

# SUSTAINABILITY REPORT 2019



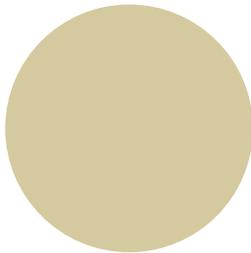
**Siat**  
Group



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)

# CONTENTS

About this report	4
Message from the Chairman	6
The Siat Group	8
Commitments	12
Human resources	16
Social responsibility	22
Environment	26
Continuous improvement	32



*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".*

# ABOUT THIS REPORT



**T**he sixth edition of the sustainable development report presents the results of the indicators linked to the social and environmental policies of the Siat group.

To show the evolution, we propose a comparison of each indicator 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 in the United Nations' Sustainable Development Goals (SDG-ODD). This report is easy to read and transparent while communicating as much as possible quantified results. At the end of the report 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 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 report 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" articles highlight important company aspects and objectives we set and take pride in, such as the first RSPO (Roundtable on Sustainable Palm Oil) certification in Nigeria earned by SNL (Siat Nigeria Limited), the biodiversity plots at GOPDC (Ghana Oil Palm Development Company) or the occupational risk assessment and mitigation at CHC (Compagny Hévécicole de Cavally).

We also reconfirm the commitment of the Group and its subsidiaries to our Corporate Social and Environmental Responsibility policies (CSR), including the new planting procedure: zero 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, that the research and development that we support helps to improve yields per area (which benefits smallholders), and that our activities result in employment creation, salary payments or rural development.

In 2019, despite a difficult economic situation, notably due to the natural rubber market, the group's CSR aspects still progressed well. SNL is now RSPO certified and has joined GOPDC among the group's companies already certified. Presco has carried out its initial audit and should receive its certificate in 2021 by which time 100% of the group's palm plantations will be certified.

In 2019, the rubber factories of Gabon and Ivory Coast brilliantly renewed their ISO 9001 and 14001 certificates.

In addition to our internal policies, these certifications allow for a comparison between our commitments and international standards, a validation of our actions and an identification of our shortcomings through objective and regular audits. We believe in continuous improvement.

Florent Robert  
*Group QHSE & Sustainability Manager*

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

*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) or anonymously on [www.siat-group.com](http://www.siat-group.com) section complaints-comments-suggestions.*



# MESSAGE FROM THE CEO



Ladies and gentlemen,

It is with great pleasure that I present to you the activities of the year 2019 of the Siat group. In a continued difficult palm oil and rubber price environment, our global strategy has not changed, and we firmly believe in the promising longer-term future of our core-businesses: palm oil and natural rubber, not to mention the inspiring contributions of our biotechnology subsidiary (Deroose Plants - Exotic plant).

In 2019 the group continued its growth efforts in compliance with our social, environmental, and economic commitments and in full compliance with the SDGs

(Sustainable Development Goals) adopted in 2015 by the United Nations and the RSPO standards.

Siat is a responsible family company, which has greatly reduced fossil-fuel use. Our investments in anaerobic digestion for effluent treatment and in cogeneration using organic waste, logging remains and dead wood from old replanted rubber plantations, are reflected in a saving of millions of litres of fossil fuel 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

by using more than 70% of renewable energy. 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 (High Conservation Value and High Carbon Stock areas, biodiversity plots and buffer zones) in order to preserve them for future generations.

Given the increasing demographic pressure and demand, we consider it our duty to increase yields if we want to preserve our forests and their biodiversity, by producing more on less land. The biotechnology activities of our subsidiary Deroose Plants-Exotic Plant – where we have developed and refined the cloning of oil palm, rubber, and cocoa crops, as well as reinforced our research and development activities in the field – are part of the Group's long-term sustainability vision. At group level, using that improved material, we plan to continue to replant old plantations and plant new areas while respecting the RSPO (Roundtable on Sustainable Palm Oil) framework of Procedures for New Plantations (NPP).

Human resources are at the heart of our business and we pursue through our policies a permanent commitment to the decent employment by eradication of poverty and child labour, gender equality, the creation of local jobs and social dialogue, with employees, with local communities and with all stakeholders. Our Human Resources, QHSE (Quality, Health, Safety, and Environment) departments and the staff in charge of external relations are reinforced each year and do everything necessary to comply with

the many regulations in force and our internal social commitments, in order to move forward by fully assuming our social responsibilities.

I wish to explicitly thank all our directors, executives, staff, and workers for the hard work and understanding, they have all shown determination for the success of the group despite the recession of the past five years.

Against all odds, we stayed on track and implemented our long-term sustainable expansion strategy. We have been able to grow impressively thanks to the help and collaboration of our technical partners (CIRAD, PalmElit, University of Liège, University of Ghent, Proforest, TERE, ...), allowing us to reap the benefits of our efforts in the years to come.

