



SUSTAINABILITY  
REPORT  
2018



**Siat**  
Group

*African print* are among the oldest garments and ornaments. The fabrics are made of one piece and their coloured patterns are constantly renewed. They bear names and their decorations sometimes have a symbolic meaning. Coming from tradition and expressing a vibrant culture, they inspire contemporary creations. Here they illustrate the Siat Group's presence and commitment in Africa.

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*The logos of the United Nations' **Sustainable Development Goals** (SDG) are used in this report to highlight the link between Siat's indicators and international sustainability commitments. The numbers underneath the SDG logos refer to the document "Report of the Inter-Agency and Expert Group on Sustainable Development Goal Indicators".*



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## ABOUT THIS REPORT

This report presents the results of the indicators linked to Siat's social and environmental policies. For this 5<sup>th</sup> edition, we compare the 2018 indicators with those of previous years. The consolidation of these results over time enables us to better position the Group within the context of continuous improvement and to link Group performance to the global issues raised by the United Nations' Sustainable Development Goals (SDG). This report is easy to read and transparent while communicating as much as possible quantified results. A summary outlines the results in relation to the SDGs relevant to the Group.

Data, pictures and information collected in the Group subsidiaries and compiled by the Sustainability and QHSE (Quality-Health-Safety-Environment) Department are also presented in this report. This report is not only addressed to Siat employees, but also to all the stakeholders and partners who are directly or indirectly involved in our activities, such as government agencies, civil society, private sector clients, banks, research bodies and technical partners of Siat.

Furthermore, this reports allows us to share our commitments and results regarding sustainable development, with special attention to the women and men who support the Group's sustainability commitments on a daily basis. Several "Focus" extracts highlight important company aspects and objectives we set and take pride in, such as the improvement of internal and external social reporting or the use of renewable energy sources by all industrial facilities in Africa.

We also reconfirm the commitment of the Group and its subsidiaries to our Corporate Social and Environmental Responsibility policies (CSER), including the new planting

procedure (NPP): no deforestation, no exploitation of employees or communities. It is crucial to avoid any ambiguity and emphasize that our palm oil is produced in Africa, in areas where there are no orang-utans, endangered mammals, or peat lands, that our plantations have a positive impact on greenhouse gases through carbon storage, that we predominantly use renewable energy sources and that our activities result in employment creation, salary payments and rural development.

The year 2019 is full of new challenges, including the RSPO certification of all oil palm subsidiaries, the implementation of the new requirements adopted by RSPO in 2018, the ISO 9001 certification of all Group factories and the ISO 14001 certification of all natural rubber plants (while awaiting the development of a rubber standard). In addition to our internal policies, these certifications allow for a comparison between our commitments and international standards, a validation of our actions and the identification of our shortcomings through objective and regular audits. We believe in continuous improvement.

Florent Robert  
*Group QHSE & Sustainability Manager*

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

Note: Siat = Siat group = the Group = nv Siat sa

# MESSAGE FROM THE **CHAIRMAN**



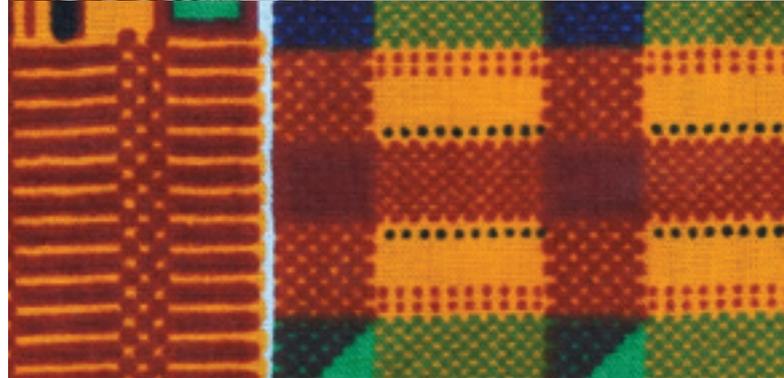
## Ladies and Gentlemen,

It is with great pleasure that I present to you the activities of the Siat Group in 2018. Our global strategy has not changed and we strongly believe in a promising future for our core activities: oil palm and natural rubber, but also cattle breeding operations, not to mention the inspiring contributions of our biotechnology subsidiaries.

In 2018, the Group has continued its growth efforts by planting new areas and by improving the industrial facilities, despite the very low rubber prices and low palm oil prices.

These developments continue in accordance with our social, environmental and economic commitments and are fully aligned with the Sustainable Development Goals adopted by the United Nations in 2015.

Human resources are at the heart of our business and through our policies we pursue a permanent commitment to poverty eradication, decent employment, women's employment, local job creation and social dialogue with employees, as well as with local communities and other stakeholders. Our HR and HSE departments and the number of people in charge of our external relations are strengthened each year and do whatever is required to



comply with the numerous regulations in force and with our internal social commitments, in order to move forward by fully assuming our corporate social responsibilities.

Siat is a responsible family-owned business, which has greatly reduced fossil fuel use. Since 2017 all Group sites produce electricity from our plantations' raw materials

(empty fruit bunches, palm shells and rubber wood fibers). Our investments in anaerobic digestion for effluent treatment and cogeneration using organic waste, logging remains and dead wood from old replanted rubber plantations, are reflected by the reduction of 10 million liters of fossil fuels on our various production sites, contributing as such not only to a reduction of our production costs for palm oil and natural rubber, but also strongly reducing our carbon footprint.

Several of our plantations have positive greenhouse gas balances, already showing higher carbon capture than carbon emission. Furthermore, we actively protect conservation areas in each plantation (HCV, HCS and buffer zones) in order to preserve them for future generations.

Taking into account the increasing population pressure, we consider it our responsibility to increase our yields if we wish to preserve the forests and their biodiversity by producing more on less land. The biotechnology activities of our subsidiary Deroose Plants-Exotic Plant (DRP-EP) - where we have developed and refined the cloning of oil palm, rubber and cocoa crops amongst others, as well as reinforced our research and development activities in the field – are part of the Group's long-term sustainability vision. At a Group level, we have pursued our planting/replanting program, with the planting of 3,543 ha of oil palm and 621 ha of rubber in 2018, all in full compliance with the RSPO's New Planting Procedure (NPP).

We hope to obtain RSPO certification for all our oil palm plantations in Nigeria in 2019 and have already obtained the renewal of our RSPO certification in Ghana. We also

actively support the SNRi (Sustainable Natural Rubber Initiative of International Rubber Study Group). In 2017 we also have certified ISO 9001 our rubber factory in Ivory Coast and our mill in Edo State Nigeria.

I wish to explicitly thank all our managers, senior staff, junior staff and workers for their great efforts and understandings, they have all shown commitment to the Group's success despite the recession of the past 5 years.

