

**WE  
CAPTURE  
WHAT  
MOVES**



# 2019 CSR REPORT

**EXTRA-FINANCIAL PERFORMANCE STATEMENT**



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## ABOUT THIS REPORT

This report presents the MANE Group's Corporate Social Responsibility (CSR) approach: policies, commitments, achievements and results. It aims to report transparently on the approach implemented by MANE to contribute to the United Nations Sustainable Development Goals (SDGs).

This report also addresses:

- the French requirement to declare non-financial information as set out in Decree no. 2017-1265 of 9 August 2017
- the commitment made to the United Nations Global Compact to publish a Communication on Progress each year
- the expectations of all of the Group's stakeholders.

## CONTRIBUTIONS

This report was produced by the departments responsible for CSR and Communication of V. MANE FILS and thanks to the contributions of all the CSR correspondents of the Group distributed in a dozen countries. We would therefore like to thank all the collaborators and partners who made their contribution.

## CONTACTS

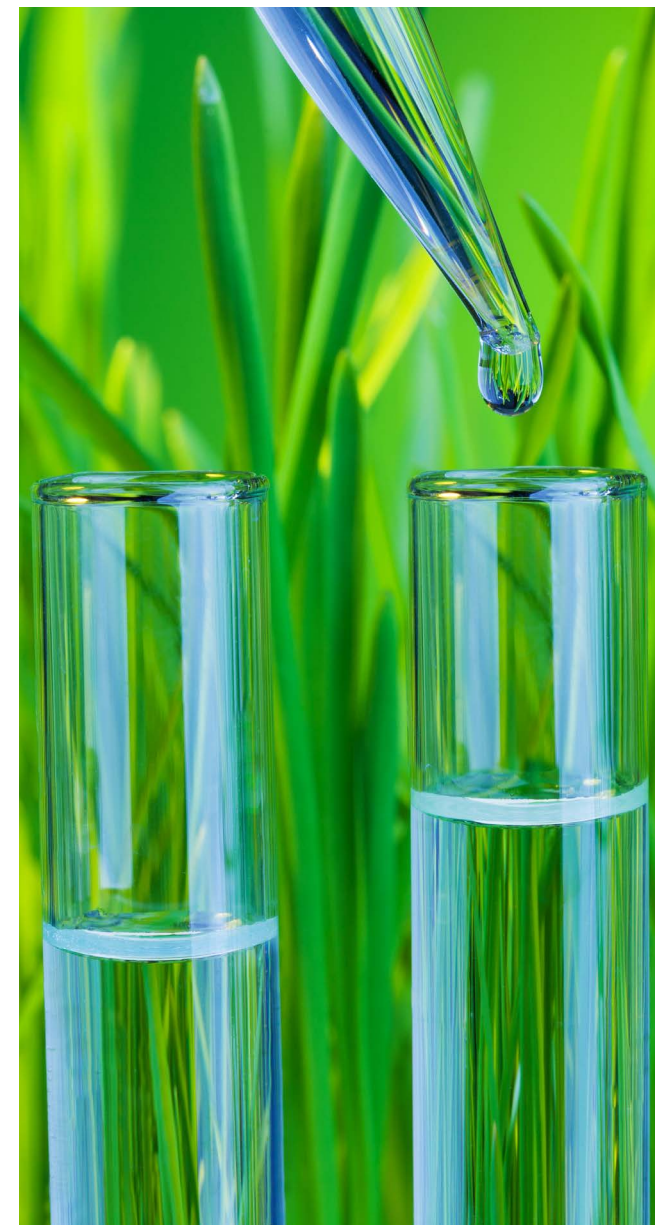
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# 1

# GOVERNANCE





## 1.1 A WORD FROM THE PRESIDENT



It was in 1871 that my great-grandfather, Victor, founded the company MANE in Bar-sur-Loup, where it still has its head office today. Five generations have succeeded each other to lead the eponymous MANE Group.

As a family business, we are committed to maintaining our independence, financial stability, and responsibility to our customers and employees.

This governance allows us to maintain long-term relationships with all our partners.

A handwritten signature in black ink that reads "Jean Mane".

**Jean Mane**  
**President of MANE Group**

## 1.1 A WORD FROM THE PRESIDENT

The MANE Group is dedicated not only to the global distribution of a range of products from across the fragrance and flavour sector, but also to developing an international presence, allowing us to be closer to our customers.

For many years, we have been reinvesting a considerable proportion of our profits in research and development, enabling us to provide our customers with countless innovative solutions.

MANE is committed to sustainable and profitable development, driven by a long-term vision. With this in mind, we have been developing our Corporate Social Responsibility (CSR) strategy for several years now to find a balance between economic growth, respect for people, and environmental protection, all of which are essential for the long-term prosperity of our company.

MANE has structured its Sustainable Development Policy around four commitments in line with its activity and strategy:

- 1. Act and operate ethically and responsibly**
- 2. Ensure responsible management of our products**
- 3. Care about our collaborators**
- 4. Promote sustainability along our value chain.**

In 2012, we set ourselves ambitious and realistic CSR objectives for 2021, the anniversary of the MANE Group's 150th anniversary, allowing us to measure the progress made.

At the end of 2019, we achieved and even exceeded most of these objectives. However, there is still a long way to go to reach our goal of reducing CO<sub>2</sub>e emissions.

In July 2019, in accordance with our commitment made when the Paris Pledge for Action was signed in 2015, we signed a letter of commitment to the Science Based Targets (SBT) initiative with the promise of setting appropriate targets with the level of ambition set out in the Paris Agreement.

In 2019, to go further in our approach, we also chose to align our Sustainable Development Policy with the Sustainable Development Goals (SDGs) of the United Nations.

Indeed, we are convinced that businesses have a key role to play in achieving the SDGs, and we are firmly committed to doing what it takes to help our society reach them.

This is how we can grow our business, meet different complex global challenges, and deliver benefits for our customers, employees, partners, and society in general.

In addition to our corporate responsibility, we also aim to contribute to society, particularly within the communities in which we do business, in order to promote their development.

The aim of this report is to communicate clearly the CSR challenges we have faced, the practices and actions put in place to deal with them, and the progress made by the Group in meeting its CSR targets.

For completeness and relevance, we have carried out this reporting in accordance with the requirements of the Global Reporting Initiative (GRI) standards launched in 2016.

I hope you find it interesting.



## 1.2 GROUP PROFILE

MANE is a company specialising in the creation of flavours and fragrances. A corporate citizen, the MANE Group has been pursuing an international development strategy for years with the following objectives:

- Ensure its sustainable development
- Improve the quality of the products supplied
- To preserve the environment
- Secure employees and sites.

### FRAGRANCES AND FLAVOURS SECTOR

1<sup>st</sup>

French family business

5<sup>th</sup>

place worldwide



**€1,386m**  
in sales



**38**  
countries



**27**  
manufacturing sites



**50**  
R&D Innovation centres



**6,000+**  
collaborators



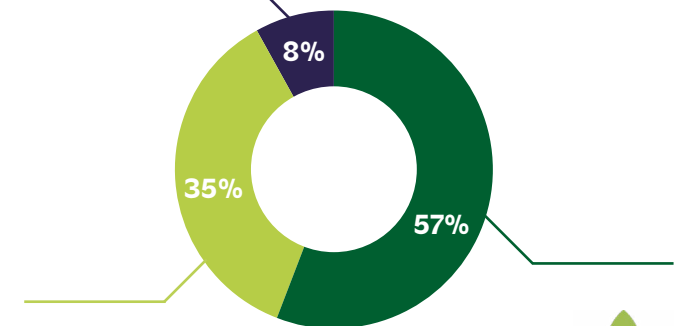
**89,000**  
tonnes of products sold

Indicators	2017	2018	2019
Countries	38	38	<b>38</b>
Manufacturing sites	25	25	<b>27</b>
R&D Innovation Centres	47	47	<b>50</b>
Sales in M€	1,155	1,253	<b>1,386</b>
Flavours sales		57%	<b>57%</b>
Ingredients sales		8%	<b>8%</b>
Fragrances sales		35%	<b>35%</b>
EMEA sales		56%	<b>54%</b>
America sales		23%	<b>24%</b>
Asia sales		21%	<b>22%</b>
Products shipped in tonnes	79,397	85,760	<b>89,844</b>
Sales per tonne shipped	14.56	14.61	<b>15.46</b>
Total workforce	5,992	6,346	<b>6,627</b>

### SALES



INGREDIENTS



FRAGRANCES

FLAVOURS



## 1.2 GROUP PROFILE

### OUR LOCATIONS

The MANE Group's head office is located in Bar-sur-Loup in the Alpes Maritimes, France.

V. MANE FILS  
620, route de Grasse  
06620 Le Bar-sur-Loup  
FRANCE  
Tel. +33 4 93 09 70 00

The Group currently operates in 38 countries.



<https://www.mane.com/locations>

### LEGAL STRUCTURE AND OWNERSHIP

As of December 19, 2019, V. MANE FILS changed its legal status from SA (Société Anonyme) to SAS (Société par Actions Simplifiée) and proceeded to a capital increase. Since 1871, the business has been continuously chaired by a family member. A holding company has been created to group the family shareholders. The family shareholders are also bound by shareholder pacts under the regime of the Dutreil-Jacob law, which aim to preserve the independence and the transmission of the heritage business. The amount of the new capital is €154 millions 100% owned by the MANE family.

Maurice Mane, in 1995, entrusted the chairmanship of the Management Board to his eldest son Jean. His youngest son, Michel, became director in charge of the development of subsidiaries on the American continent. His daughter Françoise is secretary of the Management Board. Jean, Françoise and Michel Mane are to date the only three members of the Management Board. Régine Mane chairs the supervisory board following the death of her husband Maurice.

### OUR STORY

#### FROM A FAMILY ADVENTURE ...

In 1871, Victor Mane was inspired by the exceptional beauty of the natural elements surrounding him and began to produce fragrant materials from these regional flowers and plants. What began as a small distillery has since grown to become one of the leading Flavours and Fragrances companies in the world.

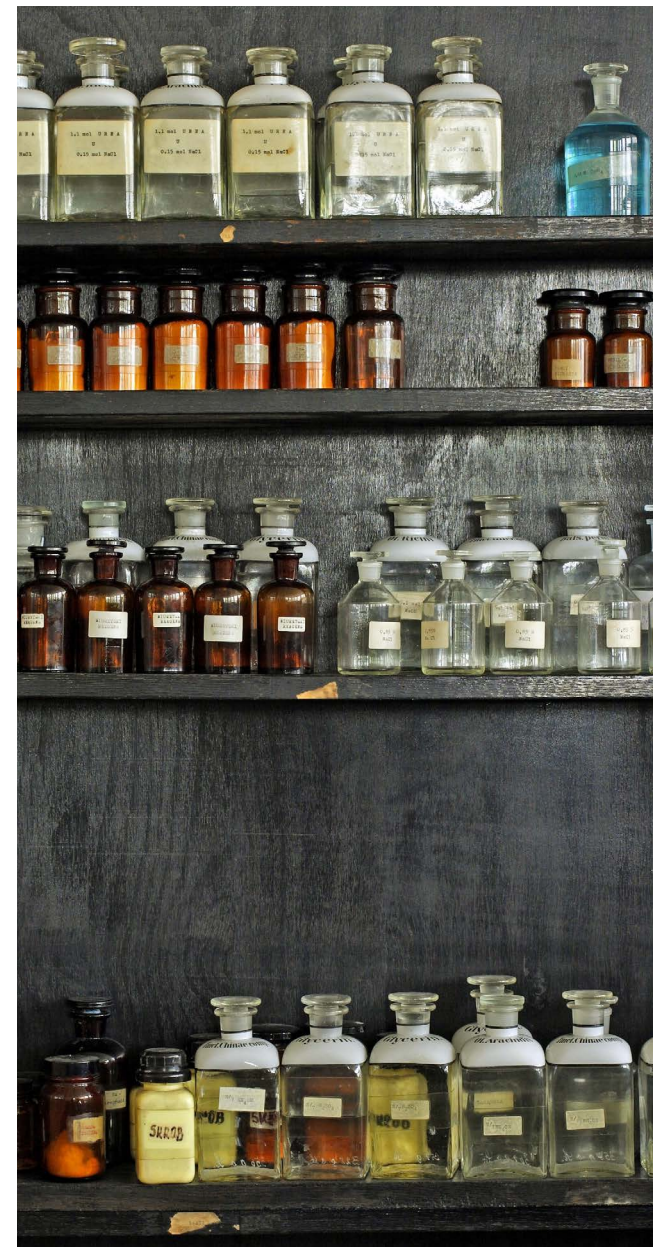
#### ...TO AN INTERNATIONAL GROUP

Throughout its history, the company has continuously been headed by the Mane family. Victor's sons, Eugène and Gabriel, modernised and started developing the business internationally. In 1959, Eugène's son, Maurice Mane, took the company reins, and successfully oversaw its continued expansion until his retirement in 1995.

He then became Chairman of the Supervisory Board, leaving his eldest son, Jean, to be appointed as President of the MANE Group, and his other son, Michel, President of the Americas Region. Samantha Mane, Jean Mane's daughter, now serves as Director of the EMEA (Europe Middle East Africa) Region. Over the last decade, the fifth generation of the Mane family has started to join the Group to continue the family business.



<https://www.mane.com/our-group/our-story>





## 1.2 GROUP PROFILE

### OUR AREAS OF EXPERTISE

### FLAVOURS

#### DEVELOP A TASTE FOR OUR KNOW-HOW

The Flavour division serves the leaders of the food and drink industry, providing them with cutting-edge solutions to a wide spectrum of taste challenges: from creating unique organoleptic experiences to enhancing taste perceptions or covering off-tastes.

Through our unique expertise, understanding of consumer preferences and unrivalled knowledge of raw materials, we provide our clients with the best of nature, to enhance their gustative experience.

#### KEY EXPERTISE AND PRODUCTS

MANE solutions are designed for all food and drink applications (beverages, dairy products, confectionery, bakery, savoury, and nutrition) and based on consumers' preferences. MANE masters the different flavour forms: liquid, powder, granules, emulsions, capsules, paste, adjusting the formulation to the requirements of customer's processes and market regulations.

#### Our innovation efforts focus on 4 research platforms:

##### PURE CAPTURE™

Natural solutions to address the economical, regulatory and sensorial challenges of natural flavours. MANE offers one of the widest palettes of natural proprietary compounds and molecules to its flavourists, enabling them to formulate high-performing and affordable natural flavours responding to the most demanding regulations such as MANE NATIVE™ ranges for all Savoury applications (Meat, Vegetables, Seafood, Seasoning).

##### SENSE CAPTURE™

Flavour solutions addressing the sensory challenges generated by complex applications engineered by the Food and Drink Industry (reducing/replacing ingredients or adding actives).

##### N-CAPTURE™

Encapsulation technologies offering significant release, stability or loading benefits in food and drink applications. MANE offers one of the largest encapsulation portfolios of the flavour industry for all types of applications (tea, confectionery, oral care, savoury, bakery, instant beverages, instant desserts...).

##### TREND CAPTURE™

Marketing programmes encompassing consumer understanding studies, from societal observation to flavour innovation, leveraging the most advanced techniques of consumer research and creativity.



## 1.2 GROUP PROFILE

### OUR AREAS OF EXPERTISE

#### FRAGRANCES

##### AT MANE, "WE CAPTURE WHAT MOVES"

We transform the ideas of artists and innovators into exclusive, fine fragrances. MANE's international perfumers draw on over a century of know-how in fragrance creation and extraction technologies, to mix precious, essential oils and innovative molecules that give shape to scents which fulfil consumers' ever-evolving needs and desires.

By merging technology and creativity, our Fine Fragrances Creative Studios has ventured into new olfactory territories, developing some of the most unique, prestigious fragrances in the world.

##### LET PERFUME TALK

Our international perfumers conceive fragrances that embody MANE's two key pillars: Technology and Creativity. Our Fine Fragrances Creative Studios are based in Paris, Dubai, New York and São Paulo. It is within these studios that MANE has created some of the most prestigious fine fragrances on the market, leading the way to new olfactory territories.

Exceptional ingredients, outstanding technology, and targeted consumer insight nurture the imagination and emotions of our fragrance creators. These feed their inspiration and lead them to design visionary perfumes, meant to become tomorrow's classics. Merging their individual personalities and artistic vision, our perfumers come together to unleash boundless creativity.

The collaborative work of our R&D teams strives to enrich the perfumers' palettes via breakthrough technologies and advanced research. Their discoveries are translated into unique, synthetic molecules and natural raw materials which define the olfactory signature of our fragrances.

Evaluation teams guide them with their olfactory expertise.

Marketing teams stimulate them with insights into trends and business analysis. By weaving together technology and creativity, innovation ensues.

From innovation comes the will to grasp what changes, what thrills, what touches consumers.

##### CONSUMER GOODS, LEND GLAMOUR TO DAILY LIFE

Our development centres around the world adhere to a multi-local approach, which grants our creative teams the necessary consumer insight to merge the essence of local cultures into our creations.

Our regional panels benchmark our new fragrances for the benefit of our customers' products, in order to create winning scents that bring added value to their brands. Throughout the development process, our technology experts ensure the technical quality, efficiency and base-compatibility of our fragrances. They also collaborate with MANE's partners and customers in order to create new and innovative market prototypes.

MANE creates not only original and exquisite fragrances, but also high-performing, competitive compositions that benefit all applications, from toiletries to fabric care, including its natural and proprietary cooling agent, Physcool<sup>®</sup>, which can be used in skincare formulations.

Through consistent analysis and integration of consumer insights and market trends, MANE develops cutting-edge fragrances that draw on its technical expertise and seamlessly fit targeted brands and markets. Our teams understand our clients' and consumers' needs. Our Perfumers transcribe them into a unique olfactory experience.

##### HAIR CARE

Today's consumers demand professional results. To address these needs, we highlight the benefits of shampoos, conditioners and hair colorations by creating appealing and lasting fragrances that infuse them.

##### SKIN CARE

Drawing on our insights into market trends and consumer uses and habits, we conceive unique fragrances that are specifically designed for your brand's skin care and body wash products. The resulting scents are a pleasure for the senses, and create products that consumers enjoy using on a daily basis.

##### FABRIC CARE

We apply our expertise and technology to create long-lasting fragrances for fabric care products that will enhance the softness of freshly-cleaned clothes, house linen and towels.

##### AIR & HOME CARE

Finding the perfect balance between performance and emotion allows us to design fragrances that will support the functional benefits of detergents, provide solutions for odour control, as well as enhance the welcoming, caring atmosphere of your home.



## 1.2 GROUP PROFILE

### OUR AREAS OF EXPERTISE

#### INGREDIENTS

##### CAPTURING THE ESSENCE OF NATURE

MANE draws on its passion and dedication to deliver only the finest and most unique ingredients, capturing the true essence of Nature in its products.

MANE creates sustainable partnerships with local producers to support artisanal know-how while merging it with our internal expertise.

By combining synthetic molecules and natural ingredients from around the world with our in-house technology, we can provide the most comprehensive collection of qualitative, thrilling creations.

##### OUR SPECIALTIES

Ranging from traditional extractions to biotechnologically obtained molecules, through our innovative Jungle Essence™ extracts, our manufacturing processes are inimitable. In a constant quest for excellence, our teams tirelessly travel the world, collecting raw materials and forging partnerships with remote communities. In this way, we are able to secure sourcing, shorter supply chains, circumvent price fluctuations, and offer premium ingredients options.

The secret to our vast success is present in our exclusive portfolio, enabling us to formulate technically performing sophisticated compounds derived from only optimal quality, specialty ingredients.

The combination of our craftsmanship, know-how, process mastery and technological team support, have all contributed to MANE's position as a worldwide leader in its sector.

### OUR PRODUCTS

We offer our customers a wide range of products:

- Aromatic raw materials: Essential oils, absolutes, resinoids, isolates, flavouring substances, extracts, pharmaceutical active ingredients, concrete
- Fragrance bases and compounds
- Natural and synthetic flavours
- Ingredients and savoury additives mixtures
- Vegetable protein distribution
- Extracts and culinary preparations
- Cooking-extrusion
- Microcapsules and Macrocapsules flavours
- Supercritical fluids extraction.

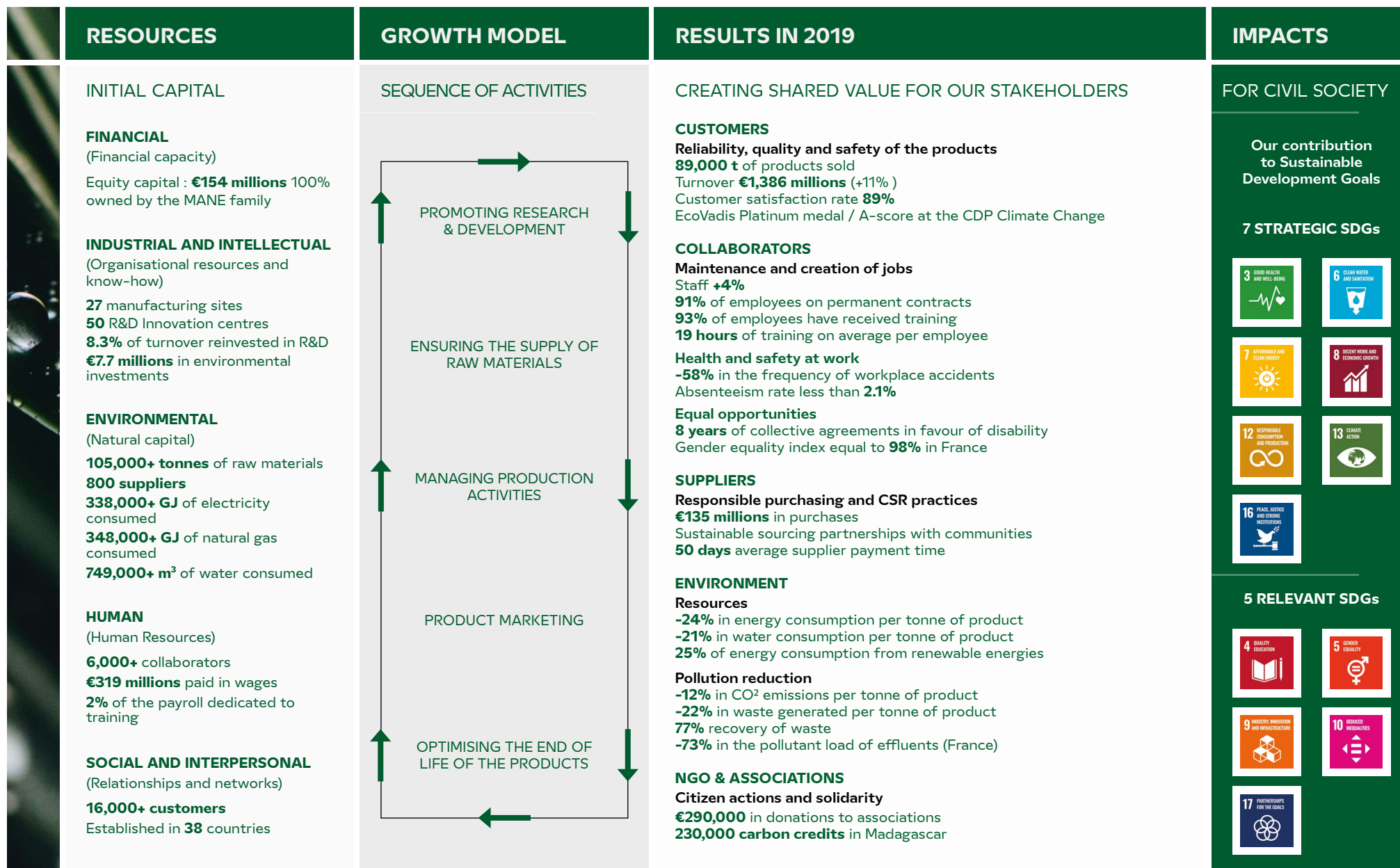
The applications for our products are diverse: fine perfumery, cosmetics, soaps and detergents, household and industrial products, essential oils, beverages, confectionery, pastries, dairy products, pharmaceuticals (active substances & excipients), tobacco products, dairy products oral hygiene, salty and spicy food products, etc.