We highly appreciate the multicultural environment in which we work on four continents and we support the efforts of all communities, governments, and their leaders in their desire for development.

Paul CARDOEN  
*Chief Executive Officer, Siat*



# SIAT GROUP

1



# 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 - Belgium

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



## Compagnie Hévéicole de Prikro SA Ivory Coast

Ownership Siat Belgium	100%
Rubber plantation	2 051 ha - 39 ha
Immature, no production	



## Compagnie Hévéicole de Cavally SA Ivory Coast

Ownership Siat Belgium	100%
Rubber plantation	5 293 ha - 204 ha
Dry rubber	20 412 t



## Siat Cambodia co. Ltd

Ownership Siat Belgium	100%
Rubber plantation	2 719 ha - 383 ha
Dry rubber	326 t



## Ghana Oil Palm Development Company Ltd

Ownership Siat Belgium	100%
Palm plantation	7 994 ha - 66 ha
CPO production	30 001 t
PKO production	2 035 t
Refined products	21 902 t
Rubber plantation	779 ha + 16 ha



## Presco Plc - Nigeria

Ownership Siat Belgium	60%
Palm plantation	23 339 ha - 204 ha
CPO production	43 757 t
PKO production	3 265 t
Refined products	7 967 t
Rubber plantation	283 ha + 35 ha



## Siat Nigeria Limited - Nigeria

Ownership Siat Belgium	100%
Palm plantation	15 222 ha + 39 ha
CPO production	16 538 t
PKO production	2 504 t