Against all odds, we have stayed on track and implemented our long-term strategy of sustainable expansion. We have grown impressively thanks to the help and joint effort of our technical partners (CIRAD, PalmElit, University of Liège, University of Ghent, ProForest, TERE, Foremost...), allowing us to reap the benefits of our efforts in the years ahead. We highly appreciate our multicultural working environment on four continents and support all governments and their leaders in their efforts towards the development of their respective jurisdictions.

I also owe our shareholders a special word of thanks for their understanding and support.

Thank you.

Pierre VANDEBEECK  
*Chairman and CEO Siat*



1

# SIAT GROUP

# WORLDWIDE PRESENCE

**NV Siat SA Shareholding structure**

Fimave nv	86.73 %	G.Vandersmissen	0.76 %
Wienco Holding NL	11.58 %	E. Mansholt	0.66 %
		A. Van Damme	0.27 %

**Deroose Plants SA & Exotic plant - Belgium**

Ownership Siat Belgium	82 %
Bromeliads & Rubber in vitro	China, USA, Belgium

**Compagnie Hévéicole de Priko SA Ivory Coast**

Ownership Siat Belgium	100 %
Rubber plantation	2 051 ha + 397 ha

**Compagnie Hévéicole de Cavally SA Ivory Coast**

Ownership Siat Belgium	100 %
Rubber plantation	5 497 ha + 224 ha
Dry rubber	24 126 t

**Siat Cambodia co. Ltd**

Ownership Siat Belgium	100 %
Rubber plantation	3 102 ha - 55 ha
Dry rubber	137 t

**Ghana Oil Palm Development Company Ltd**

Ownership Siat Belgium	100 %
Palm plantation	8 060 ha + 228 ha
CPO production	24 466 t
PKO production	2 451 t
Refined products	27 416 t
Rubber plantation	754 ha + 69 ha

IVORY COAST  
GHANA  
GABON  
NIGERIA

**Presco Plc - Nigeria**

Ownership Siat Belgium	60 %
Palm plantation	23 543 ha + 3 316 ha
CPO production	42 895 t
PKO production	3 256 t
Refined products	9 001 t
Rubber plantation	248 ha + 110 ha

**Siat Nigeria Limited**

Ownership Siat Belgium	100 %
Palm plantation	15 183 ha - 66 ha
CPO production	18 008 t
PKO production	4 329 t

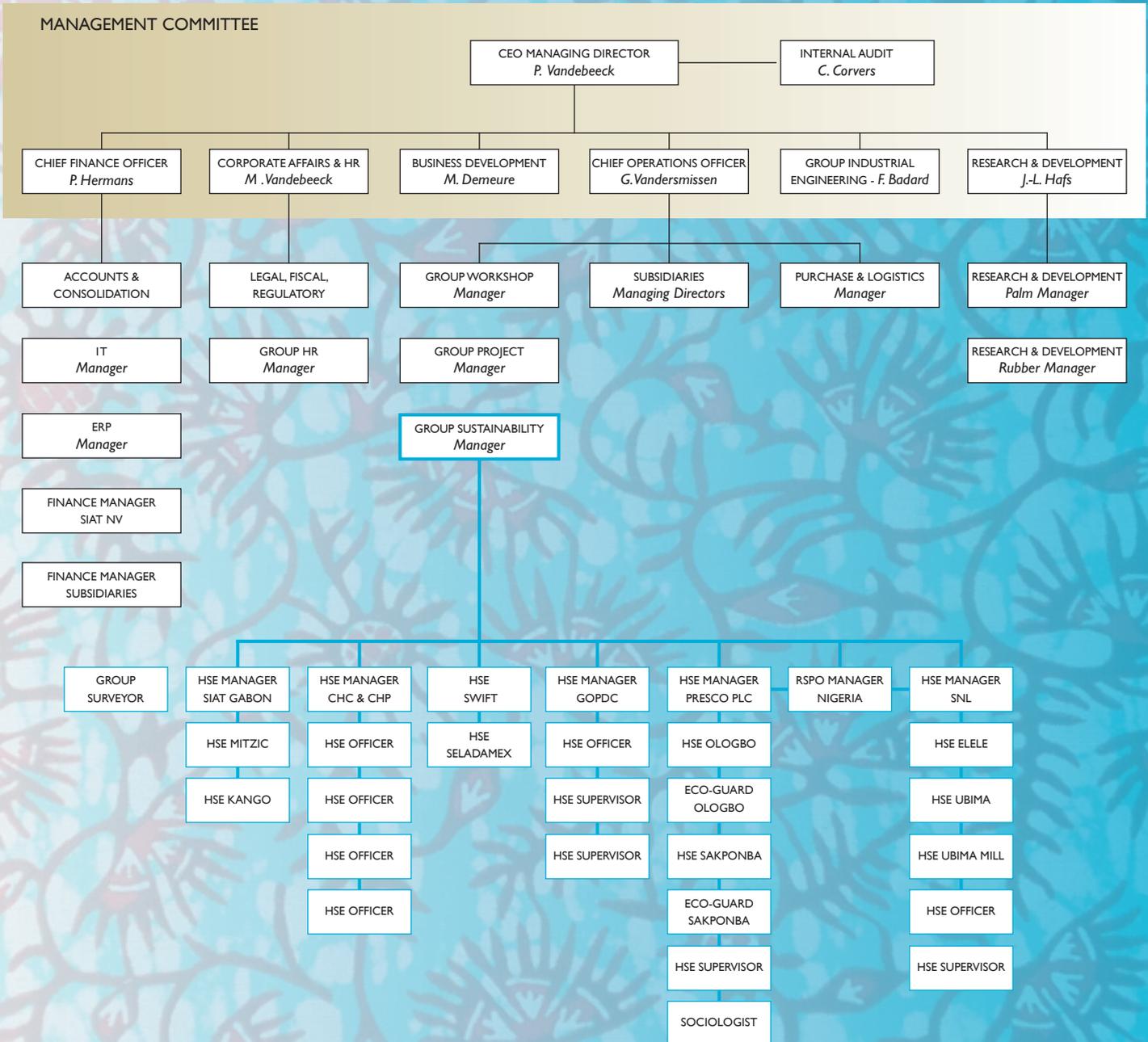
**Siat Gabon SA**

Ownership Siat Belgium	99 %
Rubber plantation	12 299 ha - 566 ha
Dry rubber	13 208 t
Ranch	99 183 ha constant
Head of cattle	6 304

t = 1 000 kg

+ x xxx ha = evolution from 2017 to 2018

# ORGANIZATION CHART



## VISION

SIAT, “**Société d’Investissement pour l’Agriculture Tropicale**” is an agro-industrial Group specialised in the establishment and management of industrial as well as smallholders’ plantations. Our core businesses are oil palm and natural rubber, while cattle ranching and horticulture are also part of our activities.

