the environment, offer a good and safe working environment and maintain good relations with local communities.

## THE ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) CERTIFICATION

RSPO is a global, multi-stakeholder initiative on sustainable palm oil. Members and participants in its activities come from many countries that produce or use palm oil and from many different backgrounds that include environmental NGOs, banks and investors, growers, processors, manufacturers and retailers of palm oil

- 
1. Commitment to transparency
  2. Compliance with applicable laws and regulations
  3. Commitment to long-term economic and financial viability
  4. Use of appropriate best practices by growers and millers
  5. Environmental responsibility and conservation of natural resources and biodiversity
  6. Responsible consideration of employees, and of individuals and communities affected by activities
  7. Responsible development of new plantings
  8. Commitment to continuous improvement in key areas of activity

*(For more information, visit RSPO website, [www.rspo.org](http://www.rspo.org))*

products and social NGOs. The principal objective of the RSPO is “to promote the growth and use of sustainable palm oil through co-operation within the supply chain and open dialogue between its stakeholders.”

100 % of oil palm activities of Siat are engaged towards RSPO certification. The Siat Group has been working in close collaboration with PROFOREST and other international NGOs and environment and social consultants since 2012 to prepare its compliancy with the RSPO standard.

RSPO members have developed a certification standard based on the following 8 principles and criteria that form the performance indicators for RSPO Certification:



## SIAT NEW PLANTING PROCEDURE

The development of any new land involves several steps to ensure there will be no conflicts with neighbouring populations and the impact on the environment will be controlled.

Our approach is based on the RSPO New Planting Procedure.

### Planning of the planting

Obtain all legal documents related to the project and the environmental laws.

### Free Prior Informed Consent (FPIC)

FPIC is the principle under which a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy or otherwise use. FPIC, for years advanced by FPP, is now a key principle in international law and jurisprudence related to indigenous peoples.

FPIC implies informed negotiations between the company and the community prior to the development and establishment of oil palm plantations. The communities should have the right to decide whether they agree with the project or not. And this decision can only be made by them once they have a full and accurate understanding of the implications of the project on themselves and on their customary land.

Participatory maps are made together with the communities and validated by them. If customary use of the land overlaps the use of the land projected by the company, the company then starts negotiating with the communities for these specific areas. This process usually leads to some compensation.

### Approved Environmental and Social Impact Assessment

For any new land acquisition and prior to any land conversion, Siat Group proceeds to an environmental and social impact assessment done by an accredited body and verified by the Authority in charge to be able to obtain a legal environmental permit for our operations.

### Green House Gas Assessment

In order to limit its impact on the emission of greenhouse gases and through the requirements of the RSPO, Siat is engaged in a systematic calculation of the GHG Emissions.

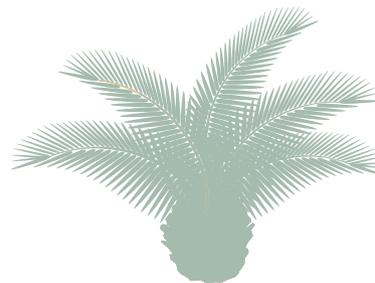
This assessment is accompanied by the establishment of a mitigation plan and monitoring changes over time.

Through investments in the biogas and cogeneration, Siat contributes greatly to reducing its consumption of fossil fuels.

### Carbon stock assessment and Land Use Cover Change Analyses

Before planting we evaluate each field planting stock to estimate the carbon content of above and below the ground.

This ensures not to plant on land with high carbon stock. It also implies that the replacement of existing plant cover will be offset by the carbon capture of our young palms.



## HCV High Conservation Value Assessment

High conservation value areas are areas, which have an especially high ecological or social value. In other words, HCV areas are more valuable in terms of biodiversity values, ecological values and importance for local people. HCV areas are classified according to their level of protection, see table below.

High Conservation Value Assessment consists of identifying such areas prior to any land conversion and proposing conservation and monitoring strategies for identified areas.

## New Planting Report and public notification

For oil palm plantations and according to RSPO standards, based on the various studies and assessment reports, Siat collate a NPP report following a standard reporting format. There are three main components in the NPP report: summary of assessment reports (SEIA, HCV, soil and topography, LUC, GHG), summary of management plans and NPP notification statement. Documents are verified and approved by an accredited RSPO certification body.

---

**HCV 1. Species diversity** - Globally, regionally or nationally significant concentrations of biodiversity values

- HCV 1.1 Protected Areas
- HCV 1.2 Threatened and endangered species
- HCV 1.3 Endemic species
- HCV 1.4 Critical temporal use globally,

**HCV 2. Landscape-level ecosystems and mosaics** - Regionally or nationally significant

**HCV 3. Ecosystems and habitats** - Areas that are in or contain rare, threatened or endangered ecosystems

**HCV 4. Critical ecosystem services** - Areas that provide basic services of nature in critical situations

- HCV 4.1 Forests critical to water catchments
- HCV 4.2 Forests critical to erosion control
- HCV 4.3 Forests providing barriers to destructive fire

**HCV 5. Community needs** - Areas fundamental to meeting basic needs of local communities

**HCV 6. Cultural values** - Areas critical to local communities' traditional cultural identity

(For more information, visit HCV resource network, [www.hcvnetwork.org](http://www.hcvnetwork.org))

---

## ISO 14001

Application of principles of assessment and risk mitigation. ISO 14001 sets out the criteria for an environmental management system. By using ISO 14001 Siat can provide assurance to company management and employees as well as external stakeholders that environmental impact is being measured and improved.