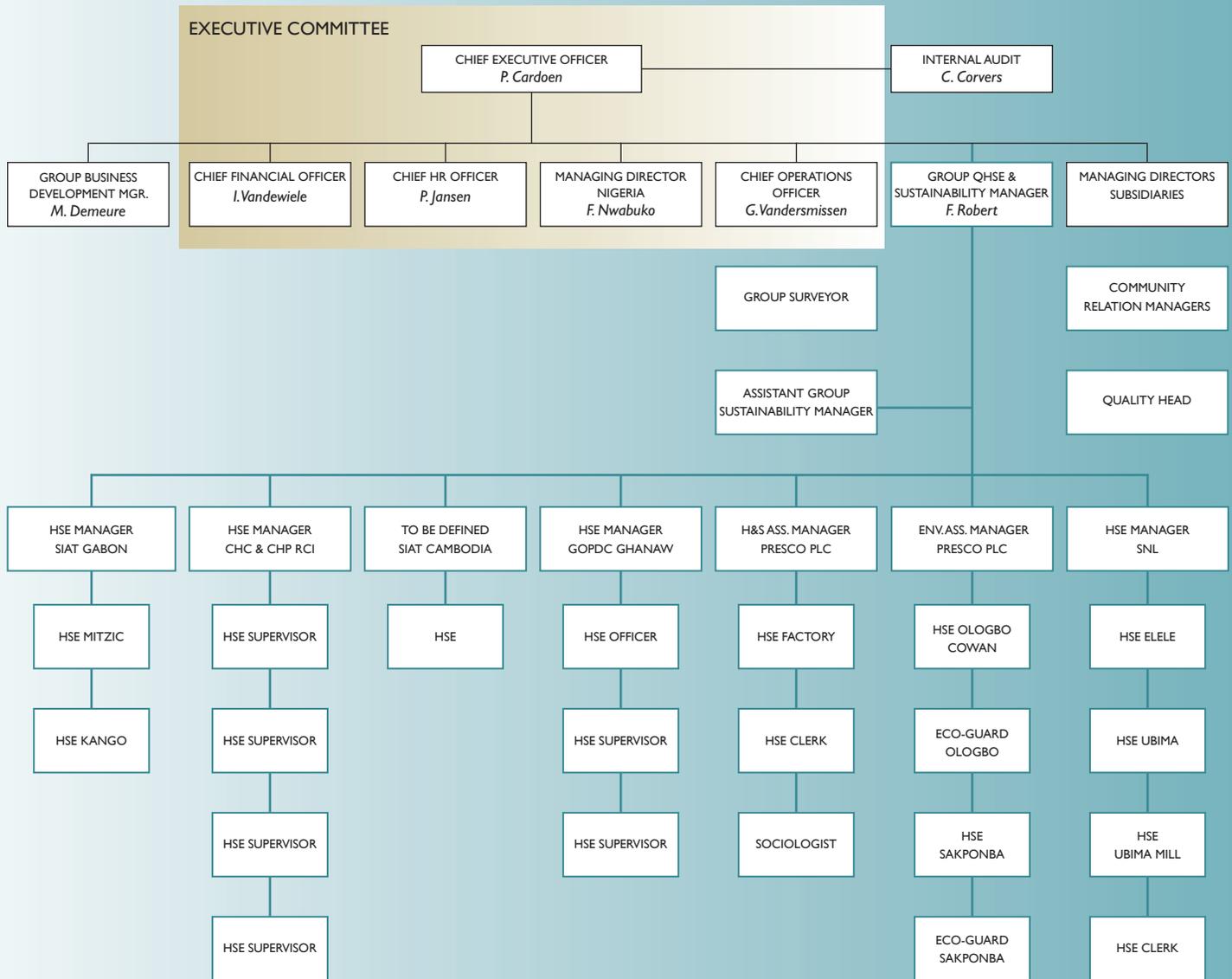
## Siat Gabon SA

Ownership Siat Belgium	99%
Rubber plantation	12 219 ha - 80 ha
Dry rubber	9 396 t
Ranch	99 183 ha constant
Head of cattle	6 285

t = 1 000 kg

+ x xxx ha = evolution from 2018 to 2019

# ORGANIZATION CHART



*71% of electricity consumed by Siat is produced from renewable energy sources.  
Over 4.000 homes benefit from it free of charge.*

## 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 tree crop 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;
- Provide logistic support to the subsidiaries.

## ECONOMY

The Siat group has planted 3,688 ha of palm trees and 1,212 ha of rubber trees since 2015. These new developments have been done in accordance with the rules of the RSPO which are repeated in full in the internal procedures of the group (notably without deforestation, with impact studies and Free Prior and Informed Consent).

Siat manages a total of 70,148 ha of plantation including 46,804 ha of oil palm and 23,344 ha of rubber trees.

The Siat group achieved 134 million euros in turnover in 2019 with a negative profit due in particular to the prices of natural rubber.

## 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 of GOPDC smallholders, ISO 14001 recertification of Mitzi and in 2019, RSPO certification of SNL, the first RSPO certified company in Nigeria.

## 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. 71% of electricity used by Siat comes from renewable sources (62% in 2017).

10% (4,472 MWh) is given free of charge to the employees houses.

## SOCIAL RESPONSIBILITY - INTERNAL

17,954 workers, of which 30% are women. 18 schools, 3,521 students, 138 teachers. 4,315 houses for employees and their families.

## SOCIAL RESPONSIBILITY - EXTERNAL

204,822 euros were spent on community projects (road maintenance, electrification, education, water) or 37% of our social commitment to spend 0.5% of profit + 0.5% of turnover on social projects. Positive percentage despite group losses due to economic conditions.



# 2

## COMMIT- MENTS

## 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 (HCV & HCS), 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-APOL 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.rsपो.org](http://www.rsपो.org)

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

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

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

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

TFA: [www.tfa.goodylabs.com/en/our-work/west-and-central-africa](http://www.tfa.goodylabs.com/en/our-work/west-and-central-africa)

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



RSPO  
Member  
since 2004

FOCUS



**GERT VANDERSMISSEN**  
Group Chief Operations Officer

## Siat, a group, a family

*Siat's story is first of all a family story, that of the Vandebecck family but also that of the men and women who with me continue to accompany them on this adventure.*

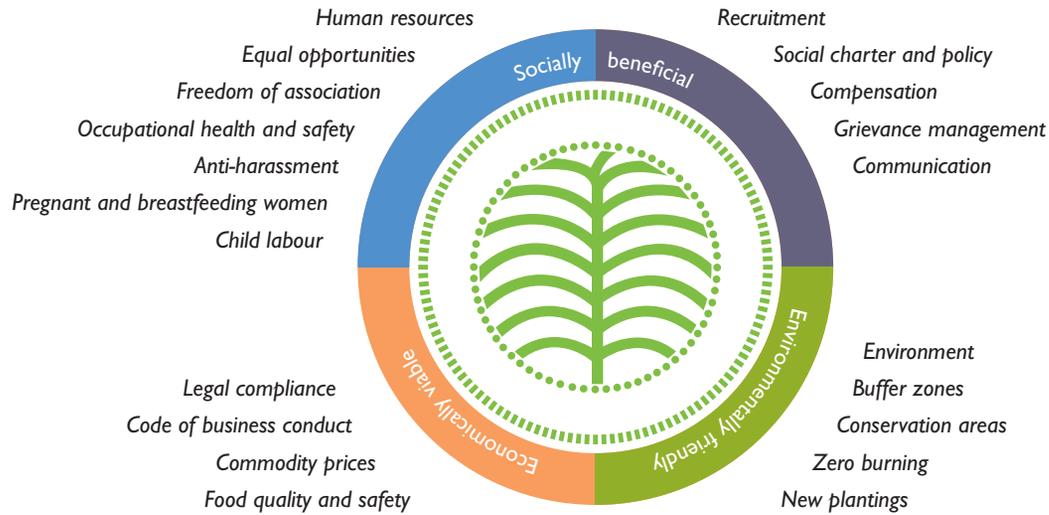
*A family who believed in oil palm in Nigeria, for Nigeria. First Mr. Pierre Vandebecck who put all his energy into the development of Presco supported by his wife and daughters. Then followed other investments on other plantations in other countries, in Ghana, in Ivory Coast, in Gabon and even more recently in Cambodia. It is also the story of a permanent adaptation and many changes to follow the course of the great story.*