In 2013, the Company acquired a majority stake in the share capital of Deroose Plants and in 2017 in Exotic plant, thereby expanding its activities to biotechnology. The rationale of this investment is essentially to support the Research and Development Program and improve our performance in oil palm, rubber and cocoa, by means of dramatic progress in biotechnology, such as in-vitro culture and to become a leader in the supply of high quality material to the treecrop industries. Siat seeks majority equity participation in the capital of private agro-industrial companies and our main activities are:

- Invest in the equity of agro-industrial companies;
- Manage the agro-industrial complexes in which Siat has a majority interest;
- Provide engineering and management services;



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

- Provide logistic support to the subsidiaries.

## ECONOMY

Extensions of 3,117 ha of oil palm and 657 ha of rubber planted in 2017 and 3,543 ha of oil palm and 621 ha of rubber in 2018.

66,767 ha of total planted area, of which 46,786 ha of oil palm and 23,999 ha of rubber plantations.

In 2018, the Siat Group realized a turnover of 170 million euros, with a net profit of 10 million euros and an EBITDA of 57 million euros.

The equity is 202 million euros.

## CERTIFICATION

In 2017, we obtained ISO 9001 certification for the factories of Presco (Nigeria) and Cavally (Ivory Coast), in addition to the RSPO and FSSC certifications of GOPDC (Ghana) and the ISO 14001 certification of Mitzi (Gabon). In 2018, RSPO certification audits of Presco and SNL (Nigeria), as well as transition to the version 2015 of the ISO 9001 and 14001 standards.

## ENVIRONMENT

The Group has three palm oil mills all equipped with cogeneration, of which two are equipped with effluent treatment by a biogas plant, and three rubber factories, of which two are equipped with a cogeneration plant. 69% of electricity used by Siat comes from renewable sources (62% in 2017). Part of the electricity is provided free of charge to employee housing.

## SOCIAL RESPONSIBILITY - INTERNAL

19,745 workers, of which 26% are women. 17% of senior staff are women. 19 schools, 3,447 students, 153 teachers. 4,447 houses for employees and their families.

## SOCIAL RESPONSIBILITY - EXTERNAL

399,747 euros were spent on community projects (road maintenance, electrification, education, water) or 60% of our social commitment to spend 0.5% of profit + 0.5% of turnover on social projects.



# COMMITMENTS

# 2



## OUR POLICIES

The group and its subsidiaries have specific policies that encourage the management of each estate to respect corporate values in matters of good governance, occupational health and safety, product quality and compliance, respect of the environment and social relations.

Our staff is committed to meeting the following objectives:

- Respect laws and regulations in force, regulating all activities ranging from production to processing and marketing of Siat's products.
- Respect the identified high Conservation value and Carbon stock areas, by preserving areas of interest to the population, protecting endangered fauna and flora and preserving water-courses within the plantations.
- Minimize the environmental impact of industrial activities, through the enforcement of strict procedures on waste-management and on hydrocarbon and chemical use.
- Minimize fossil energy, by recycling industrial waste into green energy and by reducing industrial waste production.
- Protect Siat's employees by minimizing occupational hazards, providing them with adequate collective and

personal protective equipment and health coverage.

- Provide a respectful, egalitarian and stimulating working environment with possibilities for personal and professional development and access to training.
- Promote research and development with key partners, operating in Siat's sectors of activity.
- Respect and take into account the views and needs of local communities, more specifically through job creation, social project financing, support for schooling and local farmers.
- Improve Siat's level of performance and ensure regular monitoring of Siat's activities through internal and external audits.

Moreover, Siat supports with a few industry players the commitments of the Marrakech Declaration for the sustainable Development of the oil palm sector in Africa, promoted by TFA-APOI and co-signed by 7 African governments.

## COLLECTIVE AMBITION TOWARDS CERTIFICATION

Since 2015, the Siat group has committed towards obtaining certification for all its subsidiaries and implementing action plans based on social, environmental and quality studies carried out by third parties.

For further information:

FSSC : [www.fssc22000.com](http://www.fssc22000.com)

ISO : [www.iso.org](http://www.iso.org)

RSPO : [www.rspo.org](http://www.rspo.org)

CLIP : [www.forestpeoples.org](http://www.forestpeoples.org) ;

[www.fao.org/indigenous-peoples](http://www.fao.org/indigenous-peoples)

HVC : [www.hcvnetwork.org](http://www.hcvnetwork.org)

HCS : [www.highcarbonstock.org](http://www.highcarbonstock.org)

TFA2020 : [www.tfa2020.org/en/activities/african-palm-oil-initiative](http://www.tfa2020.org/en/activities/african-palm-oil-initiative)



*Siat implements a zero-deforestation policy, preserves High Conservation Value areas and commits to respecting the High Carbon Stock approach.*

## FOCUS



Membre  
RSPO  
depuis 2004

GERT **VANDERSMISSEN**  
Group Chief Operations Officer



## *Jointly committed to the culture of change*

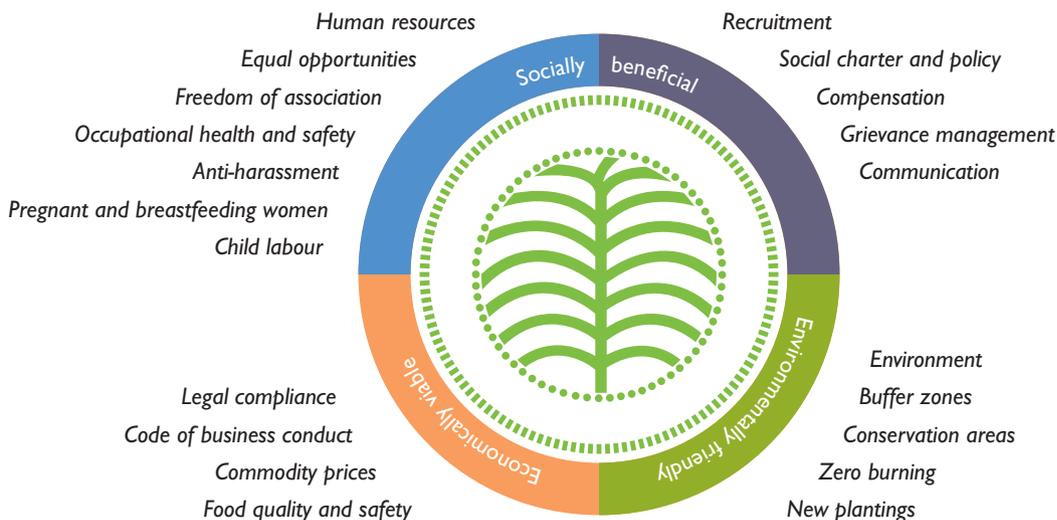
*At top level, the Siat Group validated several policies clearly defining its strategy and commitments towards the environment, social development, employee protection and respect of the quality demanded by our customers. Since 2014, the QHSE and Sustainability Department ensures that actions are in line with commitments. Today, all employees can be proud of the first results, obtained and validated by the ISO and RSPO certificates. We see that people are gradually more open to the changes imposed and continuous improvement becomes the norm.*