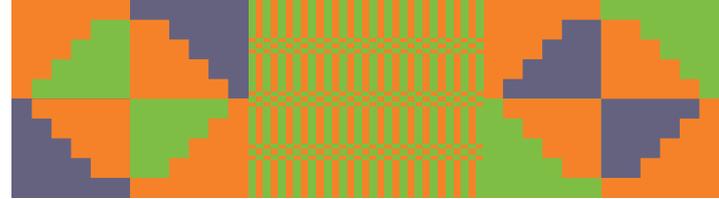
(For more information visit ISO website, [www.iso.org](http://www.iso.org))

## HACCP, FSSC 22000 AND ISO 9001

By using those standards and being certified Siat demonstrates it has started to put in place a robust Quality and Food Safety system. ISO 9001 is a commitment to listen and respond to the expectations of our customers. FSSC 22000 is fully recognized by the Global Food Safety Initiative (GFSI). HACCP is the baseline assessment to identify critical points in our production flows.

(For more information visit FSSC website, [www.fssc22000.com](http://www.fssc22000.com))

# SOCIAL COMMITMENT



## CODE OF CONDUCT WITH OUR EMPLOYEES: SIAT INTERNAL SOCIAL CHARTER

For a favorable and fulfilling work environment, Siat issues a code of conduct with values oriented towards the respect and the integrity of people.

### Consequently, Siat commits to:

- Ensure that the recruiting process is done objectively with no discrimination of any nature such as, and not limited to, religion, gender, ethnical background or physical appearance of the candidate;
- Promote career development by encouraging internal promotion;
- Enhance staff's capabilities through suitable training programs;
- Encourage and facilitate workers union;
- Ensure satisfying living conditions for all workers and families by providing acceptable housing with access to electricity and water;
- Provide regular medical check-ups for the staff and ensure that they and their families have access to proper medical care;
- Facilitate access to healthy food, where necessary;
- Ensure that transport of workers is done in suitable and safe vehicles;

- Do the necessary to minimize occupational risks on all industrial sites;
- Respect the rights and obligations of women during the maternity period with regard to maternity leave and breast feeding.

### Each staff member commits to:

- Respect Siat Policies e.g.: environmental, social, child labor, equal opportunity, human right, sexual harassment etc.
- Respect Siat code of business conduct e.g.: conflict of interests, fair dealing, compliance with law, etc.
- Comply with all the recommendations concerning health, safety, and environmental issues;
- Not to access his/her workplace under the influence of alcohol and not to introduce illicit substances or alcohol within the company premises;
- Not to exercise moral or physical pressure (threats, violence, insults, sexual harassment...) on the staff;
- Not to use company property for personal purposes, without the authorization of the employer;
- Not to hunt or transport protected animal species within Siat's concessions;
- Not to incite, through meetings, conversations, petitions etc. troubles and disorder within Siat's concessions;
- If pregnant or breastfeeding, workers commit not to accept any work position exposing her to hazardous chemical products.

---

*Siat commitment to transparency documents like corporate governance guidelines, Environmental Charter, Code of conduct, Policies, etc. are available on Siat and subsidiaries' websites.*

*(For more information visit [www.siat-group.com](http://www.siat-group.com))*

# STAKEHOLDERS' ENGAGEMENT



Siat understands that Stakeholders contribute to the growth of the company and therefore wishes to maintain a harmonious and a win-win relationship with all stakeholders the company is engaged with.

Interactions and interests are as various as stakeholders are. The table below summarizes stakeholders Siat deals with, their interest and Siat's engagement towards them:

KEY STAKEHOLDERS	STAKE		INTERACTIONS
	SIAT > STAKEHOLDER	STAKEHOLDER > SIAT	
Government	Responsible growth of the country	Administrative and legal support	Communication, seminars, audits, reports
Employees	Good working and living conditions	Harmonious relationship and productivity	Unions, HSE policy, Internal Social Charter, grievance mechanism
Local Communities	Benefit from the spinoff of the activities of the company	Harmonious relationship	Regular meetings, grievance mechanism, social investment fund, FPIC
Investors	Investing in a sustainable way	Financial support	Communication, regular audits, reports
Clients	Sustainability and satisfaction	Sustainable and profitable partners	Audits, communication, meetings
Business partners	Sustainability and profit	Sustainable technical support	Communication, meetings
Civil society	Responsible practices	Support	Communication, seminars, workshops
Universities and research organizations	Research opportunities	Development of new technologies and improving practices	Field research, internship

# A COLLECTIVE AMBITION TO OBTAIN CERTIFICATIONS

To test the veracity of its commitment Siat submits its sustainable system to the control of independent certification bodies. The following certificates have been obtained or are under achievement:

## RSPO CERTIFICATION P&C

In March 2015, GOPDC in Ghana received the first RSPO certificate of the group delivered by TÜV Rheinland Indonesia. The second surveillance audit in January 2017 has confirmed the proper functioning of the system. The certification of the RSPO Supply Chain (refinery) beginning of 2016, allows GOPDC to sell RSPO certified products.