*Investment in research with the creation of the largest genetic garden in Africa, the establishment of biomethanation units for the treatment of mill effluents, cogeneration on each site for renewable energy and energy independence, investment in Deroose Plants for the multiplication of in*

*vitro rubber tree seedlings and the installation of acclimatization greenhouses on each plantation. There is also the permanent search for a more responsible agriculture model with participation in the RSPO since 2004, the multiplication of resistant palm varieties that are more profitable for small producers who buy from us, the establishment of conservation and 'biodiversity plots' inside the plantations, training methods and commitment to communities.*

*All of this reminds us that people, evolution, investment and adaptation are essential and constitute the very essence of the Siat group. At a time of change, I invite all the women and men of the group to continue their permanent process of questioning and to explore all the paths of continuous improvement both at social and environmental level, our practices of today will no longer be those of tomorrow but will always remain the group and family spirit.*

# SIAT POLICIES AND COMMITMENTS



STATUS OF CERTIFICATIONS								
Country	Estate	Crop	ISO			RSPO*		
			9 001	22 000	14 001	P&C	SCCS	P&C SH
Gabon	Siat Gabon	Rubber	2020	na	2015 09	na	na	na
Ghana	GOPDC	Palm	2021	2015 10	RSPO	2015 03	2016 03	2018 03
Nigeria	Presco	Palm	2017 11	2017 11	RSPO	2021	2021	na
	SNL	Palm	2020	2020	RSPO	2019 10	2019 10	2023
Ivory Coast	CHC	Rubber	2017 07	na	2021	na	na	na
	CHP	Rubber	na	na	to be determined	na	na	na
Cambodia	Swift	Rubber	to be determined	na	to be determined	na	na	na

\* P&C: Principles & Criteria for plantations. - SCCS: Supply Chain Certification Standard for Refinery and Crusher.  
P&C SH: scheme and Independent Small Holders.



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 24% between 2014 and 2017, was 26% in 2018 and reached 30% in 2019.

## 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.



*"Sustainability is central to Siat's purpose. It is no longer about doing less harm. It's about doing more good. At Siat, we move from only looking at safety and resource usage to investing in the development of our staff and equality"* PATRICIA **JANSEN**, Chief HR Officer



The Siat Group  
supports the SDG



8.8

FOCUS



GNANDE OMER **MONDE**, Fire safety officer

EDMOND **DJIKI**, HSE officer

SERGE **BLIMI**, Fire safety officer

ABDOULAYE **DOSSO**, HSE manager

## CHC, Risk management and safety for all

*Risks linked to occupational activities if they are not properly managed and controlled can have serious consequences for the health of workers and the company. They are sources of accidents at work and might cause worker health issues and loss of motivation.*

*At the enterprise level, these risks have a negative impact on production, quality, absenteeism and, ultimately, on marketing.*

*Occupational risk management is everyone's duty because it allows a company to ensure that it knows and understands the risks to which it is exposed by identifying them in a clear, structured manner and by prioritizing them in order to take appropriate measures to reduce the consequences.*

*To achieve this, the CHC relied on its HSE department.*

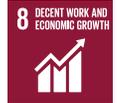
*The approach made it possible to minimize the risks identified on different plans: collective (e.g. thermal insulation of steam pipes, installation of protective covers on rotating parts of equipment, etc.), Individual (provision of Personal Protective Equipments, staff training, etc.) and health (dispensary, regular and specific medical visits depending on the positions occupied, etc.).*

*The implementation of actions is verified through internal audits and regulatory controls.*

*This management of occupational risks has resulted in the development of an annual prevention program which is implemented to ensure continuity and improvement in the health and safety of its employees.*