Our activities started almost 150 years ago and social responsibility has gradually been integrated into our business model. We assume our responsibility towards our stakeholders, both internally and with our external partners but more broadly, towards civil society and our natural environment.

Our Group acts every day to improve economic and social conditions throughout our value chain, with an approach to the quality and safety of our products.



## 1.3 BUSINESS MODEL





## 1.4 CSR GOVERNANCE

### MANAGEMENT OF THE CSR APPROACH

**In order to integrate corporate social responsibility (CSR) into its strategy, the MANE Group has implemented a CSR approach which is accompanied by a strategic approach for the definition of its most relevant societal commitments, consistent with the interests of the Group and those of its stakeholders. These strategic commitments are broken down operationally and monitored at the level of all activities.**

The Group's CSR strategy is under the direct responsibility of Jean Mane, the President of the Group. It is the President who validates the Sustainable Development Policy on the proposal of the CSR Committee. This policy affirms the commitment of the members of the Management Board and of all MANE employees on these subjects.

The management of the resulting CSR approach is entrusted to the Sustainable Development Coordinator and the CSR Project Manager, whose mission is to coordinate and bring to life the CSR strategy within the various functions and subsidiaries of the Group.

To do this, they rely on the members of the Group's CSR Committee, as well as on a network of around 20 CSR correspondents spread across the main industrial sites abroad. They also deploy internal and external communication actions, raising awareness and training employees on the challenges of CSR and sharing good practices within the Group.

### CSR COMMITTEE

Set up in 2012, the CSR Committee focused on defining ambitious and measurable objectives for each of the Group's CSR commitments by 2021. The achievement of these objectives is measured using performance indicators monitored compared to the 2009 reference year.

The Sustainable Development Coordinator and the CSR Project Manager sit on the CSR Committee, to which they report annually on the progress made and present for validation the CSR strategy and the expected roadmap to maximise the Group's positive impact in the medium and long term.

The CSR Committee is made up of a total of 9 people and the Chair is held by Jean MANE. The following functions are represented:

- Director of Compliance, Governance, Audit and Risks
- Group Product Safety and Regulatory Affairs Director
- EMEA Regional Director
- EMEA Purchasing Director
- EMEA Human Resources Director
- EMEA Quality Director
- Environment Manager / Sustainable Development Coordinator
- CSR Project Manager.

The CSR Committee meets once a year. The last management review took place in July 2019. During these meetings, MANE's CSR performance is analysed in detail, globally (at Group level), by site (monitoring scope covering more than twenty sites which generate 97% of the Group's consolidated turnover) and on each of the defined CSR indicators. The objective is to review the rate of achievement of each of the objectives and to decide on the effectiveness of the management system put in place in order to identify if necessary targeted areas for improvement.

Steering Committees are set up at each site to implement detailed action plans and their monitoring systems, in particular within the framework of the various management systems implemented locally: ISO 9001, ISO 14001, ISO 50001, OHSAS 18001, ISO 22000, IFS & BRC...

In addition, many priority themes directly linked to the Group's CSR objectives appear on the agenda of the COMEX (Executive Committee) meetings, organised every month, and of the IMC (International Management Committee) meetings, organised every quarter.

## 1.4 CSR GOVERNANCE

### DASHBOARD OF THE GROUP'S CSR APPROACH

The table below presents all of the CSR commitments made by the Group as part of its Sustainable Development Policy with the objectives and indicators defined to measure the progress made.

2019 RESULTS	2021 OBJECTIVES	2025 OBJECTIVES
<b>1. ACT AND OPERATE ETHICALLY AND RESPONSIVELY</b>		
 100% of employees most exposed to ethics risks will have signed the Code of ethics		Objective achieved in 2019 100%
 100% of employees most exposed to corruption risks will have participated in the e-learning training campaign		Objective achieved in 2019 100%
<b>2. ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS</b>		
 Increase to more than 90% the percentage of product (in tonnes) shipped by ISO 14001 certified sites by 2021		60% 90%
 Increase to more than 80% the quantities of natural extracts and synthetic molecules produced with a GREEN MOTION™ score > 50/100		78% 80%
 Reduce energy consumption per tonne of product by 20% compared to 2009		Objective achieved and exceeded in 2019 20% 25%
 Reduce CO2e emissions (Scopes 1 and 2) per tonne of product by 40% compared to 2017		2021 objective not achieved (-15%) - new for 2025 -12% -40%
 Increase to 33% the proportion of total energy consumption from renewable sources by 2025		2021 objective achieved in 2015 and 2025 objective 25% 33%
 Reduce water consumption per tonne of product by 15% compared to 2009		Objective achieved and exceeded in 2019 20% 25%

## 1.4 CSR GOVERNANCE

### DASHBOARD OF THE GROUP'S CSR APPROACH

#### 2019 RESULTS

#### 2021 OBJECTIVES



Reduce hazardous waste produced per tonne of product by 33% compared to 2009

-22%

-33%



Increase to more than 80% the proportion of recovered waste (hazardous and non-hazardous)

77%

80%

### 3. CARE ABOUT OUR COLLABORATORS



Maintain absenteeism at less than 4%

< 4%

2.1%



Reduce the frequency rate for accidents at work with leave by 33%, compared to 2009

Objective achieved and exceeded in 2019

-33%

-58%



Increase to more than 80% the proportion of collaborators benefiting from training over the course of the year

Objective achieved and exceeded in 2019

80%

93%



Increase to more than 80% the proportion of collaborators benefiting from an interview or assessment over the course of the year

Objective achieved and exceeded in 2019

80%

89%

### 4. PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN



Increase to more than 90% our purchasing volume from suppliers committed to a CSR policy

Objective achieved and exceeded in 2019

90%

93%



Increase to more than 80% the number of global suppliers committed to a CSR policy

72%

80%



Ensure 50% of significant suppliers undergo a CSR evaluation (CSR audit performed on-site by MANE, EcoVadis evaluation or SMETA audit)

47%

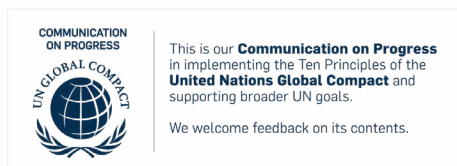
50%



## 1.5 EXTERNAL COMMITMENTS

**MANE is committed to supporting international standards of behaviour, based on customary international law, generally accepted principles of international law, or universally recognised intergovernmental agreements as well as sectoral initiatives.**

### GLOBAL COMPACT (2003)



Since 2003, MANE has been a signatory to the United Nations Global Compact initiative. Launched in 1999 by the then Secretary General to the United Nations, Kofi Annan, the Global Compact calls on organisations around the world to voluntarily align their operations and policies to 10 universally accepted principles relating to:

- Human rights
- Labour
- Environment
- Anti-Corruption.

In order to demonstrate our commitment clearly, we publish a yearly Communication of Progress (COP). All our COP reports are available on the Global Compact website through the following link:



<https://www.unglobalcompact.org/what-is-gc/participants/6328-Mane>

Note that this CSR report also acts as COP for the year 2019.

### RENEWAL OF THE PRESIDENT'S COMMITMENT

"For the sixteenth consecutive year, MANE is supporting the Global Compact and renewing its commitment to implementing and promoting the 10 universally recognised principles into its strategy, organisational culture and operations, within a framework of continuous improvement."

**Jean M. MANE**  
President

### CARING FOR CLIMATE (2007)

#### Caring for Climate



Since its launch in 2007, MANE has joined the Caring for Climate initiative. This initiative of the Global Compact, the United Nations Environment Programme (UNEP) and the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC), aims to promote the role of business in the fight against climate change.

By joining Caring for Climate, MANE has committed to setting greenhouse gas (GHG) emission reduction targets, developing strategies and practices, collaborating with other companies and governments, and disseminating its emissions every year.



<https://www.unglobalcompact.org/take-action/action/climate>

### DIVERSITY CHARTER (2008)



In 2008, MANE signed the Corporate Diversity Charter, an undertaking that can be signed by any company that condemns discrimination in the workplace and agrees to work towards supporting diversity, launched at the end of 2004 by Claude Bébéar and Yazid Sabeg.



<https://www.charte-diversite.com/>

### PARIS PLEDGE FOR ACTION (2015)



Launched by the French presidency of the COP21, the pledge invites non-state actors (organisations, companies, regions, towns and investors) to commit to ensuring the implementation of the Paris Agreement on climate change adopted on 12 December 2015.

By signing the Paris Pledge for Action in 2015, MANE is committed to limit the rise in temperature to less than 2° Celsius by the end of the 21st century.



<http://www.parispledgeforaction.org/>

## 1.5 EXTERNAL COMMITMENTS

### BUSINESS AND BIODIVERSITY PLEDGE (2016)

At the Business and Biodiversity Forum of the United Nations Convention on Biological Diversity (COP13-CBD) held in December 2016 in Cancun, Mexico, MANE signed the Business and Biodiversity Pledge.

Engagement provides an opportunity for business leaders to highlight the importance of biodiversity and ecosystem services for their respective businesses and to affirm their commitment to take positive action by supporting them.

Through this commitment, the signatories undertake to provide solutions for the conservation of biodiversity, its sustainable use and the fair and equitable sharing of the benefits derived from resources.



<https://www.cbd.int/business/pledges.shtml>

### SCIENCE BASED TARGET (2019)



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SCIENCE  
BASED  
TARGETS

In July 2019, following on from the signing of the Paris Pledge for Action in 2015, MANE joined the Science Based Targets (SBT) initiative.

Science Based Targets (SBT) is a joint initiative by CDP, World Resources Institute (WRI), WWF and Global Compact. Its methods help companies set emissions reduction targets in line with Intergovernmental Panel on Climate Change (IPCC) recommendations to limit global warming to below 2°C, an objective outlined in the Paris Agreement adopted during the COP21.

Companies wishing to join must:

- Sign a commitment letter, stating that the company will work to set a science-based emissions reduction target
- Develop a target within 2 years
- Submit the target for SBT validation
- Announce the target publicly.

MANE took the first step last July when it submitted its commitment letter to SBT.

We are currently working on revising our Group-wide GHG emission reduction targets, which we will submit to iSBT for validation by 2021.



<https://sciencebasedtargets.org>



## 1.5 EXTERNAL COMMITMENTS

### IFRA-IOFI SUSTAINABILITY CHARTER (2020)

MANE has participated since 2017 in a working group set up by the professional associations IFRA (International Fragrance Association) and IOFI (International Organisation of the Flavour Industry) and aimed at developing a sectoral Sustainability Charter.

Through this voluntary initiative, the flavour and fragrance industries seek to encourage improvements in the area of sustainable development by offering advice, sharing best practices and measuring improvement by:

- Raising awareness of sustainability within the sector
- Providing businesses with a toolbox to help them continuously improve their performance
- Reporting on progress at an industry level
- Continuing to build trust between the flavour and fragrance industries and stakeholders
- Identifying opportunities for collaboration to address shared challenges.

IOFI and IFRA, as global organisations representing the flavour and fragrance industries, provide businesses with the platform to identify, assess and report on progress in the area of sustainable development, by establishing a framework for progress which encompasses the life cycle – from sustainable sourcing, to the environmental footprint, to employee well-being, to product safety.

The IFRA-IOFI Sustainability Charter is now officially launched and covers the following 5 commitments:

- Ensure responsible sourcing throughout the value chain
- Reduce our industries' environmental footprint and address climate change
- Enhance the well-being of employees and ensure a rewarding labour environment
- Be at the leading edge of product safety
- Be transparent and a reliable partner for society.

In October 2019, IFRA and IOFI launched a large membership survey to assess the level of maturity of the sector in terms of CSR performance.

The exercise is now over. The aggregated results will be the benchmark for measuring progress against the commitments of the Charter. Progress will be reported in a first annual sustainability report in early 2021.



<https://ifra-iofi.org/>

### PROFESSIONAL ASSOCIATIONS

MANE is also involved in several professional trade federations and associations with the participation of several of its experts who hold positions on their governing bodies, or who participate in projects and committees.

Due to the number of employees involved, we have listed the associations with which MANE is strategically involved:

- International Fragrance Association (IFRA)
- Flavour & Extract Manufacturers Association (FEMA)
- National Union of Flavour Manufacturers (PRODAROM)
- International Organisation of the Flavour Industry (IOFI)
- European Flavour Association (EFFA)
- European Federation of Essential Oils (EFEO)
- Professional organisation for food flavouring manufacturers (SNIAA)
- European Research Institute on Natural Ingredients (ERINI)
- National Research and Technology Association (ANIA).



## 1.6 ASSESSMENTS AND AWARDS

Expert assessments and recognition from sustainable development improve transparency and give credibility to our CSR approach in the eyes of our stakeholders. Our commitment and success in this area have been recognised by independent third-party organisations.

### SMETA



SMETA is an ethical audit process carried out by an independent third-party organisation which the MANE Group applies to its key sites. The audit programme using the 4 pillars of the SMETA benchmark, developed by SEDEX, includes the following areas: health and safety, labour standards, environment and business ethics. All our manufacturing sites have been subject to at least one SMETA audit, and each site has shared its audit report and any corrective measures with more than a hundred customers through the SEDEX platform.

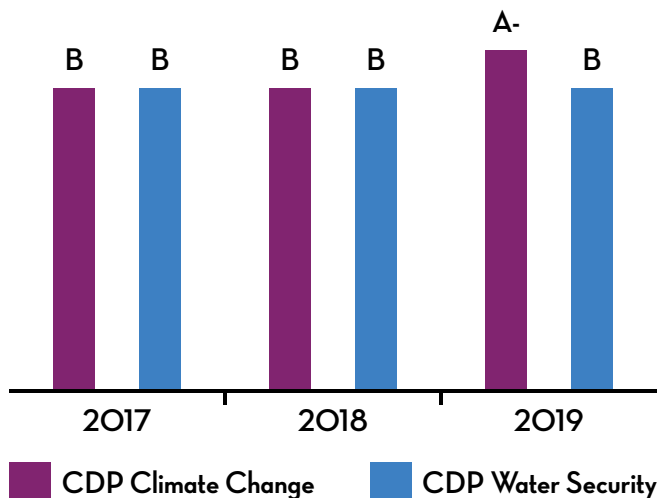


<https://www.sedexglobal.com>

### CDP



Each year, MANE completes the CDP (known as the Carbon Disclosure Project until the end of 2012) questionnaire which questions and ranks companies on their understanding of the issues and their performance in terms of the fight against climate change (CDP Climate Change) and water resource management (CDP Water Security). In 2019, the Group obtained for the first time the score A- on the Climate Change questionnaire (scale from A to E, A being the best score) and B on the Water Security questionnaire.



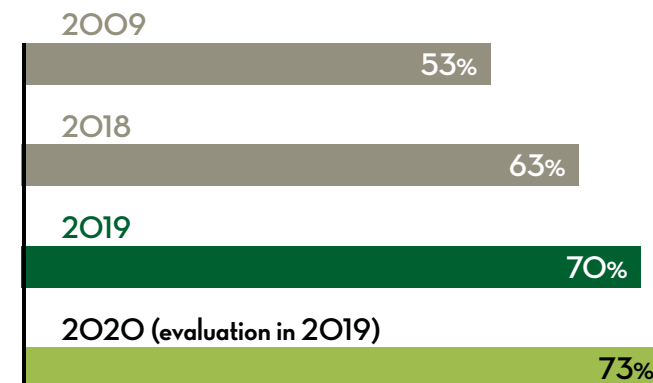
<https://cdp.net/fr/>

### ECOVADIS



MANE responds annually to the EcoVadis CSR assessment questionnaire. The final score is calculated on the basis of 21 CSR criteria in the following areas: Environment, Social, Business ethics and Responsible purchasing. In 2019, MANE obtained a score of 73/100, 3 points more than our previous score, which again places the Group in the "Advanced" CSR performance category and for the first time in level of engagement "Platinum", the highest level of the rating scale. This score places us in the top 1% of companies evaluated by EcoVadis in our sector. Our scorecard is currently shared with 51 of our customers.

#### Evolution of the EcoVadis CSR score



<https://www.ecovadis.com/>

## 1.6 ASSESSMENTS AND AWARDS

### OTHER AWARDS

The external awards and recognitions attest to the positive perception of our sustainable development strategy and reward our Group for the efforts made to improve our practices.



#### 2019 COCHIN BEST EMPLOYER AWARD

Kancor wins the Cochin Best Employer Awards 2019 in an event held at Taj Malabar Resorts & Spa, Cochin on 15th March, 2019. Cochin Best Employer Award witnessed a distinguished gathering of business leaders, jurists, academicians, economists and human resource professionals. An eminent jury comprising of stalwarts from the industry selected the winners from a pool of over 100 corporate houses after a rigorous evaluation process.

The Best Employer Award is conferred to those organisations that have a robust and effective HR and people management system, contributing significantly to Talent Management, Talent Development, and Talent Innovation. The well-defined parameters for the selection of the winners included linkage between people and business strategy, innovation in people practices, penetration of HR initiatives, the impact of people processes on business & spectrum.

#### 2019 WEST JAVA GOVERNMENT CSR AWARD

In November 2019, MANE Indonesia received the CSR Prize from the Governor of West Java province in recognition of the regular implementation of CSR programmes in partnership with local communities (see chapter "Relations with local communities" for more details, for further information on the initiatives implemented).

#### TOP SUSTAINABLE FAMILY BUSINESS AWARD 2018

Family businesses are vital to the health of the European economy. They are responsible for over 50% of private sector activity in the eurozone and play a key role in the economic recovery of many economies in the region. That's why each year, CampdenFB, in partnership with Société Générale Private Banking, recognises this vital and dynamic sector through the "European Families in Business Awards". 2018 marked the seventh year of the ceremony.

In 2018, the awards ceremony took place in Madrid on 12 June. On this occasion, around a hundred members of business-owning families, their directors and advisers came together for a prestigious gala and awards dinner. Our President, Jean Mane, accompanied by his nephew, Victor Mane, a member of the fifth generation, received the "Sustainable Family Business" award in recognition of the Group's efforts in terms of sustainable development and ethics, particularly the establishment of a whistle-blowing hotline in 2016 and the creation of the Group Ethics Committee, which reports directly to the President.

#### 2017 CSR CHALLENGE AWARD

Created in 2012, the CSR Challenge Awards (Trophées Défis RSE in French) aim to add value to the commitments, results and sustainability of a company's CSR approach. The awards are sponsored by BNP Paribas, Ethifinance, Harmonie Mutuelle and Suez, all recognised for their CSR policies, and the judging panel includes professional network experts in their fields.

In 2017, 52 companies were nominated for the 5th edition of the ceremony. MANE was awarded the Trophée Défis RSE 2017 for the Environment category.

#### 2017 HR INNOVATION AWARD

MANE received the HR Innovation Award (Trophée de l'Innovation RH in French) in 2017 for its "Manager First" project. The management guide developed by MANE, and the cornerstone of this approach, is a powerful and recognised social innovation because it lets each manager know exactly what the company expects of them, gives them ways to achieve the targets set for them and focuses cooperation between managers and their employees on continuous progress and positive reinforcement.

As such, this approach, recognised by the Trophée de l'Innovation RH 2017, stands out from the benchmarks normally used in companies.

#### 2016 GLOBAL COMPACT BEST COMMUNICATION ON PROGRESS AWARD

The French network of the United Nations Global Compact presents an award each year for the Best Communication on Progress. This competition rewards businesses and non-profit organisations that produced an exemplary Communication on Progress (COP) the previous year. In 2016, the MANE Group won the Best Communication on Progress Award in the "ETI" (medium-sized enterprises) category for the relevance and quality of its reporting.