The certification body New Planting verification, through RSPO requirement confirms that there are no deforestation or damage to important social sites while planting new fields.



## ISO 14001 CERTIFICATION

Siat Group has chosen to certify its rubber processing facilities under 14001 certification. In September 2015 Siat Gabon Mitzi received the first ISO 14001 certificate of the group.

This environmental management standard specifies a set of environmental management requirements which demonstrate Siat's commitment towards continuous improvement in its environmental performance.

## FSSC 22000 CERTIFICATION

In October 2015 GOPDC obtained its FSSC 22000 certificate and the surveillance audit carried out in August 2016 was a success. Siat is committed to certification of all its palm oil factories with the FSSC 22000 standard.

FSSC certification is based on ISO standards as ISO 22000 sets out the requirements for a food safety management system. It maps out what an organization needs to do to demonstrate its ability to control food safety hazards in order to ensure that food is safe.

## ISO 9001 CERTIFICATION

Siat is committed to certification of its rubber factories within the ISO 9001 standard. ISO 9001 is a quality management standard that provides guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved.



# GROUP PERFORMANCE

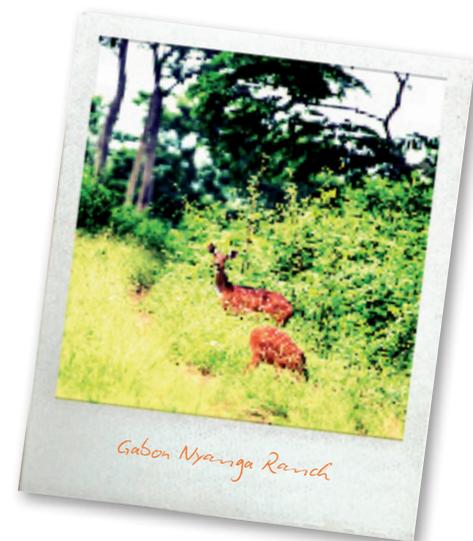


## BIODIVERSITY CONSERVATION

Biodiversity conservation is one of the priorities for Siat especially when it comes to converting new land into plantation. Several initiatives are undertaken by the group prior to land conversion (see also Siat new land acquisition procedure):

Environmental Impact Assessment and High Conservation Value Assessment are done by an accredited third party before any new planting establishment. Eventual recommendations to set aside areas that have been identified as high conservation values are immediately taken into account inside the plantation management plan and marked on the plantation map.

Slopes, swamps, wetlands and buffer zones around rivers are also set aside for conservation purposes. Poaching is also prohibited within Siat concessions to preserve



wildlife; sensitization of the population through bill boards or talks regularly take place. With this policy Siat ensures the presence of reservoirs for native fauna and flora and undisturbed flows of streams.

	TOTAL	GABON	NIGERIA		GHANA	IVORY COAST		CAMBODIA
		SIAT GABON	PRESCO	SNL	GOPDC	CHC	CHP	SIAT CAMBODIA
Land Bank	239 786 ha	148 425 ha	36 703 h	17 333 ha	14 026 ha	7 700 ha	5 400 ha	10 199 ha
Area planted Oil Palm	39 877 ha	na	16 812 ha	15 233 ha	7 832 ha	na	na	na
Area planted Rubber	23 116 ha	12 664 ha	na	na	678 ha	5 258 ha	1 418 ha	3 098 ha
Area in Conservation	5 737 ha	33 ha	4 081 ha	220 ha	824 ha	500 ha	58 ha	21 ha
% in Conservation (vs plantation)	9 %	0 %	24 %	1 %	10 %	10 %	4 %	1 %