The Siat Group supports the SDG



8.8.1

OCCUPATIONAL ACCIDENTS		LTIF goal < 15					SIF goal < 0.10				
Country	Estate	2015	2016	2017	2018	2019	2015	2016	2017	2018	2019
Gabon	Zilé	26.0	12.1	7.5	33.8	<b>16.8</b>	0.30	0.01	0.16	0.55	<b>0.22</b>
	Kango	10.7	9.1	9.3	15.2	<b>22.4</b>	0.22	0.01	0.17	0.29	<b>0.24</b>
	Mitzic	11.3	9.4	13.4	11.3	<b>12.4</b>	0.21	0.10	0.31	0.22	<b>0.10</b>
	Bitam	13.8	8.4	10.9	18.8	<b>4.4</b>	0.02	0.10	0.13	0.15	<b>0.04</b>
Ghana	GOPDC	14.3	8.0	10.2	9.1	<b>6.1</b>	0.12	0.07	0.08	0.10	<b>0.11</b>
Nigeria	Presco	21.3	15.9	15.4	14.2	<b>9.4</b>	0.27	0.19	0.16	0.09	<b>0.07</b>
	SNL	23	16.2	25.3	19.2	<b>15.6</b>	0.24	0.16	0.38	0.18	<b>0.14</b>
Ivory Coast	CHC	1.9	2.1	3.3	3.0	<b>2.4</b>	0.06	0.08	0.08	0.07	<b>0.05</b>
	CHP	nc	2.3	13.7	32.6	<b>38.4</b>	nc	nc	nc	nc	<b>nc</b>
Cambodia	Swift	nc	nc	7.4	nc	<b>7.4</b>	nc	nc	12.0	nc	<b>0.12</b>
Weighted average per staff member		12.8	14.8	17.7	14.5	<b>9.4</b>	0.28	0.11	0.46	0.13	<b>0.08</b>

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	1 016	60
Ghana	GOPDC	1	490	21
Nigeria	Presco	2	102	6
	SNL	2	687	22
Ivory Coast	CHC	4	1 226	29
	CHP	0	0	0
Cambodia	Swift	0	0	0
<b>TOTAL 2019</b>		<b>18</b>	<b>3 521</b>	<b>138</b>
TOTAL 2018		19	3 447	153
TOTAL 2017		21	4 307	168



The Siat Group supports the SDG



4.1



The Siat Group supports the SDG



3.8

## MEDICALE 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	13	140	198
Ghana	GOPDC	1	1	11	734	244
Nigeria	Presco	4	1	13	2 172	292
	SNL	2	1	16	536	177
Ivory Coast	CHC	3	1	4	119	211
	CHP*	1	0	1	nc	nc
Cambodia	Swift	1	0	1	nc	nc
<b>TOTAL 2019</b>		<b>20</b>	<b>5</b>	<b>59</b>	<b>3 701</b>	<b>1 122</b>
TOTAL 2018		21	5	57	3 688	821
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	CERTIFICATION		HEALTH & SAFETY					ENVIRONMENT				POLITICIES				OTHERS			
		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
Gabon	2 484	589	24	467	183	273	25	10	123	429	2	23	90	110				28	108	
GOPDC	12 365	126		727	124	1 788	103	73	938	104	936		167	1 386	1 386	1 386	166	408	250	2 297
Presco	18 580	17		1 757	1 213	9 323	98		328	2 668	2 368						3	317	40	2 446
SNL	19 559			129	42	9 474	23		229	1 752	3 142		21	4 266			2	471	6	2 0
RCI	266	8	6	20		3		176					11	17				6	19	
<b>TOTAL 2019</b>	<b>53 254</b>	<b>740</b>	<b>30</b>	<b>3 100</b>	<b>1 562</b>	<b>20 861</b>	<b>249</b>	<b>259</b>	<b>1 618</b>	<b>4 953</b>	<b>6 448</b>	<b>23</b>	<b>268</b>	<b>1 407</b>	<b>5 779</b>	<b>1 386</b>	<b>171</b>	<b>1 196</b>	<b>330</b>	<b>4 2 870</b>
TOTAL 2018	32 232	1 531	64	2 446	916	4 068	527	2 228	1 950	4 486	3 349	47	58	6 502	3 463	0	50	275	94	6 172
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	1 502	101	38
Ghana	GOPDC	732	288	2 536
Nigeria	Presco	785	294	1 008
	SNL	238	530	6 277
Ivory Coast	CHC	870	142	234
	CHP	218	0	319
Cambodia	Swift	nc	nc	nc
<b>TOTAL 2019</b>		<b>4 345</b>	<b>111</b>	<b>1 029</b>
TOTAL 2018		4 447	156	663
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	42	92	73	17%	1 472	22%	1 679	12%	22%
Ghana	GOPDC	23	66	357	8%	2 242	42%	2 688	17%	36%
Nigeria	Presco	38	127	495	8%	5 556	30%	6 216	11%	28%
	SNL	12	112	419	13%	4 409	30%	4 952	11%	28%
Ivory Coast	CHC	15	72	335	9%	1 548	38%	1 970	21%	32%
	CHP	2	2	20	4%	425	67%	449	5%	64%
Cambodia	Swift	nc	nc	nc	nc	nc	nc	nc	nc	nc
<b>TOTAL 2019</b>		<b>132</b>	<b>471</b>	<b>1 699</b>	<b>10%</b>	<b>15 652</b>	<b>33%</b>	<b>17 954</b>	<b>13%</b>	<b>30%</b>
TOTAL 2018		152	496	1 570	10%	17 527	29%	19 745	11%	26%
TOTAL 2017		165	523	1 831	13%	15 372	26%	17 891	14%	24%