## 2

## STRATEGY

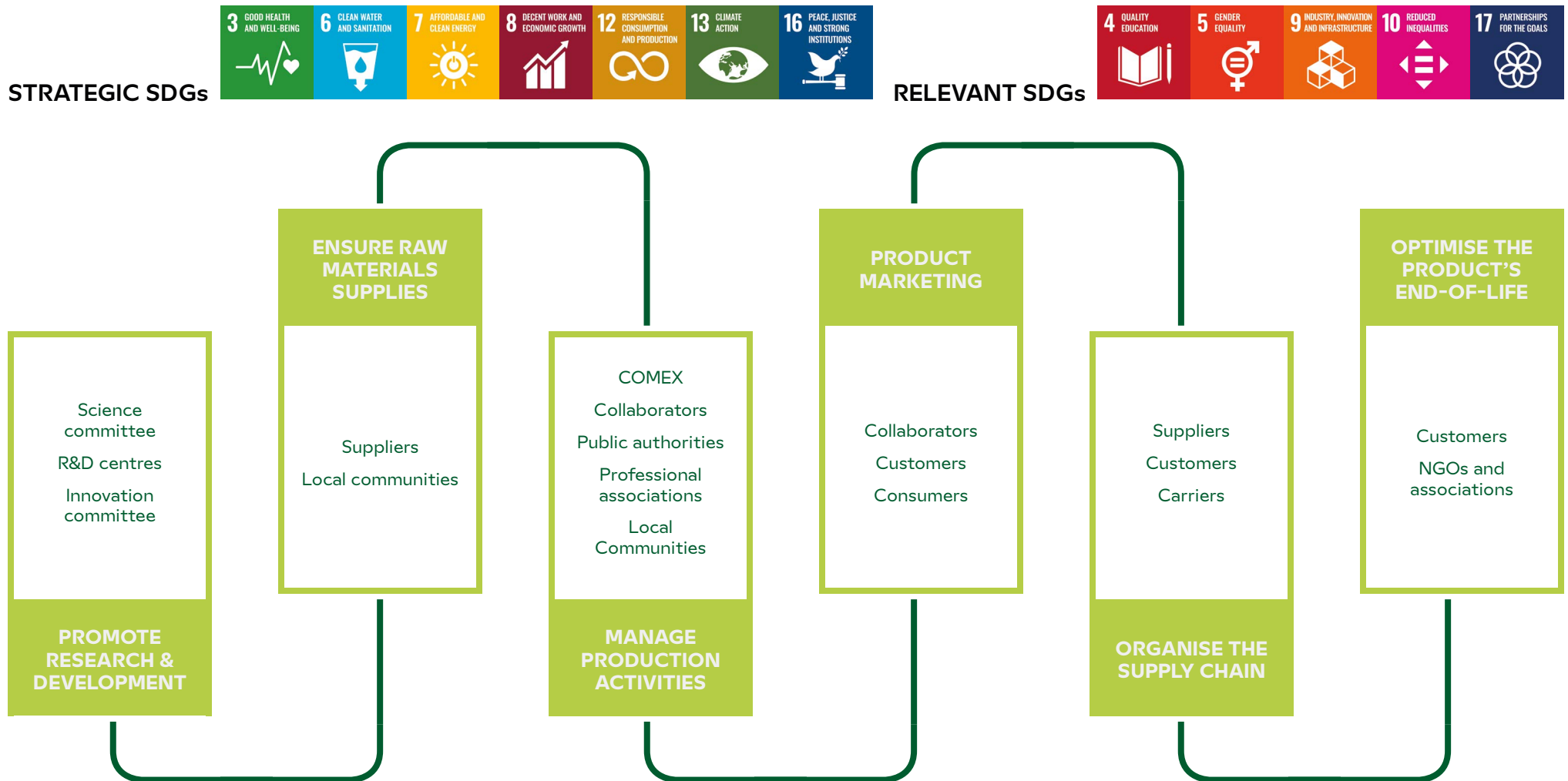




## 2.1 MANE VALUE CHAIN

Each company, through its decisions and activities, has impacts on its collaborators, customers or suppliers but much more broadly on society and the environment.

The integrated CSR at the heart of MANE's strategy is based on the desire to take full responsibility for its impacts and to transform them positively by taking into account the expectations of all stakeholders.



## 2.2 CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs) have been defined by the member states of the United Nations (UN) in response to the 2030 agenda for sustainable development.

The following table shows how MANE's CSR commitments allow it to contribute directly to these global objectives. We have identified the most important SDG targets and our activities and objectives have been aligned with them.

### 1. ACT AND OPERATE ETHICALLY AND RESPONSIVELY

16	16.5	Substantially reduce corruption and bribery in all their forms
16	16.6	Develop effective, accountable and transparent institutions at all levels
16	16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels

### 2. ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

2	2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
6	6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
6	6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
7	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
7	7.3	By 2030, double the global rate of improvement in energy efficiency
8	8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead
12	12.2	By 2030, achieve the sustainable management and efficient use of natural resources
12	12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment
12	12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
13	13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13	13.2	Integrate climate change measures into national policies, strategies and planning
13	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

### 3. CARE ABOUT OUR COLLABORATORS

3	3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
4	4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
5	5.1	End all forms of discrimination against all women and girls everywhere
8	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
8	8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
10	10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
12	12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

### 4. PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

9	9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
9	9.b	Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
11	11.a	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
17	17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
17	17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

## 2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

The Group operates in a competitive and constantly changing economic and technological environment. MANE's global presence, and the diversity of its activities, exposes the Group to social, environmental and societal risks, both internally and in connexion with its business relationships and products.

For the Group, a risk is the possibility of an event occurring that could affect the company's objectives, particularly those concerning its financial situation and reputation.

With this in mind, the CSR risks that could impact MANE are clearly identified by the Group and dealt with so as to reduce their scope and occurrence as much as possible. To that end, the departments concerned have been involved in considering and shaping these risks (Human Resources, Environment, Purchasing, Regulatory Affairs & Product Safety, Internal Audit & Risks, IT).

A complete list of potential extra-financial risks has been drawn up on the basis of the various themes addressed in:

- the international ISO 26000 and GRI standards
- French Decree No. 2017-1265 of August 9, 2017 relating to the publication of extra-financial information
- external publications from our customers and peer
- risk analysis carried out on our internal processes as part of the transition to ISO 9001 and ISO 14001 version 2015.

In order to focus on significant non-financial risks for the Group, we have ranked them according to two factors:

- their likelihood of occurrence
- their severity.

The following table represents the main non-financial risks to which the MANE Group is exposed, as well as the policies and procedures applied by the company to prevent and mitigate their occurrence. The descriptions and results of these policies, including the associated key performance indicators, are provided throughout this report.

The risk analysis is reviewed annually during the management review of the CSR Committee.





## 2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

NON-FINANCIAL RISK CATEGORIES	Description of the risks identified	Policies and procedures implemented to prevent, identify and mitigate the occurrence of risks
<b>HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>Human rights violations in the context of activities carried out by Group employees</li> <li>Human rights violations in our supply chain</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an ethics system: development of the Group Code of Ethics, implementation of an Ethics Committee and a professional ethics alert line</li> <li>Implementation of a responsible purchasing approach to manage the human rights risks associated with suppliers</li> </ul>
<b>ANTI-CORRUPTION</b>	<ul style="list-style-type: none"> <li>Risks of corruption, conflict of interest and fraud in the course of commercial activities carried out by Group employees and relationships with external stakeholders (customers, suppliers)</li> <li>High level of exposure to the risk of corruption for certain job positions (buyers, site managers, financial managers)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an anti-corruption system</li> <li>Development of an e-learning training and a quiz to raise awareness of the issues and risks of corruption</li> <li>Regular awareness-raising notes issued by the Group's Internal Control and Risks Department for the attention of Group employees</li> <li>Development of codes of ethics specific to the professions most exposed to the risk of corruption</li> </ul>
<b>HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>High staff turnover rates at certain Group sites</li> <li>Talent shortage / Recruitment difficulties</li> <li>Risks of poaching by the competition</li> <li>New expectations of millennials (Y generation) in terms of work-life balance</li> <li>Technological breakthroughs linked to digital transformation (reduction of human involvement, disappearance of certain professions)</li> <li>Non-compliance with the principle of equal pay</li> <li>Breach of personal data (non-compliance with the GDPR)</li> </ul>	<ul style="list-style-type: none"> <li>Human resources policy</li> <li>Provisional Management of Employment and Skills (GPEC)</li> <li>Policy for the employment and integration of people with disabilities</li> <li>Policy against discrimination</li> <li>Signature of the Corporate Diversity Charter</li> <li>Calculation of the Gender Equality Index</li> <li>Development of training plans</li> <li>Social dialogue and signing of collective agreements</li> <li>Implementation of a GDPR compliance programme</li> </ul>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>	<ul style="list-style-type: none"> <li>Occupational risks linked to the general working environment (musculoskeletal disorders, accidents at work, occupational diseases)</li> <li>Chemical risks generated by all of the company's activities which may expose to dangerous chemical agents</li> <li>Psychosocial risks induced by the activity itself or generated by the organisation and working relationships</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Health and Safety Policy</li> <li>Implementation of a psychosocial risk prevention approach</li> </ul>
<b>SAFETY AND SECURITY OF INDUSTRIAL SITES</b>	<ul style="list-style-type: none"> <li>Risk of major accidents</li> <li>Risks of intrusion and physical damage to facilities</li> </ul>	<ul style="list-style-type: none"> <li>Policy for the Prevention of Major Accidents</li> <li>Maliciousness policy</li> </ul>

## 2.3 EXTRA-FINANCIAL RISKS OF THE GROUP

NON-FINANCIAL RISK CATEGORIES	Description of the risks identified	Policies and procedures implemented to prevent, identify and mitigate the occurrence of risks
<b>ENVIRONMENTAL IMPACTS OF INDUSTRIAL ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Accidental spreading of chemicals</li> <li>Complaints from residents linked to odour nuisance</li> <li>Pollution (effluents, waste, emissions)</li> </ul>	<ul style="list-style-type: none"> <li>Environmental policy</li> <li>Pollution prevention programmes</li> </ul>
<b>SUSTAINABLE USE OF NATURAL RESOURCES AND ADAPTATION TO THE CONSEQUENCES OF GLOBAL WARMING</b>	<ul style="list-style-type: none"> <li>Exposure to climatic risks at certain Group sites</li> <li>Rising fossil fuel costs and carbon taxation</li> <li>Evolution of societal expectations. Consumer preferences are evolving towards products with a low impact on biodiversity (e.g. sustainable palm oil, organic products, etc.)</li> <li>Complexity of regulations relating to access to genetic resources and the fair and equitable sharing of benefits arising from their use (ABS)</li> </ul>	<ul style="list-style-type: none"> <li>Programmes to reduce energy consumption and use of renewable energies</li> <li>Voluntary compensation programmes</li> <li>Risk analysis conducted each year, according to the Aqueduct Water Risk Atlas of the World Resources Institute (WRI) to assess the level of water stress in our settlement basins</li> <li>Programmes to limit the risks of damage to biodiversity and deforestation linked to its supply chain</li> <li>Sustainable Palm Oil Purchasing Policy</li> </ul>
<b>RAW MATERIAL SUPPLY</b>	<ul style="list-style-type: none"> <li>Impacts of our suppliers' activities on biodiversity (deforestation, pollution, depletion of resources)</li> <li>Stronger expectations of customers on the traceability of the geographical origin of raw materials of natural origin linked to ABS regulations</li> <li>Supply shortages of strategic raw materials (e.g. supplier failures, single-source situations, natural disasters, etc.)</li> <li>Stronger expectations of customers vis-à-vis certified natural raw materials (e.g. RSPO, Rainforest Alliance, UEBT, Organic)</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing and Sustainable Development Charter, supplier CSR assessment and supplier risk analysis procedure</li> <li>Organisation and process dedicated to the traceability of raw materials and compliance with requirements relating to APA regulations</li> <li>Implementation by the Purchasing Department of an approach aimed at limiting the risk of supply disruption</li> </ul>
<b>CONSUMER HEALTH AND SAFETY</b>	<ul style="list-style-type: none"> <li>Social pressure/market tendency to ban flavourings (context: lobbying of consumer associations, Yuka app, etc.)</li> <li>Changes in the regulations on nanomaterials in food and cosmetics</li> <li>Food safety (scandals, allergens, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Health security management policy</li> <li>Food Allergens Policy</li> <li>Changes in consumer tastes and eating habits in terms of nutritional quality and naturalness</li> </ul>
<b>IT SECURITY</b>	<ul style="list-style-type: none"> <li>Physical risks that can relate to equipment and the network: fire, intentional destruction, disturbances of the external environment (air conditioning incident, power failure, lightning, ...), breakdowns (central unit, disks), ...</li> <li>Logical risks that can relate to programmes and data: data overwriting, hacking, viruses, unauthorised access, data theft, improper use of systems, software error during tests, various malfunctions ...</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of an IT security procedure</li> <li>Security audits carried out by independent specialised service providers</li> <li>Development of a charter for the use of information systems</li> <li>Compliance of information systems with the General Data Protection Regulations (GDPR)</li> </ul>

## 2.4 OPPORTUNITIES

Although vast, the Earth's resources are limited. Increasingly, we must become better managers of our natural assets and economic activity must be conducted in a way that does not compromise the ability of future generations to thrive. The challenge is to develop innovations and policies that enable the world population to meet current and future needs in terms of the environment, human health, the economy and society. The chemical sector plays an essential role because it provides products, materials and technologies that reduce our consumption of energy and natural resources to protect human health and our environment.

Chemistry - in laboratories - is a science for the development of sustainable technologies and innovations. Sustainable development requires policy changes from a linear economy to a circular economy, where the products are designed to allow waste to serve as resources for other industries. Environmental considerations and economic growth are not mutually exclusive.

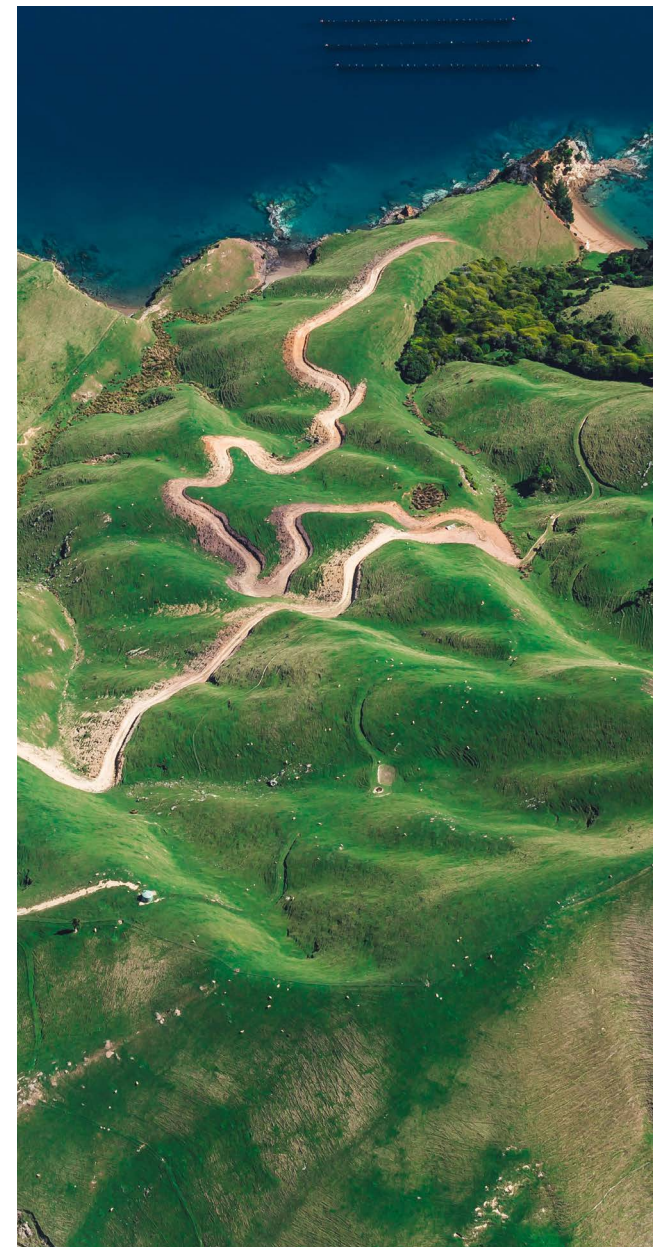
Chemistry must continue to play a leadership role in forging the science and technology that will provide humanity with a sustainable path to the future. Chemistry offers vast market opportunities related to the achievement of the United Nations Sustainable Development Goals and several paths are emerging before us:

- Preserve environmental protections based on science
- Promote the adoption of more sustainable technologies
- Promote more responsible materials in supplies
- Invest in basic research to enable long-term advances
- Promote the preferential hiring of scientists and engineers trained in the principles and practices of sustainability
- Develop a circular economy to reuse the materials of products after the end of their first life
- Take into account the preservation of ecosystem services to maintain our biodiversity.

To manage opportunities, MANE takes into account future possibilities in its approach to materiality. MANE has a team in charge of sustainable development that focuses on developing action plans based on the probability and impact of opportunities in financial and image matters.

These actions are validated by General Management because maintaining our reputation as an environmentally friendly company is essential to the future success of our business.

For example, MANE aims to make its climate change management policy a source of market differentiation and a privileged relationship with its customers.





## 2.5 GROUP CSR CHALLENGES

### STAKEHOLDER IDENTIFICATION

For a responsible and sustainable activity, MANE is committed to refining its strategy in collaboration with its stakeholders. Our goal is to listen to their concerns and expectations in order to provide them with an appropriate response, in a dynamic of dialogue and partnership.

The following table lists the stakeholders with whom the MANE Group maintains relationships. There are listed, for each category of stakeholders, the methods taken to inform them, dialogue with them or consult them, or the agreements, partnerships or collaborations established with some of them.

#### Mapping of our stakeholders



## 2.5 GROUP CSR CHALLENGES

### DIALOGUE WITH STAKEHOLDERS

The involvement table allows to list the major concerns of our stakeholders and the modalities of dialogue established as well as the MANE Group's replies.

STAKEHOLDERS	Main expectations and concerns	Mechanisms for information and dialogue	Responses provided by the group
<b>CUSTOMERS</b>	<ul style="list-style-type: none"> <li>Protecting consumer health and safety</li> <li>Duty of diligence</li> <li>Sustainable and equitable use of biodiversity</li> <li>Fair practices</li> <li>Innovation</li> <li>Communication and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires</li> <li>Satisfaction surveys</li> <li>Information exchange meetings</li> <li>Customer audits</li> <li>Sharing of our CSR information through our memberships to ECOVADIS, SEDEX and CDP platforms</li> <li>CSR report containing the extra-financial performance statement</li> </ul>	<ul style="list-style-type: none"> <li>Answers to numerous customer requests in a traced manner via the Quality Department</li> <li>Evaluating product safety (toxicology)</li> <li>Compliance with REACH regulations</li> <li>Quality and food safety policies</li> <li>Management certification systems (ISO 9001, IFS &amp; BRC, FSSC 22000, etc.)</li> <li>Monitoring customer satisfaction</li> <li>Collaborative partnerships</li> <li>Responsible purchasing</li> <li>GREEN MOTION™ by MANE</li> </ul>
<b>COLLABORATORS</b>	<ul style="list-style-type: none"> <li>Respecting human rights and international labour standards</li> <li>Working conditions and occupational health and safety (OHS)</li> <li>Wages and incentive schemes</li> <li>Developing employability</li> <li>Equal treatment</li> <li>Respect of the GDPR</li> </ul>	<ul style="list-style-type: none"> <li>Quality of life at work surveys</li> <li>Dynamic display in all MANE sites</li> <li>Occupational health</li> <li>Employee representative bodies</li> <li>Consultations of the CSE (social and economic committee) which replaced in 2018 the three committees, staff representatives, Works Council (CE) and Health, Safety and Working Conditions Committee (CHSCT)</li> <li>Group Intranet</li> <li>Yearly appraisals</li> </ul>	<ul style="list-style-type: none"> <li>HR and OHS policies</li> <li>Group Code of Ethics</li> <li>Collective agreements signed</li> <li>Strategic planning for employment and skills</li> <li>2% of payroll dedicated to training</li> <li>Disability policy</li> <li>Corporate diversity charter</li> <li>Implementation of a GDPR compliance programme</li> </ul>
<b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>Long-term partnerships</li> <li>Fair practices</li> <li>Respect of payment deadlines</li> <li>Support in the CSR assessment of their practices</li> <li>Sharing CSR practices</li> </ul>	<ul style="list-style-type: none"> <li>Information and awareness of suppliers on CSR through our Purchasing and Sustainable Development Charter</li> <li>Exchange meetings</li> <li>Supplier assessment and audit</li> <li>Support and external CSR assessment by EcoVadis</li> </ul>	<ul style="list-style-type: none"> <li>Buyers' Code of Ethics</li> <li>Responsible purchasing</li> <li>Anti-corruption training for buyers</li> </ul>

## 2.5 GROUP CSR CHALLENGES

### DIALOGUE WITH STAKEHOLDERS

STAKEHOLDERS	Main expectations and concerns	Mechanisms for information and dialogue	Responses provided by the group
<b>LOCAL COMMUNITIES, NGOS AND ASSOCIATIONS</b>	<ul style="list-style-type: none"> <li>▪ Job creation</li> <li>▪ Social investments</li> <li>▪ Preventing significant industrial hazards</li> <li>▪ Preventing pollution</li> <li>▪ Sustainable use of natural resources</li> <li>▪ Protecting consumer health and safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Discussions about solicitation</li> <li>▪ Publishing the CSR report (yearly)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnership or sponsorship activities</li> <li>▪ Visiting manufacturing sites</li> <li>▪ Participating in employment forums and exhibitions</li> <li>▪ School-company partnerships</li> <li>▪ Internships</li> </ul>
<b>PUBLIC AUTHORITIES</b>	<ul style="list-style-type: none"> <li>▪ Compliance with regulations</li> <li>▪ Communication and transparency</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information and discussion meetings to explain Group activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regulatory compliance</li> </ul>
<b>LOCAL RESIDENTS</b>	<ul style="list-style-type: none"> <li>▪ Preventing significant industrial hazards</li> <li>▪ Odour and noise nuisance</li> <li>▪ Preventing pollution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information leaflet on industrial hazards for local residents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Environmental and sustainable development policies</li> <li>▪ Major accident prevention policies</li> <li>▪ Implementation of measures to reduce noise and odour pollution and prevent pollution in the environmental management programmes of the Group's various industrial entities</li> </ul>
<b>COMPETITORS AND PROFESSIONAL ASSOCIATIONS</b>	<ul style="list-style-type: none"> <li>▪ Knowledge sharing</li> <li>▪ Fair competition</li> <li>▪ Respecting intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information exchange meetings</li> <li>▪ Flavours Days</li> </ul>	<ul style="list-style-type: none"> <li>▪ Active involvement of MANE in several professional associations and federations with the participation of several of its collaborators who occupy a position within the governance body, or who participate in sectoral projects or in technical committees</li> <li>▪ Participation in collective initiatives (e.g. IFRA IOFI Sustainability Charter)</li> </ul>



## 2.5 GROUP CSR CHALLENGES

### MATERIALITY

In addition to the extra-financial risks analysis, a materiality analysis was also conducted.