### Focus on PRESCO: the “Green Ologbo” project

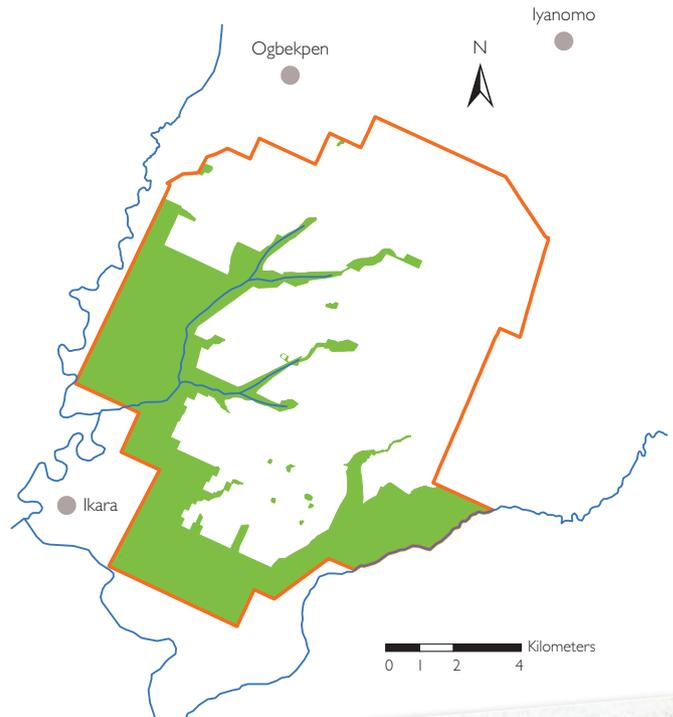
Within the 13 827 hectares of the Ologbo concession, more than 4 000 hectares of forest are set aside and preserved from deforestation with the objective to protect the biodiversity. In this conservation area, a team of eco-guards trained in Okumu National Park is patrolling daily, monitoring the area and aiming at diminishing the quantity of hunting, logging and farming inside this conservation area.

In addition to these patrols, ecological surveys of all kinds (primate, butterfly, entomological, bird, etc.) are undertaken. As forests are also important for neighboring populations and in order to preserve their rights of use, communication with local communities is engaged on a continuous basis. Social impact studies and action plans are designed to promote local development.

### Focus on GOPDC: respect biodiversity within GOPDC plantation

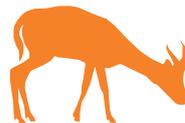
GOPDC is considering the topography of the landscape for its new planting program. Therefore diversification is executed as follows: oil palm and rubber are planted in lowland areas preferably in gentle slopes and gravelly soil. Areas with stagnant water, river buffer zones, steep slopes or areas with trees with native or economical values are preserved and enriched for conservation purposes in order to maintain undisturbed reservoirs and corridors within the plantations. On both estates in which approximately 7000 hectares are established with oil palm and rubber, 48 biodiversity plots are preserved representing 284 hectares, and an additional 515 hectares serve as river buffer zones, shrines and rivers with high socio cultural importance are also preserved.

### Nigeria Presco Ologbo conservation area



#### Legend

- Community
- Rivers
- ▭ Ologbo concession
- ▭ HCV areas



## MINIMIZING THE IMPACT OF OUR ACTIVITIES ON THE ENVIRONMENT

Siatic is conscious that all its activities ranging from soil preparation, to the processing of oil and the final delivery to customers have an impact on the environment.

Our Environmental Management System makes sure that all negative impacts on the environment have been identified through internal or external assessments. Measures to limit these negative impacts are integrated into our action plan and implemented via strict procedures, and that these results are regularly monitored and measured with specific indicators.

Siatic is focusing its efforts particularly in hydrocarbon and chemical management to avoid overutilization and contamination of the soil. Treatment of effluent and waste management is also a priority through the elimination of dangerous waste via accredited structures and through the recycling of waste products such as shells, fibers and Empty Fruit Bunches by feeding them into boilers to run generators and turbines.

During soil preparation activities, the topography of the landscape is taken into account and no deforestation occurs on steep slopes to prevent soil erosion. Efforts are made to preserve water sources: buffer zones around rivers and areas with stagnant water are preserved from deforestation and chemical application in order to maintain ground water quality; nurseries are irrigated by drip irrigation systems to reduce water consumption.

## Focus on SIAT Gabon: waste management strategy

Siatic Gabon aims to apply a strict waste management plan in all its industrial sites. Biodegradable waste is buried in a legally authorized dump site. Period, volume and type of waste buried are carefully recorded in a log book.

Other types of waste such as used batteries, metals and plastic are stored separately before being evacuated through an accredited structure. Waste classified as dangerous waste (such as used filters and used oil) are also evacuated by a State accredited structure. Vegetal waste are recycled and burned in boilers for energy production.

Regular sensitization takes place at the workers' housing, and in schools to create awareness people on waste management. Rewards are also regularly distributed to promote cleanliness in workers' housing.



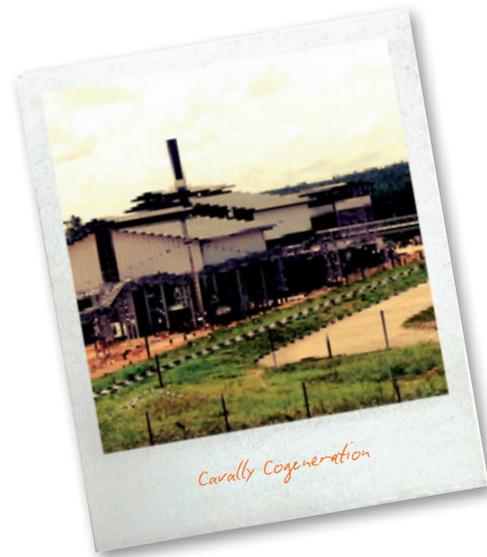
## USE OF RENEWABLE ENERGY

The Siat Group has decided to promote the use of renewable energy as an alternative to fossil energy: operating in rural areas where access to state supplied energy is not possible, the Siat Group still heavily relies on fossil energy to run its operations. For financial reasons and as part of the environmental strategy, Siat has developed an ambitious program of renewable energy.