# 4

## SOCIAL RESPONSIBILITY

## 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.

In 2018, for financial reasons, linked to the price of rubber and palm oil, and in order to preserve wages and the production, the group did not meet all of its commitments in the project funding

for communities. Nevertheless 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.

Please feel free to use the link below to send us any suggestion, complaint or grievance:

[www.siat-group.com/corporate-responsibility/complaints-comments-suggestions](http://www.siat-group.com/corporate-responsibility/complaints-comments-suggestions)

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



The Siat Group  
supports RSPO

RSPO  
Principle  
4

FOCUS



MAMUDU **AGUNU**, Human Resources manager  
LUCKY **EZIHUO**, Community Relations & OG manager  
PROGRESS **ORJI**, HSE supervisor  
MARVELLOUS **OGALA**, Assistant HSE manager  
FELIX **NJOKU**, HSE plantation - IKECHUKWU **OKONKWO**, HSE supervisor Mill

## SNL, proud to be RSPO certified

*Siat Nigeria Limited received the RSPO certification in October 2019. The RSPO certification process has contributed immensely to the improvement of various aspects of SNL operations.*

**Increased Awareness:** *The RSPO certification has contributed to an improvement in the level of awareness of the workforce of SNL. Trainings and sensitizations on different topics relating to policies, standard work procedures, sustainable palm oil, conservation of biodiversity, environment, health and safety etc., were conducted as part of meeting the requirements for certification.*

**Improved Health and Safety of Workers:** *The RSPO certification has resulted in an improvement in the health and safety management system in SNL. The Health and safety of the workforce has been improved through an increased effort in health and safety trainings, health and safety su-*

*pervision and monitoring, risk assessment and the provision of adequate PPEs to the workforce.*

**Improved relationship with the host community and other stakeholders:** *The RSPO certification has ensured the engagement of the host communities and other stakeholders in a participatory manner via regular meetings. Important information that relates to employment, project, scholarship, and contract opportunities are regularly communicated and discussed with the host communities. The RSPO certification process has instigated a comprehensive community relations programme that has helped SNL to achieve visibility within the host communities. It has also promoted a participatory approach in our relations with communities, workers, and external publics.*

*This has contributed to smooth operations and boasting company - employee - community harmony.*

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



The Siat Group supports the SDG



1.4

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

Country	Estate	2015		2016		2017		2018		2019	
		A	B	A	B	A	B	A	B	A	B
Gabon	Siat Gabon	109 454	143 226	24 949	- 89 749	145 575	125 623	0	44 770	<b>2 859*</b>	<b>- 47 794</b>
Ghana	GOPDC	195 000	1 154 000	131 825	176 693	57 958	182 347	185 184	137 613	<b>44 015*</b>	<b>116 205</b>
Nigeria	Presco	218 000	304 000	40 284	169 774	214 488	365 940	131 837	362 757	<b>128 111</b>	<b>305 113</b>
	SNL	383 093	112 000	21 654	183 332	97 882	158 960	11 573	118 510	<b>16 628*</b>	<b>58 163</b>
Ivory Coast	CHC	215 300	229 000	290 698	300 000	200 922	270 947	25 519	nc	<b>9 100*</b>	<b>120 043</b>
	Prikro	na	na	na	na	82 992	< 0	45 634	< 0	<b>4 109*</b>	<b>&lt; 0</b>
Cambodia	Swift	na	na	na	na	na	< 0	nc	< 0	nc	< 0
<b>TOTAL</b>		<b>1 120 847</b>	<b>1 942 226</b> <b>58 %</b>	<b>509 410</b>	<b>740 050</b> <b>69 %</b>	<b>799 818</b>	<b>1 103 817</b> <b>72 %</b>	<b>399 747</b>	<b>663 651</b> <b>60 %</b>	<b>204 822</b>	<b>551 730</b> <b>37 %</b>

na = immature plantings, no plantations

A = voluntary based community project (euros)

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

\* Negative profit



The Siat Group supports the SDG



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, grievance mechanism	Union, HSE policies, social charter
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



5

ENVIRON-  
MENT

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

## **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

Prior and Informed Consent (FPIC) of impacted communities, Environmental and Social 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.