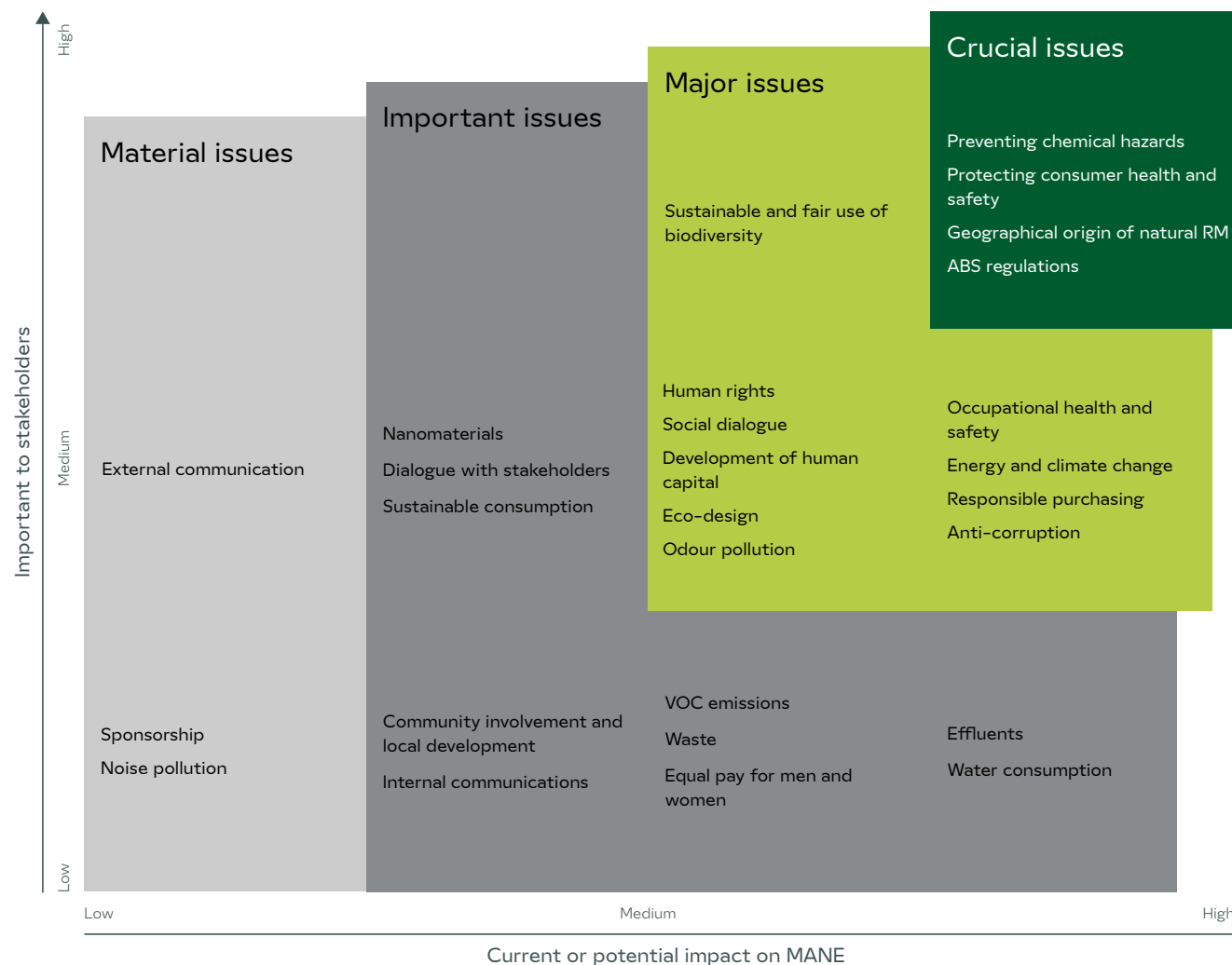
CSR issues cover many areas, and not all of them having the same impact on the company and its stakeholders, the materiality analysis makes it possible to identify the environmental, social and societal consequences specific to an organisation, and those that have a significant influence on its stakeholders.

A full list of CSR challenges linked to MANE's activities has been drawn up on the basis of various existing standards (ISO 26000, UN Global Compact, GRI, article 225 of the Grenelle) and issues identified by other players in the sector. The materiality matrix obtained represents the level of relevance of the subjects according to their impact for MANE (horizontal axis) and their importance in the eyes of our stakeholders (vertical axis).

This materiality analysis was developed for the first time in 2012 and has since been updated each year by the management review of the CSR Committee. In 2018, for example, we identified new priority issues to take into account in our analysis, including: the traceability of the geographic origin of raw materials of natural origin (in the context of the Nagoya Protocol) and the fight against corruption (with the Sapin 2 Law).

In 2020, a new consultation with stakeholders will take place to further develop the CSR strategy of the MANE Group.

### Materiality matrix



## 2.5 GROUP CSR CHALLENGES

### INTEGRATION IN THE CSR POLICY

Risks / Opportunities	Priority issues in the materiality matrix	Strategic issues of our sustainable development policy	In this report
<b>HUMAN RIGHTS</b>	<ul style="list-style-type: none"> <li>Human Rights</li> </ul>	1. Act and operate ethically and responsibly → Human Rights	37
<b>ANTI-CORRUPTION</b>	<ul style="list-style-type: none"> <li>Anti-corruption</li> </ul>	1. Act and operate ethically and responsibly → Anti-corruption	36
<b>HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>Social dialogue</li> <li>Human capital development</li> </ul>	3. Care about our collaborators → Professional excellence → Professional skills → Care about people and the environment	61 63 65
<b>OCCUPATIONAL HEALTH AND SAFETY</b>	<ul style="list-style-type: none"> <li>Prevention of chemical risks</li> <li>Health and safety at work</li> </ul>	3. Care about our collaborators → Offer living conditions that encourage high-quality work	68
<b>SAFETY AND SECURITY OF INDUSTRIAL SITES</b>	<ul style="list-style-type: none"> <li>Prevention of chemical risks</li> </ul>	3. Care about our collaborators → Offer living conditions that encourage high-quality work	68
<b>ENVIRONMENTAL IMPACTS OF INDUSTRIAL ACTIVITIES</b>	<ul style="list-style-type: none"> <li>Eco-design</li> <li>Odour pollution</li> </ul>	2. Ensure responsible management of our products → Environmental management → Pollution prevention	40 43
<b>SUSTAINABLE USE OF NATURAL RESOURCES AND ADAPTATION TO THE CONSEQUENCES OF GLOBAL WARMING</b>	<ul style="list-style-type: none"> <li>Sustainable and equitable use of biodiversity</li> <li>Energy and climate change</li> <li>ABS regulation</li> </ul>	2. Ensure responsible management of our products → Sustainable use of resources → Climate change → Biodiversity	48 52 56
<b>RAW MATERIAL SUPPLY</b>	<ul style="list-style-type: none"> <li>Geographical origin of natural raw materials</li> <li>ABS regulation</li> <li>Responsible purchasing</li> </ul>	4. Promote sustainability along our value chain → Relationships with suppliers	75
<b>CONSUMER HEALTH AND SAFETY</b>	<ul style="list-style-type: none"> <li>Consumer health and safety protection</li> </ul>	2. Ensure responsible management of our products → Consumer health and safety	57
<b>IT SECURITY</b>		1. Act and operate ethically and responsibly → Human Rights	37

## 2.6 SUSTAINABLE DEVELOPMENT POLICY

Based on the significant challenges and risks that emerged from our materiality and extra-financial risks analyses, we defined the priority CSR commitments for MANE that we formalised through the Group's Sustainable Development Policy.

### FOUR STRATEGIC CSR COMMITMENTS

#### Act and operate ethically and responsibly



- Integrate ethics into the heart of our business practices
- Work against corruption in all its forms
- Respect Human Rights

#### Ensure responsible management of our products



- Develop products respectful of the environment and human health
- Reduce the environmental impact of our activities
- Improve our facilities energy efficiency and reduce CO<sub>2</sub>e emissions
- Ensure the sustainable and fair use of biodiversity in sourcing activities
- Protect consumers' health and safety

#### Care about our collaborators



- Guarantee and encourage a culture of professional excellence
- Develop our employees' professional skills
- Assert our role as an inclusive company
- Offer living conditions that encourage high quality work

#### Promote sustainability along our value chain



- Involve suppliers in the Group's CSR commitments
- Evaluate the CSR performance of suppliers to engage in a process of continuous improvement
- Contribute to the sustainable socio-economic development of the territories in which we operate



## 3

## DEPLOYMENT OF OUR CSR COMMITMENTS



## 3.1 ACT AND OPERATE ETHICALLY AND RESPONSIVELY



For MANE, being a socially responsible company also means acting in an ethical and transparent manner. To achieve this, the MANE Group constantly reviews and strengthens the systems it is putting in place to promote fair business practices both within its entities and with its partners.

### MANE values

The MANE Group's commitment to ethics is expressed in the desire to comply with laws and regulations, and in the ambition to operate with honesty, integrity and fairness.



## ETHICS

### MANE GROUP CODE OF ETHICS

Cornerstone since 2013 of its ethics approach, the MANE Code of Ethics is the Group's benchmark document setting out the values and principles that govern the Group's activities and those of its partners.

The Code of Ethics helps MANE employees adopt, support and apply, while carrying out their duties, a set of fundamental values in the fields of human rights, work and environmental standards and the fight against corruption. At the end of 2019, it was available in 25 languages on the Group's Intranet site. In France, each employee personally receives a copy of the code when they are hired.

Published for the first time in 2013, the Code of Ethics was reviewed in 2017, following consultation and approval by the MANE FRANCE Works Council (WC) and Occupational Health and Safety Committee (OHSC). This latest version introduces the idea of conflicts of interest and a whistle-blowing hotline allowing any employee faced with a difficult situation or infraction to notify the Group's Ethics Committee and receive advice and support on how best to proceed.

Group employees can directly consult the Ethics Committee for any question relating to the application of the Code of Ethics which cannot be answered by their hierarchy or Group internal experts, or to report any known or suspected violation of the Code of Ethics:



[ethics@mane.com](mailto:ethics@mane.com)

### SPECIFIC CODES

For job positions more particularly exposed to risks related to business ethics, the Group has adopted specific codes of ethics.

#### CODES OF ETHICS FOR BUYERS

The MANE Group thus has a code of ethics for all collaborators who may be required to make purchases within the framework of their functions (Purchasing Department, Technical Services, IT Department, Design Offices, Travel managers, etc.) in order to better manage their relationships with suppliers and subcontractors. Designed as a practical tool, it describes the behaviours to be prohibited and the fundamental rules regarding confidentiality, conflicts of interest and the fight against corruption (especially for gifts and invitations).

#### CODES OF ETHICS FOR CEOs AND CFOs

There is also a code of ethics specific to Group CEOs and CFOs for the same reasons. These Codes of Ethics have been signed by the relevant employees.

### GROUP ETHICS COMMITTEE

The ethics process within the Group is overseen by the Ethics Committee. Set up in 2017, it is made up of two internal members, chosen according to their experience, profile and expertise. The Committee reports on its work directly to the President to whom it reports.

The aim of the Ethics Committee is to examine any issue relating to ethics:

- preventive analysis of ethical risks
- recommendations
- investigations and disciplinary measures linked to alerts received through the ethics hotline.

The Group undertakes to guarantee the anonymity of the whistle-blower and shall ensure that anyone who reports, in good faith, a known or suspected violation of the Code of Ethics does not suffer reprisals, harassment or discrimination in the workplace as a result of reporting a violation.

MANE helps to support the countries in which it operates by paying the taxes due for its activities. The risk department also assesses the risk of tax non-compliance and a policy in favour of compliance with tax regulations is defined.

# 100%

**of employees most exposed to risks linked to corruption and ethics having signed the Group Code of Ethics**

Signing of the Code of Ethics	2018	2019
Number of employees most exposed to risks linked to corruption and ethics having signed the Group Code of Ethics	133	151
% of target population	100%	100%

Incidents	2018	2019
Number of incidents reported through the alert procedure	3	4
Number of confirmed incidents or legal actions	2	3

## ANTI-CORRUPTION

### ANTI-CORRUPTION SCHEME

With the "Sapin II" law relating to transparency, anti-corruption and economic modernisation of 9 December 2016, France introduced into its anti-corruption legislation the requirement to implement measures to prevent and detect corruption in companies with more than 500 employees and a turnover of more than €100 millions.

In order to comply with this legal requirement, MANE strengthened its ethics framework in 2017. Thus, the Group implemented an anti-corruption process that uses policies and procedures to formalise MANE's commitment to fighting corruption.

#### ANTI-CORRUPTION PROGRAMME

The anti-corruption programme includes the 8 points required by article 17 of the Sapin II law:

1. **The Group Code of Ethics** and its variations that define and illustrate the various types of behaviour to be banned as likely to characterise corruption. The Group Code of Ethics is incorporated into the existing regulatory framework
2. **An internal ethics alert mechanism** designed to allow the collection of alerts from employees relating to conduct or situations that violate the Group Code of Ethics
3. **A map of corruption risks** designed to identify and prioritise the Group's risk of exposure to corruption, particularly in relation to the geographical areas in which the Group operates (taking into account the corruption perception index from Transparency International)
4. **Procedures** to assess the situation of business partners in relation to the risk map (e.g. suppliers)
5. **Accounting control procedures**

6. **An internal training programme** and quiz for executives and employees most exposed to the risks of corruption
7. **A disciplinary system** allowing Group employees to be sanctioned if they violate the Group Code of Ethics
8. **An internal monitoring and evaluation system** for the measures implemented.

In addition to this formalised approach to the prevention of corruption risks, the Group Internal Control and Risks Department and the IT Department regularly issue internal notes to raise awareness of the risks of fraud and cybercrime (viruses, ransomware, emails spoofing) to the attention of Group collaborators.

The purpose of these alerts is also to inform them of the instructions to follow.

#### ANTI-CORRUPTION TRAINING PROGRAMME

The MANE Group launched an accessible e-learning course in 2017 on awareness of the challenges and risks of corruption intended for the most exposed employees.

This training helps to refine their knowledge, strengthen their vigilance and illustrates the different types of behaviour to be prohibited as being likely to characterise acts of corruption.

More than 150 employees in MANE countries participated in this training campaign, which continued in 2019 and will gradually integrate the new employees hired and identified as being at risk of corruption due to their job.

**100%**  
of collaborators most exposed  
to corruption risks having  
participated in the e-learning anti-  
corruption training campaign

Number of collaborators most exposed to corruption risks who participated in the e-learning anti-corruption training campaign





## HUMAN RIGHTS

### RESPECT FOR HUMAN RIGHTS

**The MANE Group complies with all applicable laws and respects internationally recognised Human Rights, wherever it operates, regardless of Human Rights of the States.**

#### UN GLOBAL COMPACT

The MANE Group has been a member since 2003 of the United Nations Global Compact, an initiative launched in 2000 to encourage companies to adopt fundamental values according to 10 principles inspired by the universal declaration of human rights, the declaration of the International Labour Organisation on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention against Corruption.

#### ILO TRIPARTITE DECLARATION

The MANE Group complies with all applicable laws and respects internationally recognised human rights, wherever it operates, regardless of the human rights of states. The Group also undertakes to respect and promote the fundamental conventions of the International Labour Organisation (ILO). These commitments are included internally in the Group Code of Ethics and ensure compliance with conventions beyond country commitments.

### SUPPLIER ASSESSMENT PROCEDURE

In order to ensure that we are not complicit in human rights violations in our sphere of influence, we have implemented a procedure to assess the situation of our suppliers according to their level of importance and potential risks related to their activities and products.

### GDPR COMPLIANCE PROGRAMME

We ensure that they promote principles equivalent to those of the Group Code of Ethics and Sustainable Development Policy and the Global Compact and that they do what is necessary to identify and prevent risks of violation of human rights, violation of human health and safety rights, as well as environmental damage within their organisations (see chapter "Relations with suppliers").

The General Data Protection Regulation (GDPR) is a European regulatory text which governs the processing and protection of personal data. It entered into force on May 25, 2018 and was designed around three objectives:

- Strengthen the rights of individuals
- Empower actors processing data
- Give credibility to the regulation thanks to enhanced cooperation between data protection authorities.

MANE has appointed a data protection officer whose main mission is to set up the GDPR project within the Group. This person is involved in all issues related to the protection of personal data and can be asked to offer advice, information and recommendations when necessary.

The implementation of the GDPR at MANE is materialised by:

- the development of a code of conduct relating specifically to the protection of personal data
- and the implementation of internal procedures to comply with the new regulations, such as a procedure for declaring a personal data security breach, a procedure for validating the processing of personal data files and the creation of "a form for exercising rights relating to personal data held by the MANE Group.

### IT SECURITY

In order to manage IT risks, our company has put in place a formalised information security procedure. It is a set of measures put in place by the IT department to ensure the security of the IT system.

The security of information systems is the confidentiality, integrity and availability of IT resources. Among the actions implemented:

- Periodic security audits are carried out by independent specialised providers to assess the level of security of our information systems. The findings have been the subject of targeted action since January 2004
- A charter for the use of information systems specifies each collaborator's duties and rights vis-à-vis the company's IT resources
- Awareness messages are regularly relayed internally to prevent breaches of information security and confidential information (alerts on the risks of fraud and cybercrime and on the instructions to follow).

The IT Department Management also works jointly with the Legal Department to bring the Group's information systems into compliance with the requirements of the General Data Protection Regulations (GDPR) with, for example, the implementation of a calendar of data retention.

## 3.1 ACT AND OPERATE ETHICALLY AND RESPONSIVELY

### PERFORMANCE TABLE

GRI	Indicator	Unit	2009	2017	2018	2019
205-1	Countries covered by a translated version of the Group Code of ethics	Unit		18	24	25
205-1	Number of employees most exposed to risks linked to corruption and ethics having signed the Group Code of Ethics	Unit			133	151
205-2	Proportion of employees most exposed to risks linked to corruption and ethics having signed the Group Code of Ethics	%				100%
205-2	Proportion of employees most exposed to corruption risks who participated in the e-learning anti-corruption training campaign	%				100%
205-3	Number of incidents reported through the alert procedure	Unit			3	4
205-3	Number of confirmed incidents or legal actions	Unit			2	3

## 3.2 ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS



Thierry Bouët



At MANE, we believe reducing the environmental impact of our activities and protecting the communities in which we do business are integral parts of our company's performance and social acceptability.

### ENVIRONMENTAL POLICY

The MANE Group works, at all of its industrial sites, to reduce the environmental impact of its activities, in particular through the following actions:

- Develop products and processes that are more respectful of the environment and humankind
- Design and distribute environmentally friendly technologies
- Improve energy efficiency and the use of renewable energies
- Prevent and reduce air emissions and effluents
- Prevent, reduce and recycle waste
- Optimise consumption of water and raw materials
- Conserve and ensure the sustainable and equitable use of biodiversity.



## ENVIRONMENTAL MANAGEMENT

### CONTINUOUS IMPROVEMENT

The MANE Group is strongly committed to reducing its environmental impact across its entire value chain. On the basis in particular of the identified environmental risks (see chapter "Extra-financial risks of the Group"), MANE is implementing a continuous improvement approach in line with its priority challenges in the field of environmental protection.

This long-standing approach (MANE obtained its first ISO 14001 certification in 1999) contributes to the responsible production of the Group's products, and is fully integrated into the UN Sustainable Development Goal No. 12 "Responsible consumption and production".

Thanks to robust reporting, MANE is able to report on the major impacts of its direct activities across the Group: waste, water, energy and CO<sub>2</sub>e emissions.

As part of this progressive continuous improvement approach, the Group has set ambitious objectives from 2009 to 2021 to reduce its environmental footprint (see chapter "Dashboard of the Group's CSR approach").

Each year, the achievement rates of these objectives are calculated based on the environmental performance actually observed on each of the sites included in the scope of CSR reporting, then reviewed each year by the members of the CSR Committee.

Depending on the results, areas for improvement are identified and then relayed to the industrial entities concerned.

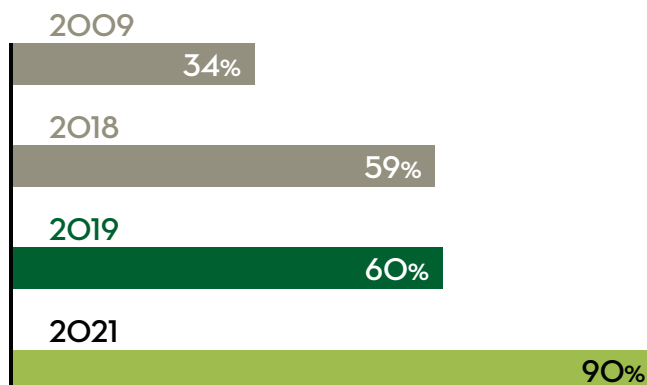
### ISO 14001 CERTIFICATION

In order to formalise their actions, nine of the Group's industrial sites have implemented an ISO 14001-certified Environmental Management System (EMS), which represents a coverage rate of 60% of the total tonnage shipped by the Group at the end of 2019.

These are MANE's production sites in France (Le Bar-sur-Loup, Quéven and Sablé-sur-Sarthe), China, Colombia, Indonesia, Mexico and Thailand and KANCOR-MANE in India. Our goal for 2021 is to reach 90% of the tonnage shipped by factories certified ISO 14001.

In the next two years, future certifications will cover the MANE sites in the United States (MANE Inc. in the State of Ohio), in Spain and DELI SPICES in South Africa. Knowing that in 2019 these factories achieved 30% of the Group's tonnage shipped, we should easily reach our target in 2021.

#### Share of tonnage shipped by ISO 14001 certified sites





## ENVIRONMENTAL MANAGEMENT

### GREEN MOTION™ BY MANE

Research and Development (R&D) has always been at the heart of MANE's innovation strategy. Currently, the Group invests 8.3% of its yearly turnover in R&D activities. MANE's commitment to sustainable innovation involves designing environmentally friendly products and chemical processes in order to reduce or eliminate the use of hazardous substances.

To achieve this, in 2011 MANE designed its own assessment tool, GREEN MOTION™, based on the 12 principles of green chemistry introduced by P. Anastas and J. Warner. The tool is based on a global and multi-criteria approach that calculates the overall impact of manufactured ingredients on the environment on a scale of 0 to 100. This simple yet relevant method uses a range of criteria grouped into seven basic concepts, such as E factor, atom economy, mass of chemical reactions, source of raw materials, risks and toxicity of reagents, and type of solvents and manufactured products.

In 2013, we extended the methodology to fragrance and flavour formulas using an internal software programme that encourages and supports perfumers and flavourists to develop "greener" products.

The tool is available at the following link:



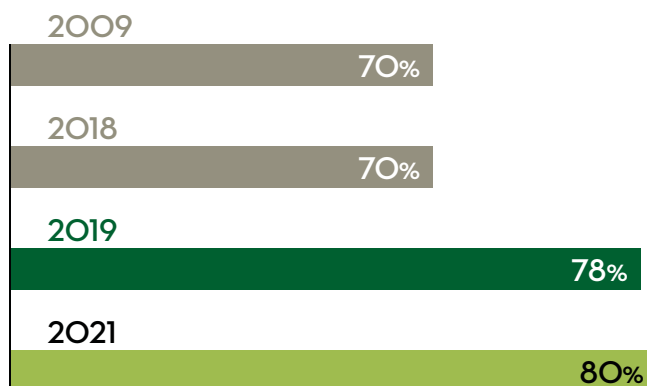
<https://www.mane.com/innovation/green-motion>

To receive the GREEN MOTION™ assessment results published in the Journal of Green Chemistry (Study reference: T.V.T Phan, C. Gallardo, J.M. Mane, Green Chem., 2015, 17, 2846-2852), send a request to:



[tony.phan@mane.com](mailto:tony.phan@mane.com)

### Share of the quantities produced of natural extracts and synthetic molecules with a GREEN MOTION™ score > 50/100



### ENVIRONMENTAL PROTECTION TRAINING

MANE has invested in training programmes designed to incorporate environmental protection into all its activities. These training policies are an integral part of the environmental and energy management systems being implemented.