For the oil palm subsidiaries, in addition to the use of steam boilers and steam turbines that run on solid waste, the group invested in a biogas factory that treats effluent in a bio digester pond to produce methane gaz.

With regard to the rubber sector, the rubber subsidiaries are implementing cogeneration plants which consist of simultaneous production of electricity and heat through the combustion of wood fibers mainly issued from old rubber plantations that are progressively renewed and produce electricity and energy to dry the rubber.

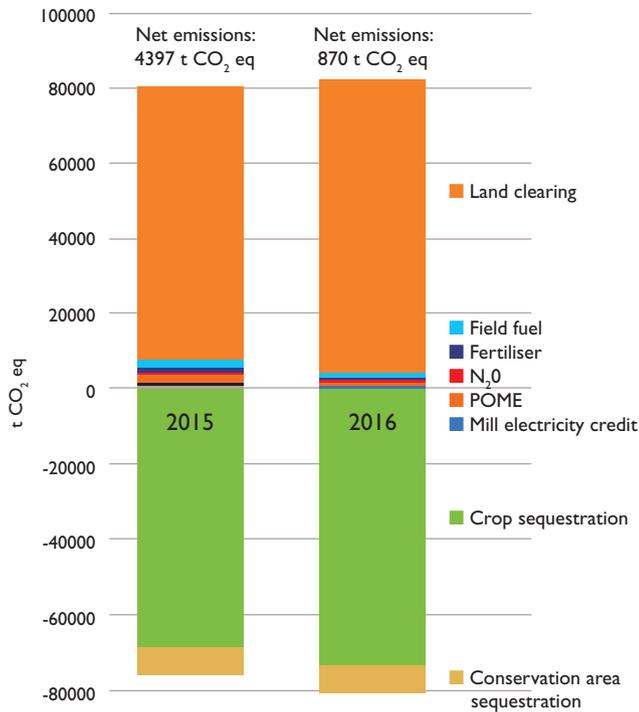
The projects already in operation, represent a total of **6 million liters** of fuel economy per year and generate 8 MW.



Savings in euros and liters of fuel per year, for industrial site, 2016	GABON	NIGERIA	GHANA	IVORY COAST
Oil palm mill: Biogas (in operation)		Obaretin 1 064 000 l 719 000 €	Kwae 1 726 000 l 1 534 000 €	
Rubber plantation: Cogeneration (in progress for 2017)	Mitziç 2 214 000 l 2 680 000 €			Cavally 1 200 000 l 1 044 300 €



## GOPDC Greenhouse Gas Emissions



### Focus on GOPDC: Treatment of Palm oil mill effluent (POME) and production of Biogas

To further improve on the quality of the Palm Oil Mill Effluent and to use the full capacity of the POME, Siat decided to install biogas units for the GOPDC palm oil mill. Construction of the anaerobic waste water treatment started in February 2013 and the project was completed in September 2014.

The objective is the production of energy to run the operations of the refinery (boilers) as well as the improvement on the quality of POME discharged into

the environment. Effluent from the mill is discharged through 2 sludge pits (total 20,000 m<sup>3</sup>) before being fed into a system of 3 stabilization effluent ponds arranged in series via an oil trap. The system withdraws sludge and silt material from the POME (Palm Oil Mill Effluent) and thus improves the quality of the effluent discharged. In addition to continuous internal control, an external laboratory takes samples and analyses of the effluent every month. Further plans are to use the sludge and treated effluent for irrigation in the plantation.

This biogas unit allows GOPDC to save 1 726 000 l of gasoil every year.

### Focus on GOPDC: Evaluation and mitigation of greenhouse gas emissions

GOPDC is committed to reducing its carbon footprint and has therefore started evaluating its greenhouse gas (GHG) emissions. These are calculated using the RSPO's PalmGHG tool. The results for 2016 are encouraging. Indeed, a net total of 870 t CO<sub>2</sub> eq were emitted, an improvement on 2015's result of 4397 t CO<sub>2</sub> eq emitted. The results show that the most important source of emissions is land clearing. However, these emissions are compensated by the carbon sequestered by the oil palms, as well as the conservation areas spread across the plantation. Fertiliser usage and fuel consumption on the plantation are also sources of emissions. At the mill, the palm oil mill effluent (POME) is the biggest source of emissions, although these emissions are already greatly decreased by the use of a biodigester to treat the POME and produce biogas for energy generation. The GOPDC mill continues to increase its usage of green energy, thereby decreasing its emissions linked to grid electricity usage.

To keep improving its results the company has developed and is implementing a greenhouse gas mitigation plan. The actions detailed in the plan will contribute to decreasing the overall emissions of GOPDC.