The Siat Group  
supports the SDG



15.1

FOCUS



MARIAMA **DIALLO**, Assistant Group Sustainability Manager

CHARLES **ACQUAH DANSO**, R&D manager

## GOPDC land use for a shared benefit between plantation and biodiversity preservation

*The landscape of GOPDC plantation is characterized by an undulating relief and a dry season that can be harsh depending on the year. Research conducted over several years by Cirad and GOPDC R&D team has shown that the topographic position is the factor that plays the most critical role. Indeed, it appears that the more the trees are in altitude the lower the yield is. Therefore, GOPDC has put in place a strategy to take full advantage of this situation: the cultivation of palm oil is concentrated into the valley bottom, top hills are reserved for the plantation of local species to constitute conservation areas. This approach is already largely implemented in GOPDC and measures are taken to put all the land use in conformance with this strategy where it is not yet the case. There are*

*now 48 BDPs at the Estates with a combined total area about 270 hectares and these provide refugia for fauna and flora entities within the plantation landscape. As an example, 132 bird's species and 116 butterfly species have been recorded into the BDPs. Moreover, by promoting the maintenance of conservation areas in the plantation with local species cultivated within it, GOPDC enhances the biodiversity of the plantation. It is expected that palm trees will benefit from ecosystem services from these conservation areas. Not only this integrated land use planning will help optimizing the productivity of oil palm, but it will also strengthen the sustainability of the whole cropping system.*



The Siat Group  
supports the SDG



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	12 219	33	0%
Ghana	GOPDC	14 026	7 994	779	673	8%
Nigeria	Presco	39 262	23 339	283	5 290	22%
	SNL	17 247	15 222	0	335	2%
Ivory Coast	CHC	7 700	0	5 293	433	8%
	CHP	5 000	0	2 051	98	5%
Cambodia	Swift	3 591	0	2 719	20	1%
<b>TOTAL 2019</b>		<b>235 251</b>	<b>46 555</b>	<b>23 344</b>	<b>6 882</b>	<b>10%</b>
TOTAL 2018		239 419	46 786	23 999	6 447	9%
TOTAL 2017		238 702	42 994	22 773	6 264	9%



The Siat Group  
supports the SDG



7.2

### ELECTRIC ENERGY USED AND RENEWABLE ENERGY PRODUCTION

Country	Estate	Renewable source	Total MWh used/year	Renewable energy MWh/year	% renewable energy		
					2019	2018	2017
Gabon	Siat Gabon	Cogeneration	6 256	5 783	92%	85%	0%
Ghana	GOPDC	Cogeneration and Biogas	12 039	5 980	50%	66%	80%
Nigeria	Presco	Cogeneration and Biogas	10 599	6 961	66%	81%	67%
	SNL	Cogeneration	6 052	4 558	75%	81%	83%
Ivory Coast	CHC	Cogeneration	9 120	8 235	89%	65%	42%
	CHP	Public network	171	0	0%	0%	0%
Cambodia	Swift	Public network	nc	0	0%	0%	0%
<b>TOTAL 2019</b>			<b>44 408</b>	<b>31 517</b>	<b>71%</b>		
TOTAL 2018			51 629	35 798		69%	
TOTAL 2017			45 525	28 100			62%



The Siat Group supports the SDG



6.4

### FACTORY WATER USAGE

Country	Estate	Used water volume per year/m <sup>3</sup>	Production tons	Product	Water m <sup>3</sup> /year/t produced		
					2019	2018	2017
Gabon	Siat Gabon	166 420	9 396	Rubber	18	13	15
Ghana	GOPDC	385 110	30 001	CPO	13	21	14
Nigeria	Presco	353 376	43 757	CPO	8	8	11
	SNL	244 753	16 538	CPO	15	22	23
Ivory Coast	CHC	345 445	20 412	Rubber	17	15	17
	CHP	no production	0	Rubber	na	na	na
Cambodia	Swift	nc	326	Rubber	nc	nc	41



The Siat Group supports the SDG



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	110 000	45 000	73	605	4 050	nc	157 690
Ghana	GOPDC	6 690	122 580	4 916	44	362	1 088	3 352	182 700
Nigeria	Presco	2 030	100 070	67 822	138	458	73	4 480	250 090
	SNL	24 300	48 220	9 260	67	196	495	11 680	124 980
Ivory Coast	CHC/CHP	11 040	42 580	9 400	34	32	317	546	1 075 200
<b>TOTAL 2019</b>		<b>48 240</b>	<b>423 450</b>	<b>136 398</b>	<b>356</b>	<b>1 653</b>	<b>6 023</b>	<b>20 058</b>	<b>1 790 660</b>
TOTAL 2018		162 732	370 630	67 935	464	1 780	7 645	40 393	1 540 842
TOTAL 2017		73 550	628 936	43 056	289	623	6 719	19 345	1 678 953