For example, in France, all new employees participate in a two-day training session covering safety, environment, energy and occupational risk prevention, as soon as they start working for the company. Employees are then encouraged to follow training modules chosen according to their responsibilities and the risks linked to their roles, throughout their professional career.

Moreover, as regulatory pressure on environmental issues intensifies, especially in terms of nomenclature for registered environmental facilities (ICPE) and the Seveso 3 directive, the Group has initiated training and information sharing activities for employees affected by regulations on the classification, labelling and packaging of substances and mixtures.

Dedicated poster, communication and IT system campaigns are also being developed internally in order to ensure employees are aware of efficient actions, labelling regulations, chemical hazards, policies, indicators etc.

## ENVIRONMENTAL MANAGEMENT

### ENVIRONMENTAL RISK PREVENTION

# €7,7m

**in environmental investments  
in 25 production sites in 2019**

The budget allocated to preventing environmental hazards has been incorporated into the investment and operational expenses used to implement the Group's environmental policy. It is therefore detailed in the environmental management programmes that list significant environmental impacts, targets and associated methods.

Investment and operational expenses for preventing environmental hazards and pollution are linked to the following priorities:

- Waste treatment and disposal
- External certification of management systems
- Education and training on the environment
- Decreasing water consumption (implementing closed systems, automatic Cleaning In Place (CIP) systems, etc.)
- Ensuring continuous, effective operation of internal effluent treatment systems (replacing membranes, preventive maintenance, repairs, etc.)
- Decreasing air emissions (installing or replacing VOC traps, vent condensers, smoothing filters, dust extractors, etc.)
- Improving understanding and monitoring of energy consumption (information tools, metres, energy diagnostics, installing detection/timer systems, etc.)
- Improving energy performance (renovating or replacing production equipment, refrigeration units, heating rooms, lighting, energy recovery, etc.)

- Decreasing noise pollution (installing silencers on air extractors, soundproofing, etc.)
- Ensuring industrial safety of sites (using specialised external companies, CCTV monitoring, fire detection systems, storage for certain agents next to sites, etc.).

Studies and inspection services performed by independent organisations have also been funded to ensure sites comply with standards and regulations and to identify areas for improvement.





## POLLUTION PREVENTION

### VOC EMISSIONS

Controlling Volatile Organic Compound (VOC) emissions resulting from the use of organic solvents is a priority of the Group's environmental policy. MANE is focusing its efforts specifically on its manufacturing sites in France, where VOC emissions are highest due to the synthesis and extraction activities performed there. We are taking action at several levels to reduce our VOC emissions effectively.

Our production sites in France have implemented a Solvent Management Plan to identify sources of VOC emissions and quantify releases to the atmosphere in order to find improvement solutions adapted to the positions transmitters concerned.

### REDUCTION AT SOURCE

Incorporating one or more of the twelve principles of green chemistry when setting up a chemical process or synthesis makes it possible to reduce VOC emissions at their source. For example, supercritical CO<sub>2</sub>e is an alternative to organic solvents. This is a clean technology which can be used for extractions without the need for organic solvents and without generating effluent.

### TREATING EMISSIONS

Where substituting VOC emissions is technically or economically impossible, we are capturing and treating the emissions to reduce the various pollutants contained within. Our processes include biofilters, gas scrubbers, condensers and cold traps.

The two sites in Bar-sur-Loup are subject to local authority decrees fixing their annual emissions targets at 8% of the quantity of solvents used during the year for the Notre-Dame site, and 5% and 10% for new and old facilities respectively at the La Sarrée site. In 2019, we were significantly below these regulatory limits with an average of 3.8% at Notre-Dame and 3.2% at La Sarrée.

### ASSESSING THE RISK OF CHEMICAL EXPOSURE

MANE has developed a method for modelling the risk of employee chemical exposure that is more relevant than the ECETOC (TRA) tool commonly used in the fragrance and flavour industry.

The method proposed by MANE is a preventive tool that supports the decision-making process in order to reduce the risk of dangerous exposure, install appropriate individual and/or collective protective equipment and provide targeted training for employees. This model can also help to design exposure control measures for the following areas: facility structure, work organisation, material storage, individual respiratory protection, ventilation, packaging choices, process automation, etc.

Measurements taken at MANE have already led to specific and positive changes in the workshops. One example is the use of smaller containers in order to minimise volatilisation during transfer operations, as well as reducing handling for the most hazardous substances at the end of the weighing and mixing stages.

This assessment tool was discussed in the PLOS ONE journal.

**Study reference:** Angelini E, Camerini G, Diop M, Roche P, Rodi T, Schippa C, et al. (2016) Respiratory Health – Exposure Measurements and Modeling in the Fragrance and Flavour Industry. PLOS ONE 11(2): e0148769.



<https://doi.org/10.1371/journal.pone.0148769>



## POLLUTION PREVENTION

### EFFLUENTS

Industrial effluents generated by activity at our manufacturing sites may contain pollutants. For this reason, all our effluents are routinely treated or pre-treated before being released into local sewage systems or the environment, in accordance with current regulatory requirements. Each site is responsible for defining its own effluent management programme depending on its activity levels, materials produced and products used.

The Group has two objectives with regard to effluent management:

1. Improving purification yields for our treatment plants
2. Reducing as much as possible the volume and pollutant load of released effluent.

#### BAR-SUR-LOUP (France)

In Bar-sur-Loup, effluent from our production sites at Notre Dame and La Sarrée is released into the environment following purification at our internal waste water treatment plant. This is the Group's only site that releases its purified effluents into the environment. To this end, we have put in place a system to monitor and control the quality of the effluent before it is released. Chemical Oxygen Demand (COD) is the main indicator of effluent quality.

Over the last few years, we have invested significantly to improve the purification yield of our wastewater treatment plant at Bar-sur-Loup. As a result, we reduced the pollutant load of our effluent by 72% between 2009 and 2019. This result also reflects strict ongoing upstream checks on our releases, particularly around our encapsulation plants, with, for example, better separation and recovery of edible oils.

In 2019, the pollution reduction rate was 98.8% for COD, 99.5% for Biochemical Oxygen Demand (BOD5) and 99.5% for Suspended Matter (SM).

#### WORLD

Elsewhere, our sites in Indonesia (Cibitung) and India (Byadgi) have also built on-site wastewater treatment plants to treat their effluent before it is released into local sewage systems.

The plant in Byadgi can even be used to treat effluent to a level of quality acceptable for the internal reuse of treated water, leading to water savings. In India, after a number of internal treatments, water is reused on site for gardening and plantations.

#### GROUP

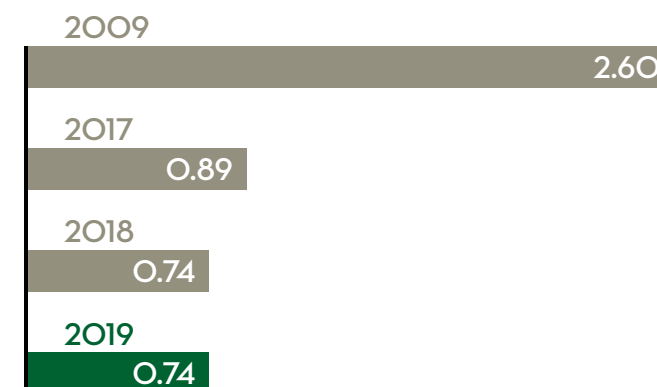
In 2019, at Group level, nearly 457,700 m<sup>3</sup> of effluent was discharged either into the natural environment after internal treatment (for the two sites in Bar-sur-Loup), or into local sewer systems. In 2019, the quality of these discharges is estimated at 5.8 kg of COD per tonne of product, i.e. 17% reduction compared to 2018.

Quality of effluents discharged	2009	2017	2018	2019
In tonnes of COD	25.4	14.3	12.1	11.3
In kg per tonne of product	2.60	0.89	0.74	0.74

Quality of effluents discharged	2018	2019
In tonnes of COD	606	525
In kg per tonne of product	7.1	5.8

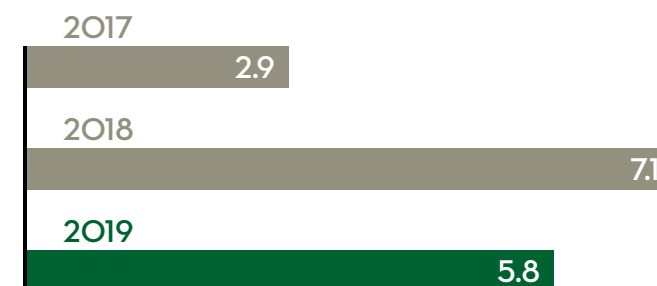
#### BAR-SUR-LOUP

Quality of effluents discharged into the natural environment after internal treatment  
(Kg of COD/t)



#### GROUP

Quality of effluents discharged  
(kg of COD/t)





## POLLUTION PREVENTION

### WASTE

The Group generates various types of waste while manufacturing its products: paste-like residue, organic waste, sludge from the internal treatment of effluent, used edible oils, packaging waste (paper, cardboard, metal, plastic), glass, solvents, etc.

The Group's waste management policy aims to:

1. Reduce the volume of hazardous waste generated
2. Recover an increasing proportion of generated waste
3. Ensure employees are aware of selective waste sorting.

#### EXAMPLES OF ACHIEVEMENTS

- Our Indian manufacturing sites (Angamaly and Byadgi) extract spices and condiments. The resulting plant waste is locally treated and thermally recovered before being used as fuel for on-site boilers.
- With help from our suppliers in Indonesia, we have changed the packaging and delivery methods for some large volume products to reduce the quantity of metal waste (for example, by asking for deliveries in 20-tonne ISO tank containers rather than 200-litre metal drums).
- In France, vegetable waste from extraction activities and sludge from the wastewater treatment plant are sent to an external partner to be converted into compost. All our paper and cardboard waste is sorted and recycled as are our metal drums and non-soiled plastic packaging. As long as they are in good condition, our wood pallets are reused before being recycled.
- In Mexico, improvements in waste sorting in recent years led to an increase in the proportion of waste recovered from 63% to 98% between 2009 and 2019.

- In the United States, our manufacturing site in Lebanon, Ohio, increased its waste recovery rate from 45% to 66% between 2016 and 2019 by directing part of its waste to a local incineration plant with energy recovery.
- MANE has also set up a centralised Intranet site so that all used industrial and laboratory equipment that is still in good condition and not being used, can be made available to technical departments, R&D and production teams from across the Group. In this way, the equipment can be reused internally, wherever it is needed, giving the used equipment a second life.

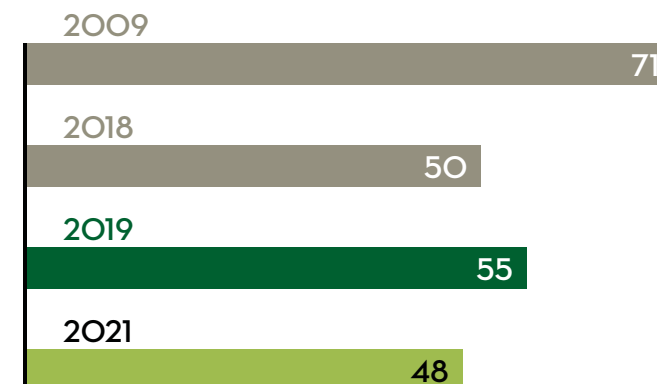
#### WASTE REDUCTION

**-22%**  
of hazardous waste generated per  
tonne of product compared to 2009

Many efforts are made in the Group's factories to minimise the generation of waste. We have thus managed to reduce the amount of waste generated per tonne of product by 22% over the past ten years.

In 2019, however, we recorded an increase of 5 kilograms of hazardous waste generated per tonne of product compared to 2018. This increase is largely explained by the implementation of new capsule production and coating processes on the encapsulated aromas produced at La Sarrée, in France. What is more, the resulting waste is complex to deal with. Consideration is therefore underway to reduce them and encourage their internal processing.

#### Hazardous waste generated (kg/t)



Quantity of waste generated	2009	2017	2018	2019
Hazardous waste (in tonnes)	2,228	4,059	4,314	4,961
Non-hazardous waste (in tonnes)	3,477	10,212	12,284	12,067
<b>Total</b>	<b>5,705</b>	<b>14,271</b>	<b>16,598</b>	<b>17,028</b>

**Methodological note:** The quantities of non-hazardous waste reported in 2017 and 2018 have been corrected in order to exclude from the waste perimeter, the vegetable residues from the extraction processes of the KANCOR-MANE production sites in Angamaly and Byadgi, which are reused internally as fuel for the boiler or sold externally as co-products.

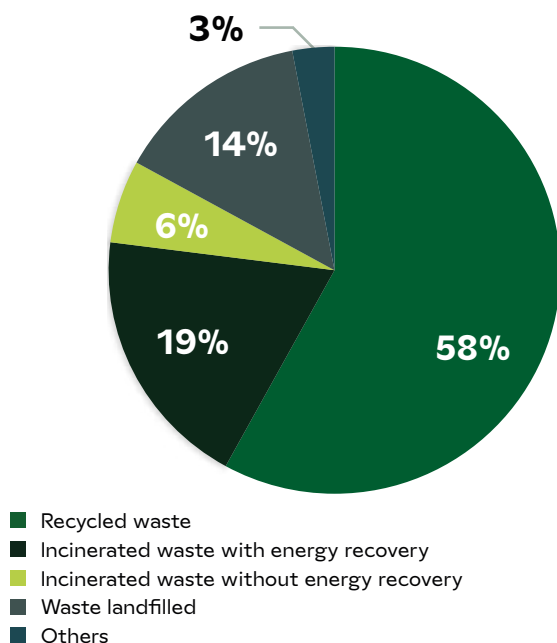
## POLLUTION PREVENTION

### WASTE RECOVERING

**77%**  
of hazardous and  
non-hazardous waste recovered

The design and manufacturing of MANE products must minimise their impact on the environment, by enabling and promoting the recovery of waste from industrial sites. The Group thus endeavours to encourage and facilitate recycling as well as energy recovery by incineration of waste by establishing partnerships with external providers for the recovery of this waste. In 2019, 17,028 tonnes of waste were generated by the Group, of which 77% was recovered, an improvement of 8 percentage points between 2009 and 2019.

### Waste by treatment method



### Share of waste recovered (hazardous and non-hazardous)



### ACTION TO FIGHT AGAINST FOOD WASTE

Although it does not involve our primary industries, several measures have been implemented at the staff canteen in Bar-sur-Loup. Examples include:

- offering "standard" plates with average portions to limit the amount of food that is not eaten and wasted
- using a computer tool to calculate the daily take-up rate
- re-offering meals that are not been eaten the first time, subject to compliance with health and safety requirements (this amount is then deducted from the number of meals calculated for the next day)
- implementing partial self-service, allowing each employee to create their own meal by choosing what they want (for salads and fruit)
- automatic refiltering of frying oil in the kitchens after each use, thus reducing consumption
- sorting and promoting foods with short use-by dates (cheese, for example) to encourage consumption of these products and reduce waste.



## POLLUTION PREVENTION

### ODOUR POLLUTION

MANE manufactures aromatic products that can occasionally result in odour pollution for its local residents. Sometimes, when manufacturing flavours using garlic, blackcurrant or durian (a tropical South-East Asian fruit known for its peculiar smell), strong odours can be produced that, if conditions are not appropriate, can be detected by local residents. Some chemical synthesis activities can also produce noticeable odours for local residents.

MANE has therefore implemented a range of measures to limit the olfactory impact of its activities. These include using bleach and/or caustic soda traps that can capture certain smells. As a last resort, certain by-products are treated in specialised centres.

The Quéven site in France mainly manufactures savoury flavours. Several years ago, in response to complaints from its local residents, it carried out an odour dispersion study to improve its assessment of odour pollution. This targeted study helped us to focus our actions appropriately to reduce the odour impact of the site's activities. For example, a new treatment system for the drying unit was installed. Additionally, the site improved its treatment of waste gasses using a spray tower (air scrubber) by implementing an innovative process that destroys molecules before the air is released without the use of chemicals.

The problem of odour pollution can also be linked to our internal wastewater treatment plants. At Bar-sur-Loup, for example, we store treatment sludge for as short a time as possible as this can occasionally generate unpleasant odours. We have also installed an activated charcoal trap system to treat emissions from the belt press filter and the thickener.

At our new manufacturing site in Indonesia (Cibitung), odour emissions from the production unit are processed using a biofilter in which the filter material is made up of compost, peat and wood bark. This facility is the largest biofilter used by the Group and can treat all extracted air from weighing stations in the fragrance and flavour production unit to reduce odour pollution.

### NOISE POLLUTION

MANE activities do not lead to any significant noise pollution. Nevertheless, certain activities can be the source of noise pollution, particularly for employees working close to our industrial machinery. This problem has therefore been taken into account in the context of stress at work.

MANE works to identify the workstations and employees affected by noise exposure and implements appropriate preventive and protective measures, including personal protective equipment, installing silencers on air extractors, installing systems to absorb the noise of hammering on the ceilings of maintenance workshops, implementing noise protection around cooling towers, adding timers to air extractors so they do not run overnight when possible, improving the fittings for rain water gratings, etc.

We also measure noise levels on the edge of the property from time to time to control any noise pollution that local residents may experience. At each of its sites, the Group is committed to dealing promptly with any complaints that may be made by its immediate neighbours.

### GROUND POLLUTION

Each of MANE's sites have implemented automatic retention methods and tailored maintenance programmes to ensure its effluent collection networks remain sealed and to collect any accidental spills in areas where potentially hazardous products are stored or handled, in order to avoid any ground contamination.

Spillage simulation exercises are organised throughout the year to ensure employees are adequately trained in case a major accident should occur and to highlight developments and adaptations that need to be made to safety plans to reinforce their validity.



## SUSTAINABLE USE OF RESOURCES

### WATER

#### WATER MANAGEMENT AT MANE

**-21%**

**of water consumption per tonne  
of product compared to 2009**

Water is a vital component of MANE's processes and is used in several production phases. We use it for natural raw material extraction processes (steam distillation and hydrodistillation), but it is also crucial to the operation and cleaning of production tools in order to comply with strict hygiene standards in the area of food safety in the manufacturing of flavours.

As with all of the CSR indicators implemented as part of our Sustainable Development Policy, the Group has set a target of reducing water consumption per tonne of product by 15% by 2021 (compared to 2009). Each year, the rate of achievement of this objective is calculated on the Group scope, based on the water consumption observed at each industrial site, then analysed in a management review by the members of the CSR Committee. On the basis of the results measured, areas for improvement are identified and then relayed to the level of the operational departments concerned.

The MANE Group has responded since 2015 to the CDP's annual Water Security campaign. In 2019, the Group obtained the B score. Our water policy is integrated into the Environmental Management Systems (EMS) of each of our industrial sites, most of which are ISO 14001 certified (or in the process of being certified by 2021). In this context, each Group entity strives to continuously improve its water management system by making numerous efforts to reduce and optimise water consumption. The identified improvement actions are included in the local environmental management programmes.

#### WATER CONSUMPTION

To reduce its water consumption, the MANE Group works along two axes:

- Optimisation of water consumption through, in particular, the implementation of specific measures and raising staff awareness aimed at reducing water consumption (sobriety, closed circuits, automated cleaning systems in place), and monitoring equipment consumption with the installation of remote metre reading to detect leaks and abnormal consumption in real time
- The implementation of water recycling and reuse projects on production sites.

This continuous improvement approach is fully in line with Sustainable Development Objective No. 12 "Responsible consumption and production".

We also carry out an annual "water stress" risk analysis to identify industrial sites located in risk areas, in order to focus our efforts as a priority on these sites.

In 2019, 749,888 m<sup>3</sup> of water was consumed across all of the Group's manufacturing sites, which is a 2% reduction in absolute terms compared to 2018.

This performance is mainly due to significant reductions at three MANE Inc. sites in the United States (which represent 29% of the Group's consumption in absolute terms) and the MANE Notre-Dame and La Sarrée sites in France (27%). These sites decreased their water consumption per tonne of product by 16% and 2% respectively between 2018 and 2019 thanks to water optimisation actions implemented.

**Water consumption**  
(m<sup>3</sup> per tonne of product)

2009

10.5

2018

8.5

2019

8.3

2021

8.9

Water consumption	2009	2017	2018	2019
In m <sup>3</sup>	329,068	764,255	730,605	<b>749,888</b>
In m <sup>3</sup> per tonne of product	10.5	9.6	8.5	<b>8.3</b>





## SUSTAINABLE USE OF RESOURCES

### WATER

#### WATER SUPPLY IN ACCORDANCE WITH LOCAL CONSTRAINTS

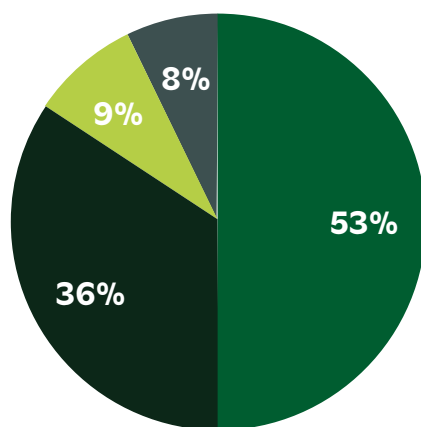
In order to take local water supply constraints into account, MANE carries out and updates every year a water stress risk analysis of all its industrial sites in order to identify among its implantation basins those located in water stressed areas where the demand for water exceeds the available water resources available.

#### WATER STRESS MEASUREMENT

4

production sites located in  
high water stress areas

Distribution of the Group's water consumption by level of "water stress" according to the locations of our industrial sites



- Low risk (<10%)
- Medium to High (20-40%)
- High (40-80%)
- Extremely High (>80%)

To do this, we use the Aqueduct Water Risk Atlas tool from the World Resources Institute (WRI) which publishes a global water stress index (consumption vs. resource) for around one hundred river basins located in over 180 countries. The index ranges from 0 to 5 (with 5 being the highest level of risk).

Four of our industrial sites are located in areas where water stress is extremely high (> 80%). These are the MANE sites in Mexico and India, DELI SPICES in South Africa and KANCOR-MANE in India (Bareilly plant). These factories alone consumed 53,533 m3 of water in 2019, or the equivalent of 8% of the Group's total consumption.

Local actions are carried out to reduce the withdrawal of drinking water from the local distribution network. For example:

- In Hyderabad, the wastewater from the MANE India site is collected, treated on site and then reused for gardening and growing plants.
- KANCOR-MANE has its own wastewater treatment plant at its site in Byadgi, which enables it to treat its effluents to an acceptable level of quality and to reuse them, once treated, internally. These actions have borne fruit since between 2018 and 2019, these sites did not increase their water consumption per tonne of product.
- In Indonesia, several measures have been taken recently, such as installing a system to allow internal reuse of treated effluent and reducing water flow in some facilities.
- It should also be noted that in 2019, the MANE site in Colombia implemented a system for collecting and treating rainwater from roofs, which enabled them to reduce their water consumption in absolute terms by 36% compared to 2018.