*In 2019, RSPO certification of our subsidiaries in Nigeria is scheduled, as well as ISO 9001 and ISO 14001 certifications for our subsidiaries in Gabon and Ivory Coast respectively.*

*The indicators presented in this report are the markers of our policies, results and our present and future certificates.*

*We believe in transparency, and therefore this report outlines the 2018 results and situation as objectively as possible. It reveals the progress made and discusses future developments. I would once again like to encourage all women and men in this company, whatever their sector of activities, to remain involved on the ground in the implementation and continuation of good social and environmental responsibility practices.*

# SIAT POLICIES AND COMMITMENTS



## STATUS OF CERTIFICATIONS

			ISO			RSPO		
Country	State	Crop	9 001	22 000	14 001	P&C	SCCS	P&C SH
Gabon	Siat Gabon	Rubber	2019	na	2015 09	na	na	na
Ghana	GOPDC	Palm	2019	2015 10	RSPO	2015 03	2016 03	2018 03
Nigeria	Presco	Palm	2017 11	2017 11	RSPO	2019	2019	na
	SNL	Palm	2020	2020	RSPO	2019	2019	2020
Ivory Coast	CHC	Rubber	2017 07	na	2020	na	na	na
	CHP	Rubber	na	na	to be determined	na	na	na
Cambodia	Seladamex	Rubber	na	na	to be determined	na	na	na
	Swift	Rubber	to be determined	na	to be determined	na	na	na



# 3

## HUMAN RESOURCES



## RURAL EMPLOYMENT

Like most agricultural companies, Siat mainly employs labourers. In certain regions, Siat is the largest private economic operator and employer.

These jobs are popular and nationally acknowledged as beneficial to development.

In addition, the Group sustains numerous local farmers by purchasing their crops (smallholders).

The work of women is important and the proportion of female employees increased from 17% to 26% between 2014 and 2016, was 24% in 2017 and was again 26% in 2018.

## WORKERS' WELL BEING

Offering good working conditions to the employees is one of Siat's priorities. Therefore, we offer our employees decent and free living conditions such as housing, access to water and electricity and accessible health facilities

for employees and their families. Each estate has a clinic with medical staff that is able to provide first aid care and to perform certain medical analyses. Moreover, Siat facilitates access to education for employees' children by building or rehabilitating primary schools nearby Siat concessions and by increasing the recognition for teachers' work, encouraging them to stay in rural isolated areas.

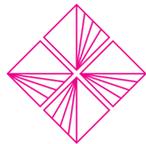
## WORKERS' SAFETY

Our goal is to focus on prevention and to avoid as much as possible occupational injuries. To this end, Siat conducted an occupational risk assessment for each sector of its activities. These assessments helped us to better understand the risks associated to each workplace and the measures the Company can undertake to reduce the risks to a minimum (training needs, personal

and collective protective equipment, signage, etc.).

## TRAINING AND AWARENESS

Each year, Siat organizes training for the employees of all its subsidiaries. A training and awareness-raising plan is drawn up and implemented in each department with particular attention to the subjects of quality, sanitation, health, safety and environment. Upon recruitment, all new employees receive an induction.

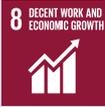


*Siat applies equal opportunities and employment protection policies, particularly for pregnant and breastfeeding women.*

## FOCUS



The Siat Group  
supports  
the SDG



8.8.2

**EDITH JOHN-AGU,**  
**CHIDO A. DIKE,**  
Committee members - SNL Nigeria



## *Grievances as an opportunity for improvement*

*SNL's grievance committee consists of 5 people, carefully selected to deal with the complaints and grievances of workers and stakeholders, honourably and anonymously if necessary. It is complementary to the Committee on Gender Parity and Equality. As members, we believe that this committee confirms and strengthens our commitment to solve work-related issues rapidly and transparently. Before the committee's existence, plaintiffs did not have any platform to express their grievances or to make suggestions. We have therefore implemented procedures to handle grievances or complaints: the persons aggrieved first address their immediate supervisor or representative, by using the suggestion*

*boxes, opened only by the HSE officer, or by completing an online form. The committee meets once a month and discusses all complaints. We ensure that all grievances are documented and are solved rapidly, objectively, tactfully and in all confidentiality. We make sure that the opinions of all plaintiffs or defendants are respected and that neither party is discriminated against or victimized. This makes it possible to develop a corporate culture that considers grievances as an opportunity to improve our company and its performance.*



Le Groupe Siat  
soutient les ODD



8.8.1

OCCUPATIONAL ACCIDENTS		LTIF goal < 15					SIF goal < 0.10				
Country	Estate	2014	2015	2016	2017	2018	2014	2015	2016	2017	2018
Gabon	Zilé	28.3	26.0	12.1	7.5	33.8	0.21	0.30	0.01	0.16	0.55
	Kango	11.1	10.7	9.1	9.3	15.2	0.28	0.22	0.01	0.17	0.29
	Mitzic	12.2	11.3	9.4	13.4	11.3	0.27	0.21	0.10	0.31	0.22
	Bitam	7.9	13.8	8.4	10.9	18.8	0.00	0.02	0.10	0.13	0.15
Ghana	GOPDC	26.6	14.3	8.0	10.2	9.1	0.25	0.12	0.07	0.08	0.10
Nigeria	Presco	20.4	21.3	15.9	15.4	14.2	0.35	0.27	0.19	0.16	0.09
	SNL	13.6	23.0	16.2	25.3	19.2	0.03	0.24	0.16	0.50	0.18
Ivory Coast	CHC	2.6	1.9	2.1	3.4	3.0	nc	0.07	0.10	0.10	0.10
	CHP	nc	nc	2.3	13.7	32.6	nc	nc	nc	nc	nc
Cambodia	Seladamex	nc	nc	15.5	31.0	nc	nc	nc	0	0	nc
	Swift	nc	nc	nc	7.4	nc	nc	nc	nc	12	nc
Deroose Plants & Exotic plant		nc	nc	nc	nc	9.0	nc	nc	nc	nc	0.13
Weighted average per staff member		nc	12.8	14.8	17.7	14.8	nc	0.28	0.11	0.49	0.13

LTIF = Lost Time Injury Frequency = (number of occupational injuries/number of hours worked) x 200 000

SIF = Serious Injury and Fatality = (number of sick days related to the number of occupational injuries/number of hours worked) x 1 000