The Siat Group supports the SDG



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)



The Siat Group  
supports the SDG



15.1

### COMPLETION DATE OF ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

Country	Estate	HVC	HCS/HCSA	EIA	SIA	LUCA <sup>1</sup>	GHG <sup>1</sup>	NPP <sup>1</sup>
Gabon	Siat Gabon	*	*	2014 09	2015 02	*	2019 12	na
Ghana	GOPDC	2010 07	*	2017 08	2014 06	2014 11	2019 12	2014 11
Nigeria	Presco	2015 02	2017 03	2017 10	2017 03	2016 12	2019 12	2017 11
	SNL	2017 03	*	2017 11	2018 01	*	2019 12	*
Ivory Coast	CHC	*	*	*	*	*	2019 12	na
	CHP	*	*	2017 09	2021	*	na	na
Cambodia	Swift	*	*	*	*	*	nc	na

\* In function of new developments

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



The Siat Group  
supports the SDG



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	161	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: HVC presente



6

IMPROVE-  
MENTS

## 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.

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.



The Siat Group  
supports the SDG



9.5

FOCUS



ARNAUD **LEIDGENS**, Group GIS  
TIMOTHY **OJAMIRUAYE**, Assistant Group GIS

## GIS, Siat group takes flight towards the future heights

*Nowadays, modern survey work relies more and more on geographic information system (GIS), a framework for gathering, managing, analysing, and communicating spatial data. Rooted in the science of geography, it has been proven to be a very efficient tool to support decision-making in the field of sustainable agriculture.*

*Such database superimposes different thematic layers (e.g.: topography, demography, land cover, yields, etc.) to better apprehend the complexity of a situation. Maps are well known to ease data visualization, navigation or field operations planning.*

*By nature, GIS is also a central piece when it comes to prospecting, integrated land-use planning and negative impacts mitigation. In addition, participatory mapping sessions with communities are organized to better understand customary land tenure or to pay crop compensations to farmers.*

*Remote sensing tools, such as drones or satellites (Siat group has several drones with multispectral cameras), are particularly useful to identify any High Conservation Value and High Carbon Stock areas to be conserved, buffered or rehabilitated, as well as performing land-use change analyses, damages assessments, civil engineering plans or various measurements.*

*New Research and & Development projects about "precision agriculture" offer promising perspectives for diseases detection, automatic tree counting or nutrition assessment.*

*Since GPS are nowadays directly integrated into mobile devices, we have also developed custom applications to support the data collection of our eco-guardians to enhance environmental monitoring.*



ISO  
9001

ISO  
22000

FSSC

FOCUS



ZAINAB **HARUNA**, Quality head  
BENEDICTA **OKHOLO**, Assistant HSE manager  
FRANCIS **BINANG**, Assistant HSE manager

## Presco, the assurance of a perfect quality control

*Quality is a vital parameter which differentiates an organization from its competitors. Thanks to the implementation of ISO 9001 (quality management system), the FSSC (food safety) and thanks to its new analysis laboratory (quality control), Presco has strengthened quality management, food safety and quality control of its products.*

*ISO 9001, for example, has enabled a reduction of non-conforming end products through control of input/output materials with effective use of Rework, Hold and Release Standard Operating Procedures (SOP).*

*The FSSC has enabled better prevention of product contamination prevention through standard warehousing practices by use of FIFO (First In First Out) and proper segregation of Food contact materials from non-food contact materials.*

*The laboratory makes it possible to carry out tests on the quality of products throughout the production chain. This new laboratory aims to be the most modern in Nigeria for the analysis of palm oil and its derivatives.*

*All these actions are carried out by motivated people who are eager to advance our ways of doing things.*

*Customer satisfaction is Presco's top priority, obtaining these certificates and setting up the laboratory have made it possible to be referenced by prestigious customers (who sometimes also conduct their own audits), such as Friesland Campina (Wamco), Craft Food International, Nestlé, Yum-KFC, Fan Milk.*

*Presco will continue to drive quality improvement of its speciality fats and oils for continual customer satisfaction.*

# 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.



Printed on Cocoon SILK, 100% recycled paper  
 © photos : Florent Robert, Arnaud Leidgens, Stéphanie Fraisse.  
 Design : Christophe Arnaud