### RAW MATERIALS

-9%

of raw materials consumed  
per tonne of product compared to 2017

The raw materials consumed by the Group are generally naturally sourced (essential oils, flowers, fruits, rubber and resin, cocoa, vanilla, sugar, seafood, etc.) or chemical synthesis products, including solvents primarily used to synthesise active products.

Consumption of raw materials	2017	2018	2019
In tonnes	101,945	102,633	104,799
In tonnes per tonne of product	1.28	1.20	1.17

In 2019, the MANE Group consumed over 104,799 tonnes of raw materials, representing an increase of only 2% in absolute terms compared to 2018, while at the same time MANE increased the total tonnage of products shipped by 5%.

We have thus reduced the consumption of raw materials per tonne of product by 3% between 2018 and 2019 and by 9% since 2017.

## SUSTAINABLE USE OF RESOURCES

### ENERGY

#### ENERGY MANAGEMENT AT MANE

MANE's industrial activities use energy in different forms:

- natural gas (46% of total consumption)
- electricity (44%)
- energy produced internally from recycling plant waste (8%) and
- domestic heating oil (2%).

Natural gas is used mainly for steam boilers that help with the heating and flow of reactors and fractionating columns, and for the burners of the spray towers.

Due to their energy intensive extraction and encapsulation activities, MANE's manufacturing sites in Bar-sur-Loup account for 34% of the Group's total energy consumption in absolute terms, despite accounting for only 17% of shipped tonnage. We have therefore naturally focused our energy management efforts on Bar-sur-Loup.

To this end, we have implemented an energy management system, ISO 50001-certified in 2015, at both Bar-sur-Loup and Quéven. Our energy management process is based on the following measures:

- Develop a policy for more efficient energy use
- Perform energy reviews to better understand energy use and consumption and to make relevant decisions
- Monitor energy consumption closely and continuously.

The KANCOR-MANE plant in Angamaly is also ISO 50001-certified. It represents 11% of the Group's total energy consumption.

Elsewhere, yearly investments are made at our manufacturing sites to acquire more energy efficient equipment (replacing refrigerated units with newer models, lighting, automating heating systems, installing insulation blankets at critical points along the thermal fluid network, etc.), and to revamp our manufacturing equipment to decrease consumption.

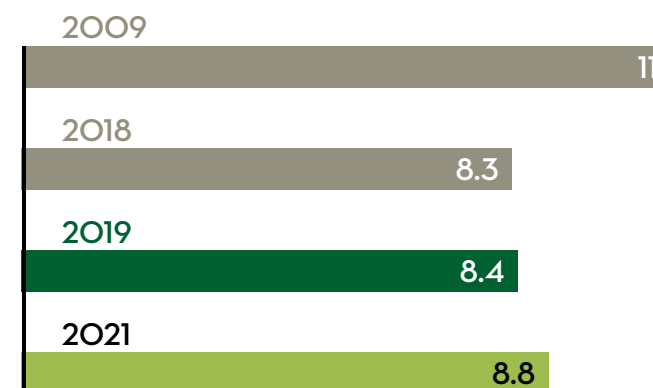
#### ENERGY CONSUMPTION

**-24%**  
of energy consumption per tonne  
of product compared to 2009

The reduction measures we have implemented over several years have helped to significantly improve the energy efficiency of our manufacturing sites.

In 2019, the Group reduced its total energy consumption by 24% (in GJ/tonne of product) compared to 2009, which represents a saving of 2.6 GJ per tonne of product. We have therefore already exceeded our target of a 20% reduction by 2021.

#### Energy consumption (GJ/t)



Energy consumption In gigajoules (GJ)	2009	2017	2018	2019
Natural gas	196,989	321,329	327,341	348,105
Electricity	135,371	307,086	318,804	338,355
Self-generated energy	0	58,579	55,783	48,742
Domestic heating oil	10,708	13,209	13,059	16,755
<b>Total</b>	<b>343,068</b>	<b>700,202</b>	<b>714,986</b>	<b>751,957</b>
In GJ per tonne of product	11.0	8.8	8.3	8.4

## SUSTAINABLE USE OF RESOURCES

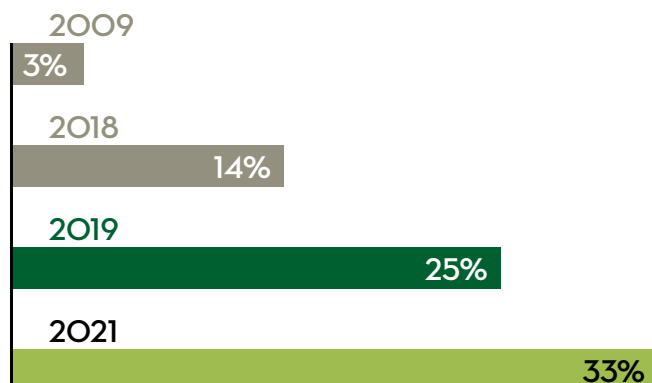
### USE OF RENEWABLE ENERGY SOURCES

**25%**  
of energy consumed is from  
renewable sources

In addition to our actions to reduce emissions at source, we have also chosen to use energy from renewable sources at our main production sites. In recent years, MANE has signed several supply contracts for electricity from fully renewable sources (with Guarantee of Origin certificates). In 2019, these contracts covered 100% of the electrical consumption of MANE sites in France, Spain and the United States (only for MANE USA in Wayne), i.e. at Group level, the equivalent of 38% of consumption electricity from renewable sources. The Group also has two biomass boilers which generated 6% of total energy consumption in 2019 by thermally recovering desolventised plant residues from extraction processes.

In 2019, MANE Thailand installed 385 KWp (kilowatt peak) solar photovoltaic panels on its roof. This installation will allow the industrial site to produce the equivalent of 30 to 40% of its annual electricity consumption from 2020.

#### Share of renewable energy



### LEED<sup>®</sup> CERTIFIED BUILDING



In April 2018, MANE was awarded LEED<sup>®</sup> Gold certification, in recognition of the sustainable construction of its new reception facility in La Sarrée, Bar-sur-Loup, with a score of 62/110.

The LEED<sup>®</sup> (Leadership in Energy and Environmental Design) assessment system promotes the design and construction of environmentally friendly buildings through an overall approach to sustainable development. Six categories are up for assessment.

By adding up the points acquired in each category, the following 4 levels of certification are possible: Certified (40–49 points), Silver (50–59 points), Gold (60–79 points) and Platinum (80 and over).



## CLIMATE CHANGE

### GROUP COMMITMENTS

Global CO<sub>2</sub>e emissions continue to increase and have more than doubled since 1990. Taking measures to fight climate change is therefore a key challenge for the Group. To confirm its action in the fight against climate change, MANE has voluntarily engaged in two major international initiatives:

- Caring for Climate (in 2007)
- Paris Pledge for Action (in 2015).

### SCIENCE BASED TARGETS INITIATIVE



In 2019, the MANE Group joined the Science Based Targets initiative, initiated by the CDP, the World Resources Institute (WRI), WWF and the United Nations Global Compact.

By joining this initiative, MANE undertakes to reduce its CO<sub>2</sub>e emissions across its entire value chain (Scopes 1, 2 and 3) by defining reduction objectives aligned with the level of ambition set out in the Paris Agreement. In 2021, the Group will have its objectives validated by the technical committee of the SBT initiative.

### GOVERNANCE

The President of the Group is responsible for MANE's climate and energy policy and its strategy for adapting to the consequences of climate change. By joining the Science Based Targets initiative in 2019, the President shows his willingness to give new impetus to this Group policy with new ambitious goals for 2025.

To achieve this, he chairs the Group's CSR Committee, which is responsible for deploying the Group's commitment to climate and energy. The CSR Committee defines, through its analysis, the Group's strategic directions and monitors their implementation and progress. During the annual CSR management review, the state of progress as well as the means to be implemented to achieve our new objectives are studied in detail with the members of the CSR Committee. A management review specifically dedicated to energy management is also organised once a year as part of ISO 50001 certification at the Bar-sur-Loup and Quéven sites. These sites alone represent 39% of the Group's total energy consumption and are therefore the subject of particular attention.

The Group's governance mechanisms also contribute to the implementation and operational implementation of MANE's climate and energy policy within the various entities of the company. The MANE International Management Committee (IMC) and the Executive Committee (COMEX) are regularly kept informed of the Group's commitments and the actions required at the level of their departments or sites.

The IMC 4 times a year and receives frequent reports on CSR and in particular on initiatives to adapt to climate change and the energy transition. The governance mechanisms for informing the IMC are based on monthly reviews carried out between the Group Sustainable Development Coordinator and the Chairman in order to monitor all of the current CSR challenges.

Based on this information, the CDI has global monitoring of climate-related issues, allowing its members to:

- Review and guide the strategy
- Guide the main action plans
- Examine and orient the annual budgets accordingly
- Monitor and oversee progress against climate-related goals
- Examine and guide risk management policies (Actions to analyse and mitigate or grasp climate-related risks and opportunities are integrated into MANE action plans.).

Responsible for the implementation of these action plans and the achievement of the set objectives, the Group Sustainable Development Coordinator and the CSR Committee contribute to the assessment and management of risks and opportunities.

Each year, the President examines and approves the CSR report, which deals with the company's achievements, strategy and objectives during the past financial year.

This involves a review of programme implementation and progress towards the climate goals. Finally, the Group Sustainable Development Coordinator presents the quarterly achievements, either directly to the IMC or through the CSR Committee. During 2019, the Group Sustainable Development Coordinator submitted to the IMC information relating to the opportunity for the Group to define and implement Science Based Targets. This process guarantees the information of the IMC and its capacity to take decisions, on the basis of the actions defined during CSR reviews and suggested by the CSR Committee.

The CSR information and reporting procedures are checked each year by the statutory auditors in order to provide an insurance report. The conclusions are communicated to the Supervisory Board.



## CLIMATE CHANGE

### NEW GOALS FOR 2025

From 2012, as part of our Sustainable Development Policy, we were committed to reducing CO<sub>2</sub>e emissions by 15% (Scopes 1 & 2) per tonne of finished product in our factories, between 2009 and 2021.

In 2018, the Group's CSR Committee set four new objectives for 2025 in order to align its CO<sub>2</sub>e emissions with the recommendations of scientists from the Intergovernmental Panel on Climate Change (IPCC) to contain the increase in the average global temperature below 2°C:

#### -2°C OBJECTIVES BY 2025

- **40%** reduction in CO<sub>2</sub>e emissions (Scopes 1 & 2) per tonne of product in 2025 (compared to 2017)
- **18%** reduction in CO<sub>2</sub>e emissions (Scopes 1 & 2) in absolute value in 2025 (compared to 2017)
- **20%** reduction in CO<sub>2</sub>e emissions (Scope 3) in absolute value in 2025 (compared to 2017)
- **33%** of renewable energy consumption in 2025.

### EMISSIONS FROM SCOPES 1 & 2

**95%**  
of CO<sub>2</sub>e emissions (scopes 1 et 2)  
due to energy consumption

To reduce its dependence on fossil fuels and gradually reduce its direct emissions from scopes 1 & 2, MANE gives priority to actions to reduce its energy consumption. This approach is justified since 95% of the CO<sub>2</sub>e emissions from scopes 1 and 2 are due to the energy consumption at its sites, the rest being attributable to refrigerant leaks. Another field of action concerns the search for alternatives to fossil fuels. Since 2017, we have improved the energy efficiency of our sites by 5% and, at the same time, increased the consumption of energy from renewable sources by 10 percentage points, which has reduced our emissions of CO<sub>2</sub>e from scopes 1 and 2 by 9% between 2017 and 2019.

#### CO<sub>2</sub>e emissions - 2009-2019 evolution (in tCO<sub>2</sub>e)

	CO <sub>2</sub> e emissions	%	Evolution
Mane Inc. (Lebanon, Woodlawn, Milford)	19,913	36%	+129%
Mane Indonesia (Cibitung, Cikarang)	10,851	20%	+55%
Mane France (Bar-sur-Loup, Quéven, Sablé-sur-Sarthe)	9,429	17%	-58%
Kancor India (Angamaly, Byadgi, Bareilly)	6,852	12%	N/A
Mane China	2,913	5%	+23%
Mane Mexico	2,505	4%	-4%
Others	3,099	5%	
<b>Group total</b>	<b>55,562</b>	<b>100%</b>	

### ENERGY EFFICIENCY OF OUR INDUSTRIAL SITES

**-12%**  
of CO<sub>2</sub>e emissions  
per tonne of product compared to 2017

As seen above, from the point of view of our energy consumption, we have managed to improve the energy efficiency of our industrial sites by 24%. However, we are struggling to significantly reduce our GHG emissions. In 2019, the Group certainly emitted the equivalent of 0.618 tonnes of CO<sub>2</sub>e per tonne of product, a decrease of 12% compared to 2017, but this represents only a decrease of 6% compared to the ratio of 2009 (versus our target of -15% by 2021).

Note that in this area, the performance of the different production sites is very disparate. MANE's factories in France have managed to reduce their GHG emissions on scopes 1 and 2 by 58% between 2009 and 2019.

But this good performance is not enough for the Group to achieve its overall objective reduction. More than half of the Group's GHG emissions are attributable to MANE production sites in the State of Ohio in the United States (36% of emissions in absolute value) and in Indonesia (20%).

In these two countries, MANE's activities have not only grown in importance with the installation of new, more energy-intensive manufacturing processes (construction of new factories in Lebanon in the United States in 2010, and in Cibitung in Indonesia, in 2016), but the emission factors for electricity are also much higher than in France (around 10 times higher, production is mainly of fossil origin).

## CLIMATE CHANGE

### EMISSIONS FROM SCOPES 1 & 2

#### CO<sub>2</sub>e emissions (Scopes 1 & 2)

(tCO<sub>2</sub> e/t)



CO <sub>2</sub> e emissions (Scopes 1 & 2)	2017	2018	2019
In tonnes of CO <sub>2</sub> e equivalent	55,490	56,337	55,562
In tCO <sub>2</sub> e per tonne of product	0.699	0.657	0.618

**Our methodology :** The emission factors used to estimate CO<sub>2</sub>e emissions relating to electricity consumption and refrigerant leakage are taken from:

1. For electricity: the BaseCarbone® database of the ADEME (French Environment and Energy Management Agency)
2. For natural gas: the Base Carbone® database of the ADEME for France, the website of the Environmental Protection Agency (EPA) for the United States and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories for other countries
3. For domestic heating oil: the Base Carbone® of the ADEME for France and the 2006 IPCC Guidelines for National Greenhouse Gas Inventories for other countries
4. For refrigerants: the Fifth Assessment Report of the IPCC

### EMISSIONS FROM SCOPE 3

The MANE Group has been carrying out a global carbon assessment of its activities since 2016 in order to identify the significant greenhouse gas emission activities across its entire value chain (direct and indirect emissions).

The results of this carbon assessment demonstrate the importance of raw materials in its carbon footprint.

We have reduced our scope 3 CO<sub>2</sub>e emissions by 5% from 2018 to 2019 largely thanks to the actions implemented to optimise the transportation of downstream and upstream goods.

CO <sub>2</sub> e emissions (Scope 3)	2017	2018	2019
In tonnes of CO <sub>2</sub> e	397,515	420,819	399,896

**Methodological note:** "Scope 3" corresponds to indirect emissions, in particular purchases of raw materials, upstream and downstream transportation, employee travel, waste.

### EMISSIONS FROM THE VALUE CHAIN

The Group is currently working on action plans to reduce its scope 3 GHG emissions, which are therefore indirectly linked to the activity of its sites.

Given the major impact of purchases of raw materials and packaging and upstream and downstream transportation on the Group's overall carbon footprint (81%), the reduction in CO<sub>2</sub>e emissions linked to these items will be decisive in achieving objectives defined within the framework of the Science Based Targets initiative.

#### Distribution of MANE's CO<sub>2</sub>e emissions across the entire value chain (in tonnes of CO<sub>2</sub> equivalent)

Scopes 1 & 2	55,562	12%
Scope 3	399,896	88%
▪ Purchase of raw materials or services	276,651	60%
▪ Transport of downstream goods	57,910	13%
▪ Upstream goods transportation	33,890	8%
▪ Energy-related emissions not included in items 1 to 7	14,366	3%
▪ Employee travel from home to work	9,859	2%
▪ Business trips	3,449	1%
▪ Waste	2,607	1%
▪ Fixed assets	1,164	0%

**Methodological note :** Scope 3 is calculated according to Art. 75 of the ENE law and on the basis of the 2015 ADEME sectoral guide for carrying out a greenhouse gas emissions report.

The item "Purchases of products or services" covers purchases of raw materials and packaging. Associated emissions are calculated by type of product for 80% of volumes based on emission factors such as Ecoinvent, Base Carbone Ademe, IPCC 2007 in particular. Total emissions are estimated by extrapolation on the basis of emissions calculated on 80% of the volumes.

The "Upstream merchandise transportation" item covers raw materials purchased without packaging. The "Downstream merchandise transportation" item covers the products shipped, excluding packaging. The emissions associated with these two items are calculated according to the type of transport and the city of origin / departure, based on emission factors from the Clean Cargo Working Group, International Civil Aviation Organisation and transport providers in particular.

Emissions are calculated with the support of an external service provider, which updates the calculation methods and emission factors used.

## CLIMATE CHANGE

### VOLUNTARY OFFSETTING

At the same time, the MANE Group has also chosen to invest in carbon offsetting projects to speed up the dissemination of low-carbon technologies.

#### HYDROELECTRIC POWER PLANT PROJECT IN MADAGASCAR

In 2018, the Group committed to contributing financially to a hydroelectric power plant project in Madagascar. MANE approached the company Tozzi Green (via the Aera Group), from which it purchased 230,000 carbon credits over 3 years: 30,000 tCO<sub>2</sub>e in 2019, 90,000 tCO<sub>2</sub>e in 2020 and 110,000 tCO<sub>2</sub>e in 2021 (one carbon credit corresponds to 1 tonne of CO<sub>2</sub>e equivalent avoided by the project). Tozzi Green purchased two hydroelectric power plants (Sahnivotry – 15 MW and Maroansetra – 2.4 MW), which it designed, modernised and improved. These facilities produce energy to meet local energy demand.

#### REFORESTATION PROJECT IN MADAGASCAR

In 2018, MANE also invested in the implementation of a reforestation project in the new protected area of Loky Manambato located in the north-east of Madagascar, in an area that was cleared of trees 10 years ago.

The project has three key aims:

- Reforest 213.8 hectares with exotic and indigenous species and expand forest conservation activities that have already been implemented in this area
- Restore the mangroves in order to protect marine biodiversity and protect fishing activities
- Support the development of productive agriculture by planting fruit, acacia and eucalyptus trees in order to diversify the income of local communities by practising subsistence farming.

Plantation operations began at the end of 2018. It is therefore still too early to account for the carbon sequestration linked to the project. The aim of this project is to generate 31,296 carbon credits by 2020, 20% of which will be allocated to MANE, calculated on a pro rata basis in proportion to its financial contribution to the project.

#### MANE COLOMBIA CERTIFIED CARBON NEUTRAL

The MANE site in Colombia has already been engaged in offsetting its emissions for several years through its support for the BanCO<sub>2</sub> programme. In 2019, to go further, the site had its carbon neutrality certified. Through this voluntary approach, the Medellín production site guarantees full carbon neutrality for scopes 1 and 2 of its activities (according to ISO 14064-1).

As part of this certification, MANE Colombia has implemented several actions such as:

- the bioclimatic design of the facilities (LEED certification of the new industrial site which will be at least GOLD)
- mechanical ventilation through adiabatic systems (which do not use refrigerant gases)
- the use of thermal solar panels to heat the water used in the business
- installation of low energy luminaries with LED technology
- the installation of automatic lighting control systems such as dimmers and presence sensors;
- the implementation of mobility plans.

Carbon offsetting is then carried out by CO<sub>2</sub>CERO. It compensates for the share of so-called incompressible CO<sub>2</sub>e emissions by supporting a rubber plantation project.

These plantations are located in the municipalities of Puerto Gaitán in the department of Meta and Cumaribo de Vichada.

### ADAPTATION TO CLIMATE CHANGE

The Group has not identified any immediate or significant risks to its activities due to climate change. Nevertheless, we are aware of the risks linked to the impact of climate change on our ability to source natural raw materials. In the first instance, climate change may have an agricultural impact on these raw materials.

Changes in yield due to climate irregularities will also impact the prices at which we can buy these materials. Additionally, extreme weather events such as cyclones, floods and storms also present a risk for our supply chains. For all these reasons, MANE is working to implement recovery plans for sourcing its most vulnerable and strategic raw materials.





## BIODIVERSITY

### BUSINESS AND BIODIVERSITY PLEDGE

During the Business and Biodiversity Forum held by the United Nation's Convention on Biological Diversity (COP13-CBD) that took place in December 2016 in Cancun (Mexico), MANE signed the Business and Biodiversity Pledge.

This pledge provides an opportunity for business leaders to highlight the importance of biodiversity and ecosystem services for their respective companies and to affirm their commitment to taking positive measures to support it. Signing the pledge indicates a commitment to providing solutions for the conservation of biodiversity, its sustainable use and the fair and equitable sharing of benefits arising from the use of resources.

### ABS REGULATION

As part of its natural raw material purchasing activities, the MANE Group may need to purchase ingredients subject to the regulation on access and benefit-sharing (ABS). The regulation on ABS organises relationships between suppliers and users of genetic resources and associated traditional knowledge. It thereby offers greater legal certainty to each stakeholder.

Its main aims are to fight biopiracy (collection and use of biological materials for commercial, industrial, scientific or personal use without obtaining the necessary permits), to ensure the conservation of biodiversity and local knowledge and to guarantee sustainable use, while ensuring equal sharing of the economic advantages.

Adopted in October 2010, the Nagoya Protocol on access and benefit-sharing (ABS) entered into force on 12 October 2014. It provides a transparent legal framework for the effective implementation of one of the three aims of the Agreement on biodiversity: the fair and equitable sharing of the benefits arising from the use of genetic resources.

In this context, several countries that have ratified the Nagoya Protocol have adopted national regulations implementing the Protocol. In France, for example, it was transposed into law with the adoption of LAW no. 2016-1087 of 8 August 2016 for the restoration of biodiversity, nature and landscapes.

But it is important to note that other countries, that have not ratified the Nagoya Protocol, have also adopted their own regulations relating to ABS, such as Brazil with Law 13.123 of 20 May 2015.

In this context, MANE continuously monitors developments in national laws on ABS with the cross-disciplinary involvement of all affected departments (R&D, Environment/CSR, Purchasing, Regulatory Affairs, Sales, etc.). To that end, background work has been carried out in order to trace and incorporate in IT systems the geographical origins of natural raw materials purchased (see chapter "Raw material traceability").