EDUCATION				
Country	Estate	Number of schools	Number of students	Number of teachers
Gabon	Siat Gabon	9	1 080	70
Ghana	GOPDC	1	516	24
Nigeria	Presco	2	116	6
	SNL	2	432	23
Ivory Coast	CHC	4	1 303	30
	CHP	0	0	0
Cambodia	Seladamex	1	nc	nc
	Swift	0	0	0
<b>TOTAL 2018</b>		<b>19</b>	<b>3 447</b>	<b>153</b>
TOTAL 2017		21	4 307	168



Le Groupe Siat  
soutient les ODD



4.1



The Siat Group supports the SDG



3.8

## MEDICAL STRUCTURES

Country	Estate	Number of clinics	Number of doctors	Number of nurses	Average consultations per month Workers	Average consultations per month Other patients
Gabon	Siat Gabon	8	1	11	153	90
Ghana	GOPDC	1	1	10	807	142
Nigeria	Presco	4	1	13	2 064	263
	SNL	2	1	14	535	134
Ivory Coast	CHC	3	1	4	129	192
	CHP*	1	0	3	nc	nc
Cambodia	Seladamex	1	0	1	nc	nc
	Swift	1	0	1	nc	nc
<b>TOTAL 2018</b>		<b>21</b>	<b>5</b>	<b>57</b>	<b>3 688</b>	<b>821</b>
TOTAL 2017		23	5	48	3 171	1 081

\* CHP contributed to the renovation of Priko's public health clinic



The Siat Group supports the SDG



4.3

## TRAINING AND AWARENESS

	TOTAL	RSPO, ISO, FSSC	Internal audit and NC	Emergency situations	Risk and accident analysis	General H&S aspects	Driving	EPI	Chemical handling	Waste	Conservation areas	Resources management	Engagement of subcontractors	HR policies	HSE policies	Social policies	HR	Sanitation	Occupational training	Finances & management	Other training
Gabon	2 661	338	35	292	305	357	98	98	256	327	10	30	58	0	209	0	6	110	54	2	76
GOPDC	5 355	938		417	266	550	128	74	418	58	207		2 142	127				23			7
Presco	8 794	17	13	1 441	345	1 818	193	880	900	662	571		1 656				44	142	40	4	68
SNL	1 5323	224	16	296		1 343	85	1 152	376	3 439	2 561		2 704	3 127							
RCI	99	14					23	24				17									21
Cambodia	0																				
<b>TOTAL 2018</b>	<b>32 232</b>	<b>1 531</b>	<b>64</b>	<b>2 446</b>	<b>916</b>	<b>4 068</b>	<b>527</b>	<b>2 228</b>	<b>1 950</b>	<b>4 486</b>	<b>3 349</b>	<b>47</b>	<b>58</b>	<b>6 502</b>	<b>3 463</b>	<b>0</b>	<b>50</b>	<b>275</b>	<b>94</b>	<b>6</b>	<b>172</b>
TOTAL 2017	15 170	1 816	298	457	658	1 586	2 097	262	511	990	181	45	504	2 713	306	2 329	203	39	54	16	105



The Siat Group supports the SDG



1.4



6.1

## NUMBER OF HOUSING UNITS AND WATER AND ELECTRICITY SUPPLY

Country	Estate	Number of housing units	m <sup>3</sup> /housing	kWh/housing
Gabon	Siat Gabon	1 518	nc	159
Ghana	GOPDC	732	243	242
Nigeria	Presco	810	83	903
	SNL	306	263	4 732
Ivory Coast	CHC	863	146	241
	CHP	218	24	652
Cambodia	Seladamex	nc	nc	nc
	Swift	nc	nc	nc
<b>TOTAL 2018</b>		<b>4 447</b>	<b>156</b>	<b>663</b>
TOTAL 2017		4 606	384	1 686



The Siat Group supports the SDG



5.5.2

## EMPLOYEES PER SUBSIDIARY

		PERMANENT				TEMPORARY		TOTAL		
		Manager	Senior	Junior	Woman	Contractor	Woman	Permanent	Woman	
Gabon	Siat Gabon	52	112	88	17 %	1 719	20 %	1 971	13 %	20 %
Ghana	GOPDC	24	69	367	8 %	2 142	44 %	2 602	18 %	38 %
Nigeria	Presco	33	121	352	10 %	5 890	26 %	6 396	8 %	25 %
	SNL	23	108	423	9 %	5 278	23 %	5 832	9 %	22 %
Ivory Coast	CHC	17	78	310	12 %	1518	41 %	1 921	21 %	35 %
	CHP	3	10	30	7 %	980	34 %	1 023	4 %	33 %
Cambodia	Seladamex	nc	nc	nc	nc	nc	nc	nc	nc	nc
	Swift	nc	nc	nc	nc	nc	nc	nc	nc	nc
<b>TOTAL 2018</b>		<b>152</b>	<b>496</b>	<b>1 570</b>	<b>10 %</b>	<b>17 527</b>	<b>29 %</b>	<b>19 745</b>	<b>11 %</b>	<b>26 %</b>
TOTAL 2017		165	523	1 831	13 %	15 372	26 %	17 891	14 %	24 %
DRP		16	471	199	79 %	14	71 %	700	98 %	79 %



# **SOCIAL** RESPONSIBILITY

# 4

## 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 neighbouring communities and to consult them as much as possible when operational decisions might concern them directly. On the basis of Free Prior Informed Consent (FPIC), the Siat group developed internal procedures and dedicated staff to work on these issues. The procedures in place define for example: the communication process between the communities and the Company, the compensation process, as well as the grievance mechanisms if applicable.

## POPULATION CONSENT

During the land acquisition process or during activities related to the extension of plantation areas, negative impacts for the population might come to light; it is therefore indispensable to obtain prior approval from the communities. This requires transparency and the recognition of the populations' legitimacy to possibly oppose the new projects and recognition of their customary rights. Before each new development, Siat identifies, with the help of the communities, the areas that have a socio-cultural and economic

value, to either set aside these areas or fairly compensate for their use. This is an integral part of the New Planting Procedure based on RSPO standards.

## ECONOMIC DEVELOPMENT

In accordance with Siat's Corporate Social Responsibility Policy, the Group makes investments to contribute to the economic development of the regions located around the concessions. As stated in the Social Investment Plan, each subsidiary commits to yearly allocating an amount of 0.5% of turnover + 0.5% of profit after tax to finance socio-economic projects. All projects Siat engages into are discussed with and approved by the populations.

theless some projects were financed, the maintenance of the tracks and the purchase of the raw materials from out growers were preserved.

## STAKEHOLDERS

Siat acknowledges that stakeholders contribute to the growth of the Company and therefore wishes to maintain a harmonious and beneficial relation with all the stakeholders the Company engages with. The interactions and interests are just as diverse as the stakeholders. The following table summarizes the stakeholders Siat interacts with, their interests and Siat's commitment towards them.