## WORKERS' SAFETY

In our type of activities, our workers can be exposed to occupational injuries of various severities. Our goal is to focus on prevention and avoid as much as possible work related injuries. In order to reach our goals Siat conducted an occupational risk evaluation for each of its sector of activities. This evaluation helped us to better understand the risk associated to each work position and the measures the company should undertake to reduce the risk to a minimum (need of training, protective equipment, enforce collective protective equipment etc.).

Therefore, Siat has enforced measures and procedures to limit fire risk by ensuring the presence of a fair number of firefighting equipment in sensitive areas. The company has also provided protective equipment adapted to each

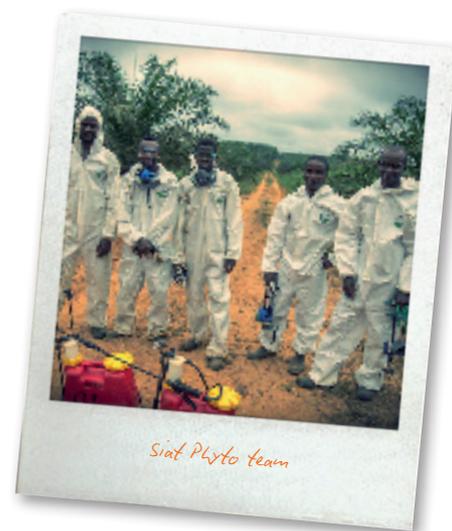
working position and has provided appropriate training and induction programs. In addition, safety exercises in case of emergency (fire and first aid) are organized on a regular basis. Emergency procedures are also put up in visible areas and are accessible to all workers.

Indicators used to assess the importance of occupational injuries are frequency of occurrence and seriousness. These 2 indicators are calculated as follows:

LTIF = (Number of Work injuries/Number of hours worked in a month) x 200 000 and

SIF = (Number off days related to work injuries/Number of hours worked in a month) x 1 000.

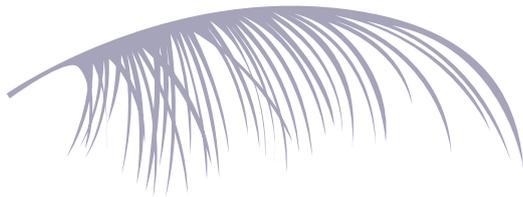
Country	Estate	Workers 2016	LTIF objectif < 15			SIF objectif < 0,10		
			2014	2015	2016	2014	2015	2016
GOPDC	Kwae, Okumaning	2 271	26,6	14,3	8,0	0,25	0,12	0,08
NIGERIA	Presco Plc	4 685	20,4	21,3	15,9	0,35	0,27	0,19
	SNL	3 307	13,6	23,0	16,2	0,03	0,24	0,16
SIAT GABON	Zile Ikembele	2 665	28,3	26,0	12,1	0,21	0,30	0,01
	Kango		11,1	10,7	9,1	0,28	0,22	0,01
	Mitzic		12,2	11,3	9,4	0,27	0,21	0,10
	Bitam		7,9	13,8	8,4	0,00	0,02	0,10
CI	CHP	2 125	nc	2,4	2,3	nc	0,07	0,07



## FOCUS ON SIAT GABON: NUMBER OF WORKERS TRAINED IN HSE FOR YEAR 2016

Every year, on a continuous process, Siat organizes training for workers of all its subsidiaries. A mandatory training plan is set-up and respected for every department. Below are examples of thematic trainings:

THEMATIC	Number of trained workers
WASTE MANAGEMENT	54
MANAGEMENT OF OIL	49
PPE	60
CHEMICAL HANDLING	75
ENVIRONMENTAL SYSTEM ISO 14 001	286
NON-COMPLIANCE ISO 14 001	16
INTERNAL AUDITOR ISO 14 001	11
FIRE (Firefighting, emergency drill)	190
ACCIDENT REPORT	67
EMERGENCY RESPONSE	36
SUB-CONTRACTOR COMMITMENT	12
TRAFFIC ACCIDENT	12
<b>Grand total for an average of 2 600 workers</b>	<b>868</b>

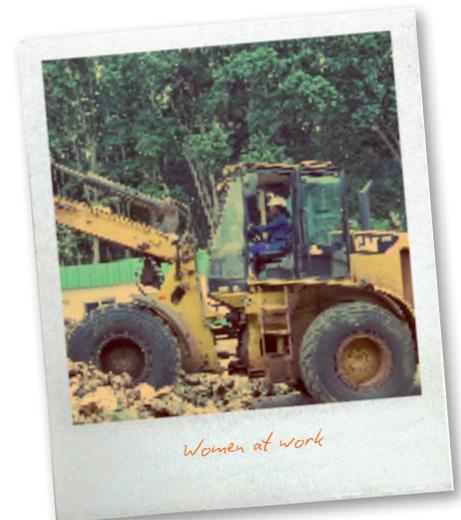


## FOCUS ON SIAT GABON: WOMEN AT WORK

Some professions were formerly reserved for men. This was the case of heavy duty machinery operators. Born in Oyem thirty years ago, a young woman, mother of two children, is the perfect illustration of woman empowerment. This woman unashamed of doing the work that normally men do.