In addition, the Group has set up an internal organisation to ensure that, throughout the product development process, its activities comply with laws on ABS according to the geographical origin of natural raw materials.





## CONSUMER HEALTH AND SAFETY

### FOOD SAFETY FOR FLAVOURS

Consumers today are particularly concerned with food safety, due to increasing concerns caused by various recent health crises. Ensuring the quality and safety of our food flavours is therefore crucial for our food processing customers. The aim is to protect consumer health and safety.

Our approach covers the whole logistics chain, starting with suppliers. We incorporate very strict controls in our purchasing and audit processes, enabling us to select safe and high-quality raw materials.

Product/process audits are carried out at the supplier's premises to ensure they are able to meet the MANE Group's quality and safety requirements and to identify possible areas of weakness. All our production sites (in France and abroad) have put in place quality and food safety management systems, which set out the procedures and methods to be followed at each stage of production (receipt, quality control during production, final check) to ensure the manufacturing and quality control of our products meets strict standards.

Long before the finished products leave our sites, we test them to make sure they can be used safely. The tests carried out on finished products generally include physiochemical, microbiological and organoleptic tests. This ensures that the finished products we supply to our customers are safe and of uniform quality, meeting consumer safety requirements. The majority of the Group's food flavour manufacturing sites are ISO 9001, IFS & BRC, FSCC 22000 or ISO 22000-certified, depending on location.

### ASSESSING PRODUCT SAFETY (TOXICOLOGY)

As early as possible, during the development stage for new products, we assess the potential toxicological risks posed by the products we manufacture. The development process for any new research project is subject to a meticulous safety assessment process.

Production cannot begin prior to approval by a scientific committee made up of members with various backgrounds. In addition, the raw materials used to manufacture products must meet strict specifications drawn up by the Group's Product Safety and Regulatory Affairs Department. MANE is also conscious of animal welfare and complies with current regulations.

MANE does not test compositions of its finished products (mixtures) on animals, either for fragrances or flavours. Furthermore, no animal testing is carried out or ordered by MANE for its manufactured ingredients, unless this is specifically required by national, regional or international regulations.

In addition, MANE encourages the development, use and regulatory acceptance of alternatives to conventional animal testing, in particular in the area of fragrance products.

In this regard, MANE supports and participates in research projects on alternative tests in order to obtain the relevant and required information on its products and to ensure consumer health and safety. In this way, we are involved in research projects run by ImmunoSearch (MANE has been a shareholder since 2007), a company that develops high-quality in-vitro toxicology tests to assess the potential for irritation, sensitisation or genotoxicity in perfume and cosmetic ingredients, thus avoiding animal testing.

### REACH COMPLIANCE

MANE manufactures and imports chemical substances into the European Union. As such, MANE is concerned and must comply with the obligations of the REACH Regulation (concerning the registration, evaluation and authorisation of chemical substances) for its portfolio of natural and synthetic raw materials. The protection of Humans and the Environment which is the subject of the text is one of the pillars of the Group. In order to ensure optimal compliance, a Regulatory Affairs team is dedicated to REACH obligations.

External partnerships complement our regulatory and scientific expertise. MANE is also an active member of working groups on the subject within the International Fragrance Association (IFRA) as well as the European Federation of Essential Oils (EFEO). With regard to the "Registration" process, MANE has registered more than 100 substances in compliance with the 2010, 2013 and 2018 deadlines, taking into account the exemptions from which MANE may benefit, in particular through use. The registration process is an ongoing process and as such, MANE is working pro actively on updating the submitted files. In this context, MANE joined in 2019 the REACH registration dossiers improvement project launched by CEFIC (The European Chemical Industry Council) in cooperation with ECHA (European Chemical Agency)



<https://echa.europa.eu/fr/-/keep-your-registration-up-to-date>

Tonnages are monitored using tools developed in-house, in particular a REACH "dashboard", which makes it possible to check the MANE portfolio's compliance with our obligations. This work is done in close collaboration with the Purchasing and Production Services. MANE also ensures that its suppliers comply with their obligations by asking them for safety data sheets or their REACH status. All of this information is documented using various media, saved and shared on the Intranet.

## CONSUMER HEALTH AND SAFETY

### SUSTAINABLE CONSUMPTION

We believe our role in sustainable consumption relates to the products and services we offer, their life cycle and the nature of the information we provide to our customers.

From this perspective, although the first step for MANE is to develop products that provide greater environmental benefits, it is also necessary to give customers all the social and environmental information about our products to enable them to make informed purchases.

With GREEN MOTION™, our tool to assess the environmental impact of the ingredients manufactured, MANE gives its customers the chance to find out about the environmental profile of products and makes them aware of the choice of more "green" formulae.

In terms of nutrition, consumers want healthier and nutritionally beneficial products. Our customers in the food industry are looking to reduce the sugar and salt content of their products. The challenge is to do this without drastically altering the taste consumers are used to. To this end, MANE has developed a range of products, Sense Capture™, to help its customers adapt to these behavioural changes and new consumer expectations.

To ensure the result meets the taste expectations of consumers in terms of organoleptic quality, MANE offers natural food flavours to decrease quantities of sugar (Sense Capture™ Stevia) and salt (Sense Capture™ Salt) without changing the taste of the "lighter" products. A further solution offered to our customers is the inclusion of vegetable proteins in meat products with Sense Capture™ Protein.



## 3.2 ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

### PERFORMANCE TABLE

GRI	Indicator	Unit	2009	2017	2018	2019	2021 Objective
307-1	Product tonnage shipped by ISO 14001 certified sites by 2021	%	34%	47%	59%	<b>60%</b>	<b>90%</b>
201-2	Quantities produced of natural extracts and synthetic molecules with a GREEN MOTION™ score of 50/100 or more	%		70%	70%	<b>78%</b>	<b>80%</b>
301-1	Consumption of raw materials	Tonnes		101,945	102,633	<b>104,799</b>	
301-1	Consumption of raw materials per tonne of product <sup>1</sup>	T/t		1.28	1.20	<b>1.17</b>	
302-1	Electricity consumption	GJ	135,371	307,086	318,804	<b>338,355</b>	
302-1	Natural gas consumption	GJ	196,989	321,329	327,341	<b>348,105</b>	
302-1	Fuel consumption	GJ	10,708	13,209	13,059	<b>16,755</b>	
302-1	Self-generated energy consumption	GJ		58,579	55,783	<b>48,742</b>	
302-1	Energy total consumption	GJ	343,068	700,202	714,986	<b>751,957</b>	
302-3	Energy consumption per tonne of product <sup>1</sup> √	GJ/t	11.0	8.8	8.3	<b>8.4</b>	<b>8.8</b>
302-4	Reduction of energy consumption per tonne of product <sup>1</sup> compared to 2009	GJ/t		-19%	-24%	<b>-24%</b>	<b>-20%</b>
302-1	Proportion of total energy consumption from renewable sources	GJ	11,234	101,360	98,482	<b>188,267</b>	
302-1	Proportion of total energy consumption from renewable sources	%	3%	14%	14%	<b>25%</b>	<b>33%<sup>2</sup></b>
303-1	Water consumption	M³	329,068	764,255	730,605	<b>749,888</b>	
303-1	Water consumption by tonne of product <sup>1</sup> √	M³/t	10.5	9.6	8.5	<b>8.3</b>	<b>8.9</b>
303-1	Reduction of water consumption by tonne of product <sup>1</sup> compared to 2009	M³/t		-8%	-19%	<b>-21%</b>	<b>-15%</b>
303-2	Share of water consumption in areas where water stress is extremely high	%			10%	<b>6%</b>	
305-1 305-2	Scopes 1 and 2 CO <sub>2</sub> e emissions √	TCO <sub>2</sub> e	20,681	55,490	56,337	<b>55,562</b>	
305-4	Scopes 1 and 2 CO <sub>2</sub> e emissions by tonne of product <sup>1</sup> √	TCO <sub>2</sub> e/t	0.660	0.699	0.657	<b>0.618</b>	
305-4	Reduction of scopes 1 and 2 CO <sub>2</sub> e emissions per tonne of product <sup>1</sup> compared to 2017	%			-6%	<b>-12%</b>	<b>-40%<sup>2</sup></b>
305-6	Refrigerants	Kg			1,713	<b>1,472</b>	
305-6	Refrigerant emissions	TCO <sub>2</sub> e		3,497	3,680	<b>2,799</b>	
306-2	Hazardous waste	T	2,228	4,059	4,314	<b>4,961</b>	
306-2	Non-hazardous waste	T	3,477	10,212	12,284	<b>12,067</b>	
306-2	Hazardous and non-hazardous waste	T	5,705	14,271	16,598	<b>17,028</b>	
306-4	Hazardous and non-hazardous waste by tonne of product <sup>1</sup>	Kg/t	182	180	194	<b>190</b>	
306-3	Aqueous effluent discharges	M³			476,433	<b>486,519</b>	
306-3	Quality of effluents discharged in kg per tonne of product <sup>1</sup>	Kg DCO/t		2.9	7.1	<b>5.8</b>	
306-4	Hazardous waste produced	T	2,228	4,059	4,314	<b>4,960</b>	
306-4	Hazardous waste produced per tonne of product <sup>1</sup>	Kg/t	71	51	50	<b>55</b>	
306-4	Hazardous waste produced per tonne of product <sup>1</sup> compared to 2009	%		-28%	-29%	<b>-22%</b>	<b>-33%</b>
306-4	Proportion of recycled waste (hazardous and non-hazardous)	%	69%	77%	74%	<b>77%</b>	<b>80%</b>

<sup>1</sup> : The tonnes of products correspond to the products and packaging shipped.

<sup>2</sup> : 2025 Objectives for the reduction of CO<sub>2</sub>e emission and for the share of renewable energy.

√: Indicators verified in reasonable assurance by the Independent Third Party Organisation.

### 3.3 CARE ABOUT OUR COLLABORATORS



We believe the success of the MANE Group is built above all on the expertise of its employees. Employees are the Group's main source of wealth and enable it to be a major participant in the fragrance and flavour industry. Our aim is to encourage them to thrive in the workplace whilst offering them a safe and healthy working environment.

#### HUMAN RESOURCES POLICY

MANE's Human Resources policy is based on four guidelines and four main principles that apply from the time of hiring throughout each employee's career with the company. A desire to guarantee social and human balance:

- Guarantee and promote a culture of professional excellence
- Develop our collaborators' professional skills
- Assert our role as a company that cares about People and the Environment
- Offer living conditions that encourage high-quality work.



## PROFESSIONAL EXCELLENCE

The expertise of its employees is the main source of wealth in a creative and manufacturing company such as ours. MANE aims to recognise their commitment and worth by helping them grow through their work. We support internal professional and geographical mobility, personalised development plans and a fair wage policy in order to provide motivation for personal and professional development.

### EMPLOYMENT

**6,627**  
employees

As of 31 December 2019, the Group's total workforce (permanent and fixed-term contracts) consisted of 6,627 employees, an increase of 4.4% between 2018 and 2019. Geographically, the three countries with the largest number of employees are France with 1,753 employees, the United States (970 employees) and India (759). Together, these three countries account for 53% of the Group's total workforce. MANE continues to increase its presence in the rest of the world and specifically in Indonesia, South Africa, Mexico and China, which represented 28% of the total workforce at the end of 2019.

**91%**  
of Group employees  
have permanent contracts

91% of Group employees have permanent contracts. The high level (19%) of fixed-term contracts in the Asia region reflects the practices of the Chinese market where contracts cannot exceed 3 years. However, it should be noted that in China, employees who have been with the company for more than 10 years will be able to benefit from a permanent contract, as will employees who have completed more than two temporary contracts.

Geographical areas breakdown	
EMEA	South Africa, Spain, France, Switzerland
Asia	China, India, Indonesia, Japan, Thailand
The Americas	Brazil, Colombia, USA, Mexico

Distribution by gender and geographical area	Men	Women
EMEA	59%	41%
Asia	66%	34%
The Americas	58%	42%
World	61%	39%

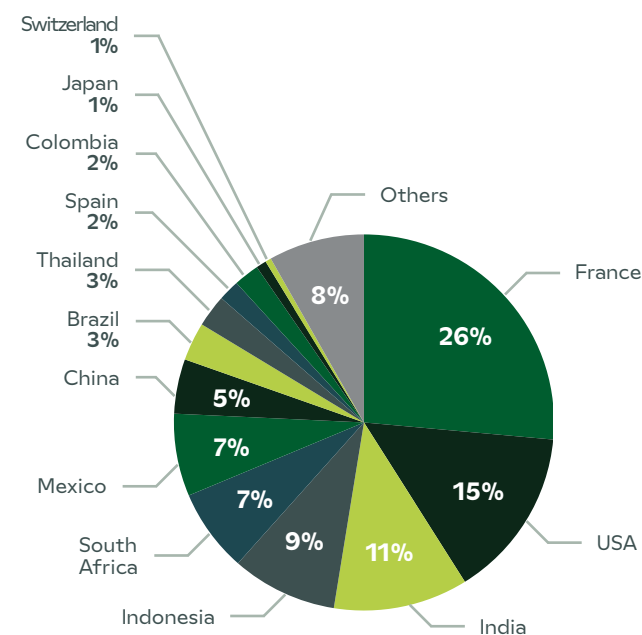
Distribution by age and geographical area	< 30	30-50	> 50
EMEA	25%	53%	22%
Asia	33%	61%	6%
The Americas	21%	60%	20%
World	26%	57%	16%

Distribution by type of contract and geographical area	Permanent Contract	Fixed-term Contract
EMEA	92%	8%
Asia	81%	19%
The Americas	91%	0%
World	91%	9%

**Methodological note :** The scope of consolidation for the social data set out below relates to employees as of 31 December 2018 across all MANE Group sites in the following countries. This sample represents 92% of the Group's total workforce.

Employees by geographical area	2019
EMEA	42,0%
Asia	29,5%
The Americas	28,5%

### Workforce by country



## PROFESSIONAL EXCELLENCE

### RECRUITMENT AND DEPARTURES

**975** hires

**599** departures

**263** job filled through internal mobility

The MANE Group hired 975 employees in 2019. The EMEA region is the Group's main recruiter with 49% of hires. This is followed by the Americas (28%) and Asia (24%). There were 599 departures in 2019.

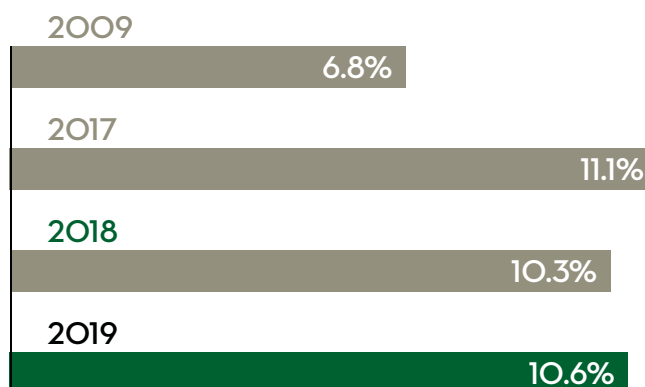
At Group level, the average staff turnover was 11%. However, this average masks large disparities between countries with, for example, low rates of 4% in France (72 departures, including 15 dismissals) and 8% at KANCOR-MANE in India, compared to high rates of 13% in China and 15% in the United States.

However, in China, staff turnover fell from 24% in 2018 to 13% in 2019, a marked improvement given the issues facing our recruiting teams on the Chinese market (talent war and constant wage inflation). In the United States, where there is a very low unemployment rate (below 4%), the context of full employment makes it difficult to create loyalty among employees.

In order to remain competitive and optimise its development in an increasingly demanding market, MANE is considering implementing a more relevant talent management policy in order to create loyalty and, above all, encourage engagement and motivation among current and future talent.

The Group is also working to adopt measures to develop its employer brand and carry out communication campaigns aimed at target schools. Particular attention is also being paid to the new demands of millennials, particularly by considering changes in management practices and the organisation of work (work-life balance).

#### Turnover of Group employees



	EMEA	Asia	The Americas	World
Hires	473	231	268	975
Departures*	255	137	209	599
Including dismissals	31	1	90	122
Turnover**	12%	8%	12%	10.6%
- Men	13%	8%	12%	12%
- Women	9%	9%	12%	10%

#### Methodological note :

\* Departures: dismissals, resignations, retirements and deaths (excluding the end of fixed-term contracts and probationary periods at the request of the employer)

\*\* Turnover: total number of departures during the year divided by the total number of employees at the end of the year and multiplied by 100.

### WAGES

MANE believes that the Group's future depends on its ability to attract and retain talent. A fair, motivating and equitable wage system is one way of achieving this. Our wage policy has two aims:

- Offer an appealing, stimulating and competitive wage system and working conditions that are in line with market practices
- Ensure internal fairness to motivate and involve employees.

We do not discuss wage amounts or increases as we believe this information should remain confidential. However, in all the countries in which the Group is present, we respect the minimum wage set by local legislation.

For example, in 2016 in France, the Group's management signed a collective agreement with employee representative bodies to ensure a minimum general increase in wages that is significantly higher than inflation, in order to strengthen purchasing power and provide a rewarding wage policy for all employees.

In France, MANE also links its employees to the company's results through a Company Savings Scheme (profit-sharing, incentives). The company then returns a share of any profit to its employees as a yearly bonus. The amount of the bonus and its distribution are decided by an internal agreement between managers and employee representative bodies. A Company Savings Scheme (CSS) has also been set up in France.

This is a collective savings scheme, allowing employees to build a securities portfolio within the company. Voluntary employee contributions are topped up by company contributions (subscriptions).

## PROFESSIONAL SKILLS

Thanks to a policy of initial and continuous training aimed at our employees and customers, we anticipate and support business developments and the specific needs of different groups. The MANE Academy Campus will soon offer motivating professional training. From the moment they enter the Group, a personalised integration process is implemented, adapted to the employee's profile, the diversity of roles and organisations and the specific nature of the business. This measure can take different forms.

### TRAINING

**93%**  
of Group employees received training

**2%**  
of payroll on training

Given the highly competitive environment in which it finds itself, MANE believes that developing its workforce is essential in order to strengthen the employability of its employees as well as its competitiveness and appeal as a company. A successful company is one that knows how to maintain and enrich its knowledge and expertise.

In order to identify the continuous needs of each of our employees and the expectations of the Group, procedures have been defined to:

- Identify the knowledge our employees already have and the gaps between this and the knowledge required by their role
- Establish specifications for future training
- Assess the professional skills of our employees.

In-house training is also encouraged to support teaching and activities that use information specific to the company to address relevant issues.

In France, we always offer all our new recruits – regardless of their employment contract (intern, apprentice, temp, permanent or fixed-term) – induction training for at least one day to introduce any key regulations that need to be followed for safety or quality, environmental, energy and occupational chemical risk management.

The Human Resources Department at MANE France has also implemented a strategic plan for employment and skills in order to anticipate short- and medium-term human resource needs. The aim is to better anticipate the effects on employment of economic, technological, social and demographic changes. The strategic plan for employment and skills will offer employees the opportunity to acquire new skills and adapt to changes in job requirements and expectations, often due to changes and developments in the job market and strategic corporate decisions.

### MANE ACADEMY

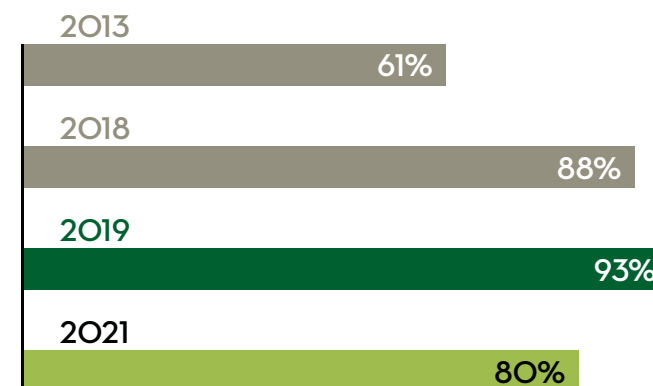
In 2019, MANE launched the Mane Academy. It is an educational journey developed in partnership with the IMD (International Institute for Management Development) in the field of managerial skills development. The first session called "ALAP" (Advanced Leadership Acceleration Programme), started in September 2019, covers 119 Group employees spread over three promotions and represents approximately 112 hours of education per person over one year

Training hours	2016	2017	2018	2019
Total training hours	68,603	87,784	107,024	108,826
Per employee	15	17	20	19

**Methodological note :** Recognised training includes internal and external training.

**19 hours**  
of training per employee

### Share of employees who received training



The Group spends an average of 2% of its payroll on training, 0.2% more than in 2018 (and in France: 3.2% compared to the 1% minimum legal requirement). We have also emphasised training for trainers. Training programmes covered, among others, the following topics: English language courses, movement and posture, managerial development of supervisory teams, ATPmetry (molecular biology technique), well-being, forklift handling, ISO 14001, etc.

At Group level, the total average number of training hours is 19 hours per employee, an increase of 4 hours compared to 2016.

5,236 employees participated in at least one internal or external training course in 2019, representing 93% of the total workforce and an increase of 4% compared to 2018. Therefore, we have already achieved and far exceeded our 2021 target.

## PROFESSIONAL SKILLS

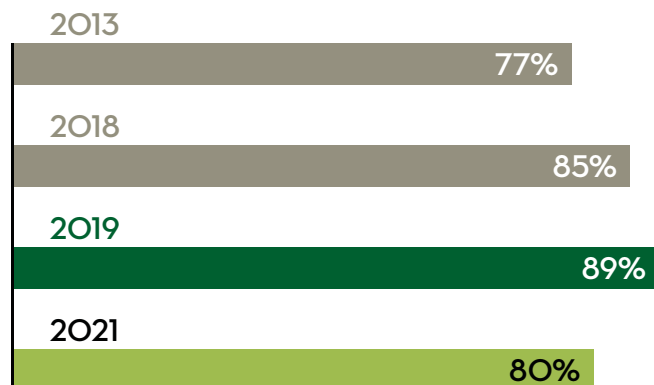
### ANNUAL INTERVIEWS

# 89%

### of Group employees received an interview

A yearly review of progress and targets allows employees to review the year and discuss their training needs with their line managers. This interview is a valuable discussion between managers and their employees, an exchange which aims to see lasting improvement in professional practices, results and behaviour.

#### Share of employees who received an interview



In 2019, 89% of Group employees were interviewed or assessed during the year, i.e. 4 points more than the previous year. We have therefore already met and even exceeded our target set for the end of 2021, three years before the deadline.





## CARE ABOUT PEOPLE AND THE ENVIRONMENT

Since MANE is, by nature, a diverse and global company, its links to the local community are a strong priority within its Human Resources policy. This strong commitment involves respect for diversity, support for the most vulnerable employees and the development of a social dialogue. The promotion of social standards encourages equal opportunities for all our employees, wherever the company operates, to offer them decent living and working conditions and access to basic skills.