*Siat promotes permanent dialogue with the communities and Free Prior and Informed Consent and commits to co-fund projects chosen by the communities.*

## FOCUS



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11.1

**HÉLÈNE LIVINGSTON**, HSE Responsible  
**PAUL HAMEED**, Sociologist - Presco Nigeria



## Participatory mapping for proper FPIC

*In line with RSPO requirements and our Free, Prior and Informed Consent (FPIC) procedure, Presco organizes mapping meetings with participation of community representatives for its future land development.*

*Participatory mapping is used to capitalize on local knowledge and identify resources useful to communities and land users. Thereby, the communities themselves indicate the areas of great importance to them. This implies mapping the areas where people live, farm and collect Non-Timber Forestry Products, areas of cultural or spiritual importance, water courses, High Conservation Value areas, customary land boundaries, etc.*

*At Presco, this is done by the team in charge of community relations in the villages affected by the extension projects.*

*The process consists of 3 stages: community consultation and interactive discussions, mapping in the field, presentation and validation of the maps. All possibly affected groups are consulted: official representatives, youngsters, elders and women.*

*It is moreover an opportunity for community engagement and a way to better inform them about the projects, to achieve enhanced comprehension and obtain their approval. The collected data are subsequently used and taken into account in the planning and land development, in order to avoid unnecessary conflicts.*



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1.4

### COMMUNITY PROJECT EXPENSES COMPARED TO SIAT'S COMMITMENTS

Country	Estate	2014		2015		2016		2017		2018	
		A	B	A	B	A	B	A	B	A	B
Gabon	Siat Gabon	37 000	2 454 420	109 454	143 226	24 949	- 89 749	145 575	125 623	0	44 770
Ghana	GOPDC	2 363 000	611 012	195 000	1 154 000	131 825	176 693	57 958	182 347	185 184	137 613
Nigeria	Presco	113 000	2 393 745	218 000	304 000	40 284	169 774	214 488	365 940	131 837	362 757
	SNL	133 000	686 431	383 093	112 000	21 654	183 332	97 882	158 960	11 573	118 510
Ivory Coast	CHC	69 000	1 939 326	215 300	229 000	290 698	300 000	200 922	270 947	25 519	nc
	Prikro	310 000	na	na	na	na	na	82 992	< 0	45 634	< 0
Cambodia	Seladamex	45 000	na	107 000	na	13 957	na	18 085	< 0	nc	< 0
	Swift	na	na	na	na	na	na	na	< 0	nc	< 0
<b>TOTAL</b>		<b>3 070 000</b>	<b>8 084 934</b> 38 %	<b>1 227 847</b>	<b>1 942 226</b> 63 %	<b>523 367</b>	<b>740 050</b> 71 %	<b>817 903</b>	<b>1 103 817</b> 74 %	<b>399 747</b>	<b>663 651</b> 60 %

na = immature plantings, no plantations

A = voluntary based community project (euros)

B = 0.5% Turnover + 0.5% net profit (euros)



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12.6

### STAKEHOLDER RELATIONS

Key stakeholders	Stakes		Interactions
	Siat > Stakeholder	Stakeholder > Siat	
Government and authorities	Responsible growth for the country	Administrative and legal support	Communication, seminars, audits, reports
Employees and contractors	Good working and living conditions	Harmonious internal relations,	Union, HSE policies, social charter grievance mechanism
Local communities and smallholders	Benefits from the Company's spinoff activities	Harmonious relations	Regular meetings, grievance mechanism, social investment fund, FPIC
Investors and shareholders	Sustainable investments	Financial support	Communication, regular audits, reports
Clients and suppliers	Sustainability and satisfaction	Profitable and sustainable partners	Audits, communication, meetings
Civil society and NGO	Responsible practices	Support	Communication, seminars, workshops
Business partners	Sustainability and profit	Sustainable technical support	Communication, meetings
Universities and research organizations	Research opportunities	Administrative and legal support	Field research, internship



# ENVIRONMENT

# 5



## ENVIRONMENTAL MANAGEMENT SYSTEM

The EMS is based on two main principles: complying with the law and obtaining certifications through third parties.

Our methodology consists of:

- Planning our activities based on our objectives, impact assessments, standards used and legal framework;
- Implementing our action plan on the ground through application of our procedures and training;
- Checking by means of internal and external audits whether what we planned is actually implemented;
- Adjusting if necessary based on results and indicators and plan new activities.

This scheme progressively leads our activities toward continuous improvement, using the Deming Cycle.

## DEVELOPMENT OF NEW PLANTATIONS

New land development involves several steps to ensure there are no conflicts with neighbouring populations and environmental impact is monitored. Our approach is based on the RSPO New Planting Procedure (NPP), which requires obtaining all legal documents, Free



*Our approach is based on the RSPO New Planting Procedure and the preservation of forests and conservation areas.*

Prior and Informed Consent (FPIC) of impacted communities, Social and Environmental Impact Assessment (ESIA), High Conservation Value (HCV) and High Carbon Stock approach (HCSA), mitigation of greenhouse gas emissions (GHG); all these studies are conducted by independent organisations and Siat's decisions are audited and submitted to comments from the stakeholders before the start of any activity.

### HIGH CONSERVATION VALUE (HCV) AND HIGH CARBON STOCK APPROACH (HCSA)

High Conservation Value areas are areas, which have an especially high ecological or social value. In other words, they are more valuable in terms of biodiversity, ecology and importance to local populations.

The High Carbon Stock Approach ensures there is no clearing of forest areas with high carbon stock and prevents damage to important landscapes like for biodiversity preservation.

Based on the results of the studies,

we put aside high conservation value areas such as: swamps and wetlands, buffer zones along watercourses, steep slopes, historic and religious sites, etc.

### RATIONAL USE OF RESOURCES

Operating in rural areas where access to state supplied energy is often not possible or limited, the Siat group developed an ambitious renewable energy program. All factories are equipped with boilers and turbines producing steam and energy from the plantations' organic material. Moreover, in the oil mills, effluents undergo anaerobic digestion and biogas produced is used in the production process, further reducing fossil energy use.