Trained as a Caterpillar mechanic at Tractafric Casablanca (Morocco), Pulchérie Mimbou mi-Allogho works at the Mitzic factory as the operator of the 930 loader. She mixes and brings together the rubber harvested in the industrial and outgrower plantations. This Woleuntemoise urges her fellow female coworkers not to under or overestimate a profession, and simply invites them to embark on the train of woman empowerment.

As part of the same process, several changes in mentality have started taking place. Indeed, in the agricultural department women are starting to do the tapping of trees. In addition, we are also witnessing an increase in Gabonese tappers, a task that was previously exclusively carried out by foreigners.



## WORKERS' WELLBEING

Offering attractive working conditions for the workers is one of the priorities of the Siat Group. It starts with offering decent living conditions to our workers, access to water and electricity and good and accessible health facilities for themselves and their families. Each site has a clinic with a medical staff that is able to provide as a minimum, first aid care and medical screenings. The company has also medical logistic facilities that allow the transportation of injured persons to the closest hospitals.

In addition, Siat facilitates access to education for worker's children by building or rehabilitating primary schools nearby Siat concessions and by encouraging teachers to stay in remote areas.

During off time, workers and family have access to recreational activities through the access to sport fields and/or social gathering places. By supporting local markets, Siat also facilitates the supply of food and other goods that are normally less easily available in remote areas.

Finally, a fulfilling working environment is offered to each employee with possibilities of professional development and access to training courses.



## FOCUS ON GROUP HEALTH CENTERS

On all its subsidiaries Siat puts in place health centers.

	TOTAL	Gabon	Nigeria	Nigeria	Ghana	Ivory Coast	Cambodia
		SIAT GABON	PRESCO	SNL	GOPDC	CHC CHP	SIAT CAMBODIA
Number of clinics	20	11	3	2	1	1	2
Number of doctors	5	1	1	1	1	1	0
Number of nurses	49	17	13	6	6	4	3
Average consultations per month	4 546	460	1 507	790	1 159	280	350

## COMMUNITY RELATIONS

Proximity to the local population is one of the main characteristics of Siat's operations. Therefore it is crucial for Siat to maintain good relations with the neighboring communities and to consult them as much as possible when operational decisions might concern them directly.

The Siat Group has developed procedures related to community relations and has dedicated one person in each subsidiary to work especially on these issues. Procedures define the communication process between the communities and the company, the compensation process as well as the grievance mechanism.

During the land acquisition process or during activities related to the extension of plantation areas, negative impacts on the livelihood of the population might come to light. It is then crucial to identify with the people areas that are of socio-cultural and economical value to them and to either set aside these areas or compensate for their use, if the communities have granted their approval (Free Prior Informed Consent).

Also, in accordance with Siat's Corporate Social Responsibility Policy, the Siat Group sets up a social investment grant to contribute to the economic development of the areas located around Siat's concessions, through the support of voluntary-based community projects. As stated in Siat Social Investment Plan, each subsidiary is committed to allocate every year an amount of 0,5 % of turnover +0,5 % of Profit After Tax to contribute to the social investment grant and thus to finance voluntary-based socio-economical projects.

All projects where Siat engages are discussed and approved by the populations.

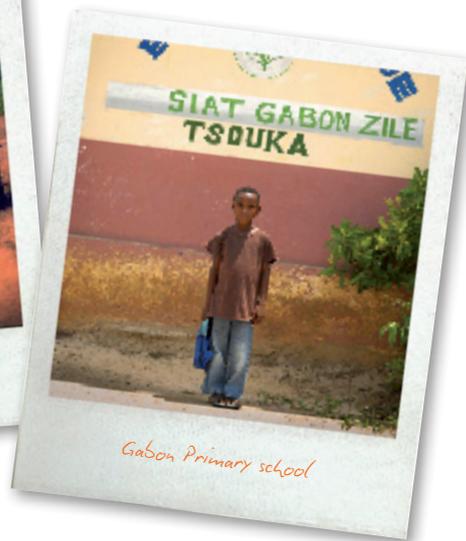
## FOCUS ON GOPDC: INAUGURATES 200 KW ELECTRIFICATION PROJECT AT ABOABO

A 200 kilowatt electricity generator to provide electricity for the people of Okumaning-Aboabo to improve the lives of the people living in the community has been inaugurated by GOPDC. The project is part of the company's corporate social responsibility with the aim of improving living standards for the majority of people in the company's operational area. The company has assisted in building schools, libraries, health facilities and maintaining roads to enhance the livelihood of the area in which it operates as well as neighboring townships. Other recent projects completed for the community include a six Unit Class Room Block with staff common room for the Anweam community. A housing block donated by the company was rehabilitated for use as Community Health Centre also for Anweam. A Modern Community Library for the Kusi community. A clinic and nurses' quarters for the Okumaning community.





*Cambodia market*



*Gabon Primary school*

In 2015 more than 1 000 000 euros have been spent for local communities' development projects. In 2016 the amount spent was around 523 000 euros. Which represent for the two years 108% of our social commitment.