## FOCUS



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3.9

**CEDRICK MISSANG**  
**THIBAUT ONTSITSAGUI**  
HSE Responsibles - Siat Gabon



## Cogeneration for future generations

*The cogeneration plant installed at Mitzi supplies drying energy and electricity to the natural rubber plant and estate housing. It offers numerous advantages, ecologically as well as practically and even politically, as it fits within Gabon's national contribution to the fight against climate change (INDC). Siat Gabon is not just satisfied with the huge carbon stock of its conservation areas but has greatly invested in this installation in order to reduce fossil fuel use.*

*The important decrease in diesel consumption (cogeneration plant was launched in October 2017) indirectly results in a decrease in greenhouse gas emissions.*

*Fossil fuels are non-renewable. With this cogeneration plant, we contribute to the extension of fossil fuel reserves; this technology allows for significant savings in primary energy sources, by using a renewable fuel such as wood from old rubber trees.*



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15.1

### AREAS PLANTED AND AREAS IN CONSERVATION (ha)

Country	Estate	Concession	Oil palm	Rubber	Areas in conservation	% in conservation
Gabon	Siat Gabon	148 425	0	12 299	33	0 %
Ghana	GOPDC	14 027	8 060	763	675	8 %
Nigeria	Presco	36 821	23 543	248	5 276	22 %
	SNL	17 247	15 183	0	335	2 %
Ivory Coast	CHC	7 700	0	5 497	10	0 %
	CHP	5 000	0	2 090	98	5 %
Cambodia	Seladamex	6 608	0	3 102	0	0 %
	Swift	3 591	0	3 102	20	0 %
<b>TOTAL 2018</b>		<b>239 419</b>	<b>46 786</b>	<b>23 999</b>	<b>6 447</b>	<b>10 %</b>
TOTAL 2017		238 702	42 994	23 773	6 264	9 %
TOTAL 2016		239 504	39 877	23 116	5 737	9 %
TOTAL 2015		227 811	43 116	22 523	5 701	8 %



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7.2

### ELECTRIC ENERGY USED AND RENEWABLE ENERGY PRODUCTION

Country	Estate	Renewable source	Total MWh used/year	Renewable energy MWh/year	% renewable energy 2018	% renewable energy 2017
Gabon	Siat Gabon	Cogeneration	6 658	5 655	85 %	0 %
Ghana	GOPDC	Cogeneration and Biogas	11 917	7 811	66 %	80 %
Nigeria	Presco	Cogeneration and Biogas	10 857	8 837	81 %	67 %
	SNL	Cogeneration	7 746	6 295	81 %	83 %
Ivory Coast	CHC	Cogeneration	10 895	7 125	65 %	42 %
	CHP	Public network	291	0	0 %	0 %
Cambodia	Seladamex	Solar panels	nc	nc	nc	15 %
	Swift	Public network	nc	0	0 %	0 %
Deroose Plants & Exotic Plant		Public network	3 265	75	2 %	nc
<b>TOTAL 2018</b>			<b>51 629</b>	<b>35 798</b>	<b>69 %</b>	
TOTAL 2017			45 525	28 100		62 %



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6.4

### FACTORY WATER USAGE

Country	Estate	Used water volume per year/m <sup>3</sup>	Production t CPO or t rubber	Water m <sup>3</sup> /year/t produced - 2017	Water m <sup>3</sup> /year/t produced - 2018
Gabon	Siat Gabon	177 945	13 208	15 m <sup>3</sup> / t rubber	13 m <sup>3</sup> / t rubber
Ghana	GOPDC	524 950	24 466	14 m <sup>3</sup> / t CPO	21 m <sup>3</sup> / t CPO
Nigeria	Presco	341 199	42 895	11 m <sup>3</sup> / t CPO	8 m <sup>3</sup> / t CPO
	SNL	394 332	18 008	23 m <sup>3</sup> / t CPO	22 m <sup>3</sup> / t CPO
Ivory Coast	CHC	369 349	24 126	17 m <sup>3</sup> / t rubber	15 m <sup>3</sup> / t rubber
	CHP	no production	0	na	na
Cambodia	Seladamex	no production	0	na	na
	Swift	nc	137	41 m <sup>3</sup> / t rubber	nc



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11.6

### WASTE RECOVERY (industrial waste is recycled)

Country	Estate	Plastic (kg)	Scrap metal (kg)	Used oil (l)	Used batteries (units)	Used tyres (units)	Filters (units)	Chemical waste (kg)	Household waste (kg)
Gabon	Siat Gabon	4 180	32 000	28 000	110	560	6 075	350	1 140 900
Ghana	GOPDC	8 470	54 670	5 097	19	392	733	2 599	144 000
Nigeria	Presco	85 347	95 860	6 450	133	467	86	16 190	121 052
	SNL	36 840	82 700	8 788	120	309	512	nc	134 890
RCI	CHC	27 900	105 400	19 600	82	52	239	nc	nc
Cambodia	Seladamex	0	0	0	0	0	0	0	0
<b>TOTAL 2018</b>		<b>162 737</b>	<b>370 630</b>	<b>67 935</b>	<b>464</b>	<b>1 780</b>	<b>7 645</b>	<b>40 393</b>	<b>1 540 843</b>
TOTAL 2017		73 550	628 936	43 056	289	623	6 719	19 345	1 678 953



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9.4



13.1

### MONITORING OF GREENHOUSE GAS EMISSIONS

Please see Siat's publication on the website: [www.siat-group.com/download](http://www.siat-group.com/download)



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15.1

### COMPLETION DATE OF ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

Country	Estate	HCV	HCS/HCSA	EIA	SIA	LUCA <sup>1</sup>	GHG <sup>1</sup>	NPP <sup>1</sup>
Gabon	Siat Gabon	*	*	2014 09	2015 02	na	2018 12	na
Ghana	GOPDC	2010 07	*	2017 08	2014 06	2014 11	2018 12	2014 11
Nigeria	Presco	2015 02	2017 03	2017 10	2017 03	2016 12	2018 12	2017 11
	SNL	2017 03	na	2017 11	2018 01	*	2018 12	*
Ivory Coast	CHC	*	na	na	*	na	2018 12	na
	CHP	*	*	2017 09	2020	na	na	na
Cambodia	Seladamex	*	*	2021	2021	na	na	na
	Swift	*	na	2021	2021	na	na	na

\* 2019 or in function of new developments

<sup>1</sup> RSPO Method (LUCA: Land Use Change Analysis; NPP: New Planting Procedure, GHG: GreenHouse Gas)



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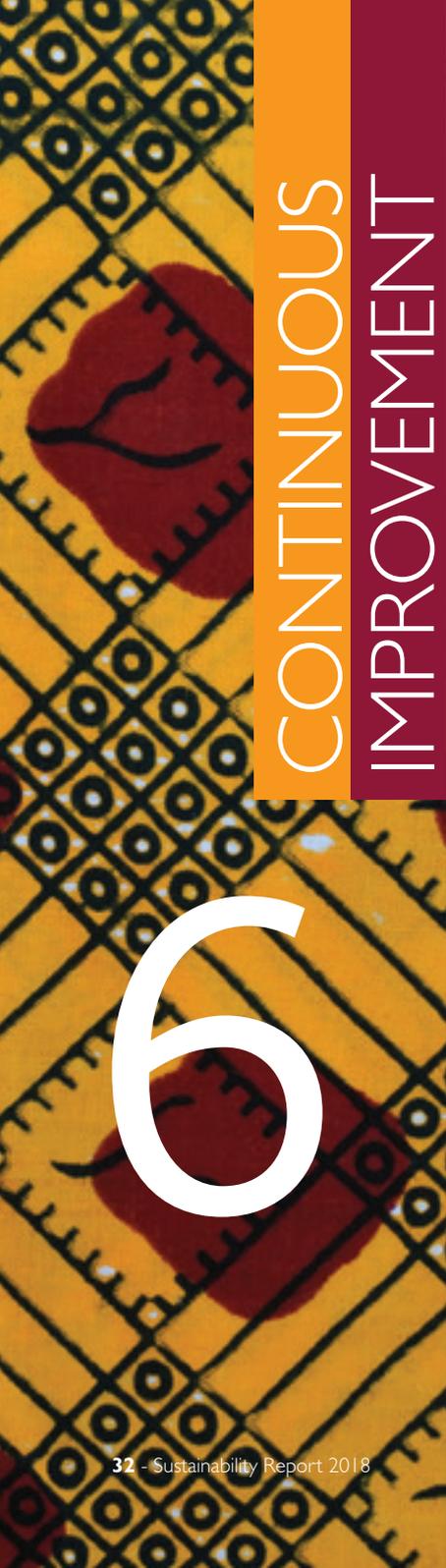


15.1

### HIGH CONSERVATION VALUE AREAS WITHIN THE CONCESSION

	GOPDC		Presco				SNL	
	Kwae	Okumaning	Obaretin	Cowan	Ologbo	Sakponba	Ubima	Elele
HCV areas outside buffer zones (ha)	123	78	33	168	4 224	136	36	158
1 Species diversity – globally, regionally or nationally concentrations of biodiversity values	–	–	P	P	P	P	P	P
2 Landscape-level ecosystems and mosaics – regionally or nationally significant	–	–	–	–	–	–	–	–
3 Ecosystems and habitats – areas that are in or contain rare, threatened or endangered ecosystems	–	–	P	P	P	P	P	P
4 Ecosystem services – areas that provide basic services of nature in critical situations	P	P	–	P	P	P	–	P
5 Community needs – sites and resources crucial to meeting basic needs of local communities	–	–	–	P	P	P	–	–
6 Cultural values – areas critical to local communities' traditional and cultural identity	P	P	P	P	P	P	P	P

P : HCV present



CONTINUOUS  
IMPROVEMENT

6



## RESEARCH AND DEVELOPMENT

The Siat Group has built strong partnerships with research and development entities in order to continuously improve production practices while respecting the environment.

**CIRAD** assists the group in the rubber and oil palm sectors. Research collaboration focuses mainly on yield improvement, integrated pest management and soil fertility management systems.

**PalmElit** and **INRAB** support Siat in the creation of genetic blocks.

**Université de Liège** is involved in research programs for genetic improvement, cattle crossing, artificial insemination and cattle health in tropical climates.

**The Siat Academy Program** aims at capacity building by training young graduates to take up senior positions in the plantations or factories.

**Ghent University** assists DRP-EP with cloning and in vitro plant production.

## DEROOSE PLANTS - EXOTIC PLANT

Deroose Plants - Exotic plant, biotechnology subsidiary of the Siat Group, is a worldwide supplier of planting material for the industrial, plantation and ornamental sectors. Deroose Plants is specialised in tissue-culture plant propagation (in-vitro), but also in plant propagation through cuttings (in-vivo) of Bromeliads, rubber and cocoa trees. The company is active in Belgium, the USA and China.

As a green biotechnology company, particular attention is given to our people and the environment. More than 80% of our employees are women and over 50% of company management is female. More than 20 nationalities work together every day for our success.



## COGENERATION AND BIOGAS

Our future is turned towards energy mixes and the use of renewable energies.

In recent years, the Siat group has invested heavily in these fields (see Focus on cogeneration).

In 2018, the group was awarded the prize of: **"Best International Agricultural Plant** – Siat, First Large Scale AD & Biogas Plants in West Africa: A Hope for the Palm Oil Sector", awarded jointly by the World Biogas Association and the UK Anaerobic Digestion & Bioresources Association (ADBA).

This award recognizes the two biogas plants installed at GOPDC (Ghana) and Presco (Nigeria) to recover, by anaerobic fermentation, methane from organic sludge contained in oil mill effluents.

Methane, a very strong greenhouse gas, is captured, and while used as energy effluent and sludge are treated.

## FOCUS



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9,5

REINOUT **IMPENS**, R&D Responsible  
- Presco Plc Nigeria



## Boost production through research

*Palm oil is the main source of vegetable oils and fats worldwide. While the crop originates from Africa, many countries in the region are still importers of palm oil. Global demand continues to increase together with population growth and economic development.*

*It is therefore crucial to boost national production in a way that is both economically viable and environmentally sustainable. To this end, research and development are key factors.*

*Since the first trial started in 2000 in collaboration with Cirad, Presco and Siat have become continuously and increasingly committed to oil palm research (soil and land preparation, planting density, use of organic waste*

*to enhance soil fertility and production, genetic bloc implementation). Currently at Presco, over 600 ha and 300 people are dedicated to field research. Each year research activities increase, especially with the genetic block project, a collaboration between Siat, PalmElit and INRAB. We have also initiated collaborations with national and international universities (UNIBen and UGent).*

## FOCUS



ISO  
9001

ISO  
22000

FSSC

PATRICK **NJEUMEN**, Quality Responsible, and the laboratory team - CHC Ivory Coast



## *ISO 9001 and Siat's continuous improvement*

*ISO 9001 certification ensures the permanent implementation of good management practices in our company and is therefore a reliable guarantee for our customers, who are our main concern.*

*Through the implementation and follow-up of its quality management system, CHC was able to address several economic challenges (low rubber prices), social challenges and management challenges through capitalization of the acquired know-how. This capitalization includes agent accountability and development of procedures and modus operandi, available in all departments thanks to the ISO 9001 standard's recommended process approach.*

*It is important to emphasize that the standard's key principle is continuous improvement; hence companies*

*permanently have to challenge themselves in order to stay competitive.*

*During the past years, analysis of the context, external and internal challenges, risks and opportunities allowed us to identify our weaknesses and put in place the tools to address and progressively eliminate them.*

*The ISO 9001 quality certification allows us to continue working with the world's leaders in the tyre industry, such as Goodyear and Michelin, and moreover to start discussions with Continental, clients who consider certification as a prerequisite for any negotiation.*

# SUSTAINABLE DEVELOPMENT GOALS AND INDICATORS OF THE SIAT GROUP

Evaluation of the results of Siat's indicators compared to the United Nations' Sustainable Development Goals.



Impact of Siat on the SDG goal

- To improve
- Neutral
- Positive