Money spent on voluntary-based community projects for years 2014, 2015 and 2016 per subsidiary in euros compared to the social commitment to allocate an amount of 0,5 % of turnover + 0,5 % of Profit After Tax grant to finance voluntary-based socio-economical projects:

Euro equivalent		Gabon	Nigeria		Ghana	Ivory Coast		Cambodia
		SIAT GABON	PRESCO	SNL	GOPDC	CHC	CHP	SIAT CAMBODIA
2014	Voluntary based community project	37 000	113 000	133 000	2 363 000	69 000	310 000	45 000
	0,5% Turnover +0,5% net profit	2 454 420	2 393 745	686 431	611 012	1 939 326	na	na
2015	Voluntary based community project	109 454	218 000	479 000	195 000	215 300	na	107 000
	0,5% Turnover +0,5% net profit	143 226	304 000	112 000	1 154 000	229 000	na	na
2016	Voluntary based community project	24 949	37 096	9 714	131 825	290 698	na	13 957
	0,5% Turnover +0,5% net profit	-89 749	156 337	168 823	186 764	300 000	na	na

## RESEARCH AND DEVELOPMENT

The Siat Group has built strong partnerships with research and development entities in order to continuously improve the production practices while respecting the environment. **Cirad** is assisting the group in the rubber and oil palm sectors. Research cooperation is focusing mainly on the fields of yield improvement, integrated pest control and soil fertility management systems.

**Deroose plants** is focusing on the development of in vitro rubber trees in order to select the best clones adapted to growing environments.

**Université de Liège** is involved in research programs for genetical improvement for cattle industrial crossing, artificial insemination and cattle bacteriology and immunology under tropical environment.

Under the **Siat Academy program**, the Siat Group has also developed a capacity building program that trains young graduates to take responsible senior positions in plantations or factories.



## FOCUS ON PRESCO: RESEARCH AND DEVELOPMENT EFFORTS

Palm oil is the main source of vegetable oil and lipids worldwide. While the crop originated in Africa, many countries in the region are still importers of palm oil. The demand will continue to increase with demographic growth and economic development.

It becomes therefore essential to boost domestic production in a way that is both economically viable and environmentally sustainable.

To achieve this, research and development are key factors. Since the first trial was started in 2000 in collaboration with CIRAD, Presco and Siat have been continuously and increasingly committed to research in oil palm (soil and land preparation, planting density, use of organic waste to enhance soil fertility and production, genetic blocks). Currently there are over 600 ha and 300 people dedicated to field research and trials in Presco. Every year the research activities are increasing especially with the Genetic Block Project, a collaboration between Siat, PalmElit and INRAB. In addition, we have also initiated collaborations with national and international universities (UNIBen and UGent).

([www.ugent.be](http://www.ugent.be) ; [www.uniben.edu](http://www.uniben.edu) ; [www.cirad.fr](http://www.cirad.fr) ; [www.palmelit.com](http://www.palmelit.com) ; [www.inrab.org](http://www.inrab.org)).

## DEROOSE PLANTS

Deroose Plants, biotechnology subsidiary of the SIAT group, is a worldwide supplier of elite young plant material for the industrial, plantation and ornamental sectors. Deroose Plants is highly specialized in tissue culture plant propagation (in-vitro), while also propagating through cuttings (in-vivo). The company is located in Belgium, USA and China.

As a green biotechnology company, there is significant attention given to our people and the environment. More than 80% of our workers are women, and over 50% of the company management is female. More than 20 nationalities are continuously working together every day using four main languages, i.e. Dutch, English, Chinese, and Spanish.

In 2016 Deroose Plants signed an Intent statement for Safety, Health and Welfare at Work. We committed to distinguishing ourselves in this field and to strive towards our results (residual risks, accidents, work-related absenteeism, complaints...) being among the 25% best-performing companies within our sector. Initially we will be focusing on our site in Belgium and from the experience built we intend to extend this policy to China and USA at the end of 2017.

At our site in China we have been using gas instead of coal since October 2015, reducing our CO<sub>2</sub> emissions by 50%. In Apopka we installed solar panels and are able to return extra electricity produced; 20% of the energy consumed is renewable. The "Paperless Program" aims to reduce the use of paper in the company, by changing behaviors and speeding up the digitalization process of the company.



In the following years we will continue the implementation of our Safety, Health and Welfare policy in the different locations: renovation of the cooling system of our lab in Belgium, using a more energetic and sustainable one; renovation of our water basin in Belgium, improving the quality of our water; expansion of the use of biological pest control at our different sites.

([www.derooseplants.com](http://www.derooseplants.com))



SA SIAT NV BELGIUM

Romboutsstraat 6-8  
B-1932 Sint - Stevens - Woluwe

T +32 (0)2 718 38 88

F +32 (0)2 718 38 89

[www.siat-group.com](http://www.siat-group.com)



SdP@Hako © photos, Stephanie Fraisse, Florent Robert, Paul Hameed - Design: Christophe Arnaud



Printed on Cocoon SILK, 100% recycled paper