### GENDER EQUALITY

# 40%

of women in the total workforce

The Group is careful to ensure men and women are treated equally. In 2017, the Board of Directors signed an agreement relating to equal opportunity and work-life balance with the following aims:

- Take action to encourage gender equality in recruitment and to address any workplace bias by encouraging both gender and disability diversity
- Encourage a better work-life balance
- Ensure both women and men can access professional training
- Promote and encourage women's access to management positions
- Pursue an equal pay policy.

While the latest Global Wage Report 2018/2019 by the International Labour Organisation (ILO) reports a global gender pay gap of around 20%, the gender pay gap for wages in the Group is, on average, 6% in favour of men.

### FOCUS ON FRANCE

# 98/100

gender equality index score

In accordance with the French Law "for the freedom to choose one's professional future", V. MANE FILS calculated the Gender Equality Index of its workforce. With a score of 98/100, MANE obtained the GEEIS label (Gender Equality European & International Standard) issued by Bureau Veritas.

In France, the overall gender equality index score calculated by V. MANE FILS based on the following five indicators:

- The gender pay gap
- The gap in the distribution of individual pay increases
- The gap in the distribution of promotions
- The number of employees who received a pay increase on their return from maternity leave
- The number of people of the under-represented sex among the 10 highest earners.

And the following three themes have been evaluated by Bureau Veritas:

- Steering tools
- HR and managerial practices
- The overall impact of European / international policy.

This very good score reflects the Group's desire to take care not to create wage inequality between men and women.



## CARE ABOUT PEOPLE AND THE ENVIRONMENT

### PEOPLE WITH DISABILITIES

The Board of Directors of MANE France has committed to a policy to support people with disabilities through employment. One of the major aspects of this commitment is to implement actions necessary for integration by, where necessary, adapting workstations in the company in order to create conditions that enable people with disabilities to remain in employment.

Our company is also committed, as far as possible, to commissioning services from ESATs (French organisations that help disabled people into work), examples of which include: maintenance of green spaces, bottling of perfume, removal, dismantling, processing and recycling of Waste Electrical and Electronic Equipment (WEEE), packing boxes, etc.

On 12 June 2018, the management and employee representatives of V. MANE FILS signed, for the third time, an agreement benefiting people with disabilities. The agreement has, once again, been approved by the Regional Department of Business, Competition, Consumption, Labour and Employment (DIRECCTE).

The key objectives of the 2018-2021 agreement are as follows:

- Continue improving the employment rate of employees with disabilities and bring the employment rate up to 4%
- Strengthen our cooperation with companies in the sheltered employment sector by assigning duties to them
- Retain disabled employees
- Continue involvement with other sites outside Bar-sur-Loup
- Explore the possibility of accommodating various types of disabilities, subject to adaptation to the skills needs and requirements of the company
- Promote solidarity within MANE for parents whose children are severely disabled.

Since the first agreement was signed in France in 2012, 90 workstations have been adapted while 15 flexible working time arrangements have been approved and 33 reserved parking spaces have been created near workstations.

In 2019, MANE again participated in the "Défi Sport Entreprises Handi-Valide 06" (Company Disability Sports Challenge) project. This initiative grew out of the desire to hold an innovative event to mobilise and bring together business stakeholders, from a variety of backgrounds, through a social sporting activity. Teams made up of company employees and residents in specialist institutions compete in sports events that encourage helping each other, solidarity and cohesion.

The latest edition of this event was held on Saturday 12 October 2019 at Parc de la Valmasque in Mougins. MANE was present to celebrate it with two mixed teams that finished in first and third place. All the proceeds of the event went to CDSA-06 (Alpes-Maritimes Regional Committee for Adapted Sport) to offer 21 projects and 200 activities throughout the year. The event involved 722 registered players and 1600 mentally disabled and/or mentally ill participants and non-disabled people.

In 2019, during European Disability Week, MANE wished to give the floor to 8 employees concerned with the subject in the company: men-women, juniors-seniors, Sales administration-Supply Chain-Quality Assurance-Fragrances-Flavours-Aromas-Technical services departments, visible or invisible handicaps, La Sarrée, Notre-Dame or Sablé sites.

After 8 years of collective agreements in favour of the handicap and 8 annual events around the handicap, 8 ambassadors testified in a video of their experience within the MANE Company!

### ANTI-DISCRIMINATION POLICY

To formalise its commitment to fighting discrimination, the Human Resources Department of MANE France signed the Corporate Diversity Charter in 2008. Since its launch in 2004, this Charter has encouraged companies to guarantee the promotion of and respect for diversity among employees. In this way, MANE undertakes to fight against any form of discrimination and to implement measures to promote diversity.

In accordance with this Charter, we undertake to:

- Raise awareness among and train managers and employees involved in recruitment, training and career management in issues of non-discrimination and diversity.
- Respect and apply the principle of non-discrimination in any form and at all stages of human resource management, specifically recruitment, training, professional advancement or job promotions for employees.
- Attempt to reflect the diversity of French society and particularly its cultural and ethnic diversity within the workforce, across all qualification levels.
- Keep all our employees informed of our commitment to promote non-discrimination and diversity and ensure they are up to date on the practical results of this commitment.
- Ensure the development and implementation of the diversity policy is a topic for debate with staff representatives.
- Include a chapter describing the company's commitment to non-discrimination and diversity in the annual report: actions taken, practices and results.

In 2017, MANE went even further by updating its Human Resources Policy to allow employees to inform the Ethics Committee of any failings in terms of diversity, discrimination or equality of opportunity.



## CARE ABOUT PEOPLE AND THE ENVIRONMENT

### INTERGENERATIONAL CONTRACT

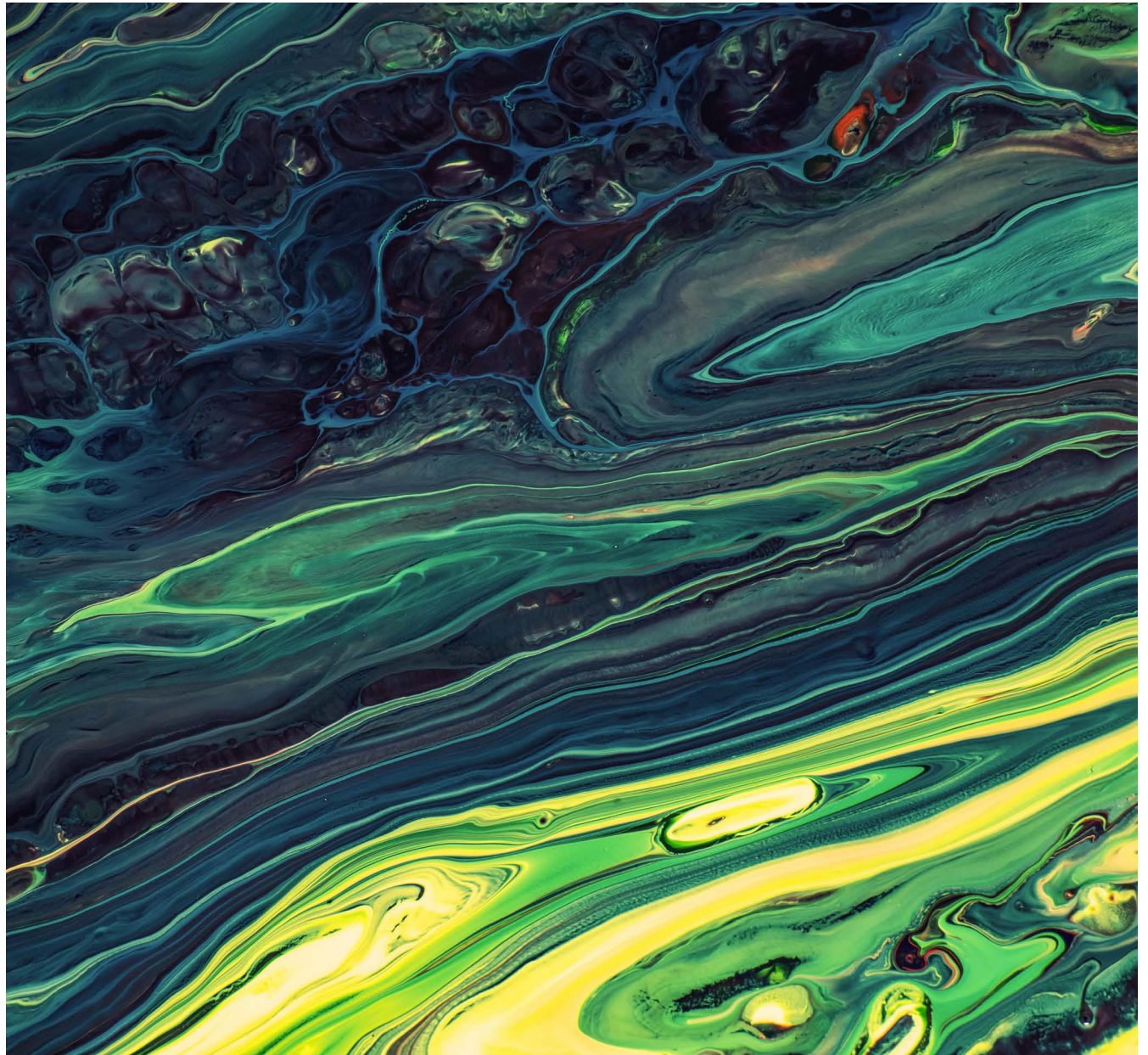
Since 2013, MANE has been committed to the sustainable integration of young people and the transfer of knowledge between generations, with the aim of transferring the key skills required by the company. In September 2015, we received the 2015 intergenerational contract award from the then French President François Hollande.

The MANE Group won in the category for companies with 300 or more employees. The main elements that caught the attention of the judging panel were the clear voluntary commitments in the area of recruitment and retention, the pragmatic nature of initiatives – particularly in terms of occupational risk prevention – and the willingness to transfer the key skills required by the company.

In 2017, MANE renewed its collective agreement for France for a further 3 years. The agreement includes measures promoting:

- Sustainable integration of young people into employment;
- Employment of experienced workers
- Transfer of knowledge and skills.

V. MANE FILS set itself a target of awarding 40 permanent contracts under this agreement. At the end of 2019, 146 young people under the age of 26 (or disabled young people under the age of 30) were recruited on permanent contracts, more than triple the number we expected. The agreement also provided for the presence of 40 work-study contracts each year, all sectors combined. In 2019, 90 work study students were present in the company.



## OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

**It is on the ground, creating solutions every day to improve our employees' working conditions, that we demonstrate our excellence. Preventing occupational accidents and diseases, making employees and their managers aware of occupational health and safety, work-life balance: enjoying a high-quality working environment means our employees can effectively serve our industrial customers, as well as millions of consumers whom we serve indirectly every day, all over the world.**

### QUALITY OF WORK LIFE

Ensuring quality of life at work is a challenge that not only involves preventing occupational stress and decreasing absenteeism but also developing the attractiveness of the company and improving employee creativity, commitment, motivation and loyalty. Many actions are carried out within the Group to improve the environment and working conditions.

From 2011, MANE began an approach on the prevention of psychosocial risks, working conditions and more generally the quality of life at work, notably through a heavy investment in managerial training. Numerous qualitative actions and approaches have improved the environment and working conditions.

In 2018, to go further in this approach, a collective agreement was signed with the trade union organisations of V. MANE FILS to decide on new commitments to allow everyone to reconcile professional and private life, including:

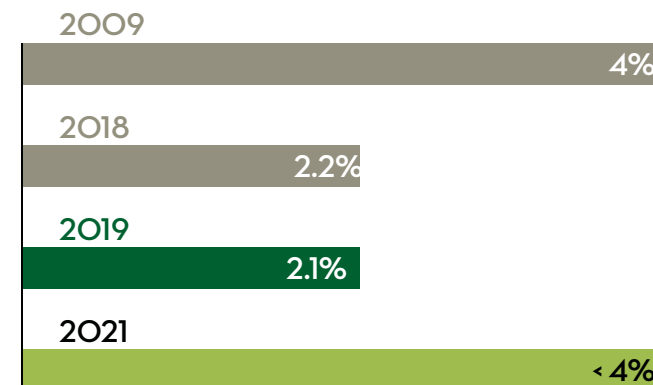
- Develop support for employee organisations by implementing remote working and reinforcing the right to disconnect
- Start a new phase of occupational risk prevention
- Increase management capacity so that managers can be even more involved in managing their teams (ensuring appropriate training and support methods and tools are available)
- Support employees in managing illness: extend the transfer of leave days for child illness provided by the company, implement a family carer policy and create part-time jobs for family carers.

In 2019, the following collective agreements were concluded in France in the area of work organisation:

- Agreement in favour of work from home experimentation
- Agreement on the articulation between personal and professional life as well as on professional and salary equality.

In 2019, the Group absenteeism rate was 2.2% compared to 2.2% in 2018, a low rate that generally reflects the high workplace morale of our employees. Our aim for 2021 is to maintain the rate at less than 4%. We have achieved and exceeded this for several years in a row. The overall absenteeism rate in France dropped from 7.2% in 2009 to 3.6% in 2019, a significant improvement.

### Absenteeism rate



Absenteeism rate*	2019
EMEA	3.2%
Asia	1.3%
The Americas	1.4%
World	2.1%

### Methodological note :

\* Absenteeism rate: Number of days absent over a 12-month period, compared to the number of working days expected for the employee over the same period.



## OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

### OCCUPATIONAL HEALTH AND SAFETY

#### PREVENTION APPROACH

**21%**

**of group employees work on an  
OHSAS 18001 certified production site**

In order to prevent occupational hazards in the workplace, including those linked to stress, MANE is prepared to work with all relevant stakeholders. Managers and supervisors drive the policy and any resulting actions.

The occupational health department and the Social and Economic Committee (Comité Social et Économique – CSE), which brings together since 2018 the three previously separate committees representing employees at the workplace – the employee delegates (DP), the works council (CE) and the health and safety committee (CHSCT), are also stakeholders in the process, along with all our employees, whose role is to identify any risks and develop and implement the preventive action plan.

MANE's management of health and safety is based on risk assessment in the following areas:

- Occupational risk assessment to identify, assess and classify risks in order to implement relevant preventive measures. The results of this occupational risk assessment are recorded in a "single document" made available to members of the OHSC, employee representatives and the occupational physician
- Analysis and handling of accidents and near-accidents to identify the various contributing elements and implementation of appropriate corrective and preventive measures
- Safety behaviour visits.

Noise, manual handling of loads and alternating shifts have been identified as being the main causes of stress in our company. MANE therefore takes all appropriate measures to prevent stress, such as, for example, adapting relevant workstations or reducing the noise level of machines. Our manufacturing sites in Mexico, China and India (KANCOR-MANE), representing 21% of the Group's employees, are OHSAS 18001 certified (occupational health and safety management standard).

#### CHEMICAL RISK PREVENTION

Considering the activities of our company, the prevention of chemical risks is an integral part of our prevention approach. Chemical risks are the result of exposure to or use of hazardous chemicals that can cause adverse health effects. At MANE, the prevention of chemical risks is based in particular on:

- The identification of dangerous products present in the company, whether these are products used as such or generated by an activity or process in the form of gas or dust, and
- The exhaustive and rigorous risk assessment taking into account the seriousness of the risk, in particular on carcinogenic, mutagen or toxic for reproduction (CMR) products.

The results of this assessment are recorded in a file called a "single document" which is made available to occupational health and staff representative bodies. The single document contains: the evaluation framework, the risk analysis method chosen as well as the tools used, the classification method chosen, the inventory of risks identified and assessed and the actions to be implemented. In general, the actions implemented give priority to the elimination or substitution of dangerous products and processes by other less dangerous products or processes and to collective protection measures.

Our prevention approach is also accompanied by the following additional measures:

- Information, awareness and training of employees
- Application of hygiene measures (individual and collective)
- Establishment of emergency procedures
- Health monitoring of exposed employees.

#### INDUSTRIAL RISK MANAGEMENT

Industrial risk is defined as an accidental event that can occur on an industrial site involving dangerous products and / or processes and lead to immediate serious consequences for employees, local residents and the environment. In order to limit the occurrence and the consequences, the most dangerous industrial companies are subject to special regulations and regular checks.

This is the case of our two industrial sites in Bar-sur-Loup which are classified ICPE (Installations Classées pour la Protection de l'Environnement) subject to authorisation and "Seveso III low threshold" for Notre Dame and "Seveso III high threshold" for La Sarrée. Our other French sites are also classified as ICPE subject to authorisation for Quéven and declaration for Sablé-sur-Sarthe.

This is the context in which we developed our Major Accident Prevention Policy, defining our industrial risk management roadmap. We make particular use of training, awareness and employee accountability as well as incorporating industrial safety at the earliest stage of site design, planning regular exercises to understand emergency situations and carrying out regular internal audits. Finally, and most importantly, we strive to communicate as transparently as possible in matters of industrial safety, both internally and externally, in order to maintain trust with employees, local residents and local authorities.

## OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

### OCCUPATIONAL HEALTH AND SAFETY

#### ANTITERRORISM / MALICIOUS INCIDENT POLICY

In a context of increased vigilance against malicious, criminal or terrorist risks, a global approach to security on our industrial sites is necessary. For this, MANE has implemented an Antiterrorism / Malicious Incident Policy on its EMEA sites in the following areas:

- Measures taken to ensure limited physical access to buildings, installations and stocking areas
- Control of traffic circulation in order to effect a rapid control inside the work sites
- Security based on company personnel in order to prevent malicious intrusion of persons
- Management of stocks to ensure security of products
- Security based on transportation in order to fight against theft risks and high risk goods diversion
- Process to ensure the integrity of process procedures
- Security information required to prevent malicious computer database activities.

#### OCCUPATIONAL STRESS

Occupational stress is also incorporated into our prevention policy in the same way as other occupational hazards. Occupational stress can be caused by activities themselves or triggered by the organisation of work and working relationships (excessive workload, confrontational relationships, management styles, intensity and complexity of work, etc.)

As exposure to these work situations can affect the health of our employees (depression, anxiety, burnout), occupational stress must be taken into account. It is therefore necessary to assess it, plan suitable preventive measures and prioritise collective measures to avoid these risks as early as possible.

In 2011, in partnership with the occupational health department, MANE hired an independent consulting firm for help in measuring employee stress levels in order to rank the main causes of stress and draw up a corrective or preventive action plan, as appropriate. In line with this approach, which has already been in place for many years, MANE continues to raise awareness and provide training on stress prevention for our managers and executives.

We also provide training for medical staff on how to support people who may be experiencing difficulties. A survey aimed at preventing occupational stress is carried out every 5 years in France (it has already been carried out twice).

Thanks to a collaborative effort, the Group has recorded a considerable drop in the incidence of workplace accidents since 2009. At the end of 2019, a total of 71 accidents with absence were recorded, which is 4 fewer than in 2018.

	2009	2017	2018	2019
Number of accidents in the workplace	69	76	67	71
Number of occupational diseases	0	0	2	1
Number of days lost		1,370	1,078	1,367
Number of hours worked	4,536	9,723	10,649	11,020
Frequency rate*	15.2	7.8	6.3	6.4
Severity rate**		0.14	0.13	0.12

#### Methodological note:

\* Frequency rate : number of workplace accidents leading to more than one day of lost time, occurring during a 12-month period, compared to a million hours worked

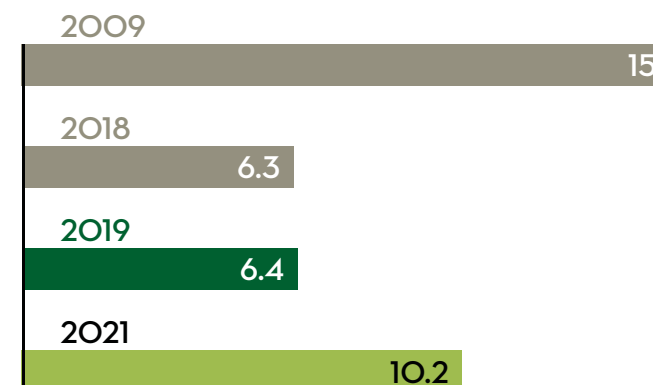
\*\* Severity rate: number of days lost per 1000 hours worked

# -58%

of the frequency rate of accidents in the workplace compared to 2009

#### Frequency rate for accidents

(number of accidents per million hours worked)



In 2019, the incidence of workplace accidents for Group employees was 6.4 accidents per million hours worked, which is a decrease of 58% compared to 2009. For the third year in a row, we have achieved and exceeded our 2021 target to reduce incidence rates by 33%.

#### FOCUS ON FRANCE

In 2019, the incidence rate of workplace accidents at MANE sites in France was 9.8, significantly below the French national average of 13.7 in the chemical, rubber and plastic industries (source: national statistics on accident rates in 2018 from the workplace accidents and occupational diseases branch of the French health insurance system). It should be added that the level of severity of 0.12 is also well below the French national average of 0.9 in the chemical, rubber and plastic industries.

## OFFER LIVING CONDITIONS THAT ENCOURAGE HIGH-QUALITY WORK

### SOCIAL DIALOGUE

The Group is committed to encouraging social dialogue in all countries where it does business. Freedom of assembly and the right to collective bargaining are key principles in our Group Code of Ethics. We believe that social dialogue can play a productive part in negotiations, consultations or simply information exchange between the company and employee representatives to encourage cooperation to increase the positive social impact of the company. Across the Group's sites in France, social dialogue occurs with members of the Social and Economic Committee (CES), which since 2018 has merged all of the employee representative bodies: employee representatives, works council and occupational health, safety and working conditions committee.

#### SUMMARY OF COLLECTIVE AGREEMENTS

## 4

### collective agreements signed in 2019

All MANE employees in France are covered by the National Collective Agreement for Chemical and related Industries dated 30 December 1952. In 2019, four collective agreements and an amendment were signed:

- Agreement in favour of the work from home experiment of February 11, 2019
- Amendment to the agreement relating to the establishment of the CSE, local representatives and the CSSCTs of February 11, 2019
- Agreement relating to the exercise of the right to organise of February 21, 2019
- Agreement on the compulsory annual negotiation "remuneration, working time and sharing of added value" dated March 21, 2019
- Agreement on the articulation between personal and professional life as well as on professional and salary equality of July 8, 2019.



## 3.3 CARE ABOUT OUR COLLABORATORS

### PERFORMANCE TABLE

GRI	Indicator	Unit	2009	2017	2018	2019	2021 objective
401-1	Employees with a permanent-contract	%		89%	91%	92%	
405-1	Women in the workforce	%	43%	40%	39%	39%	
401-1	Employees by age	< 30		28%	27%	26%	
401-1	Employees by age	30-50		56%	57%	57%	
401-1	Employees by age	> 50		16%	16%	16%	
401-1	Employees by geography	EMEA			43%	42%	
401-1	Employees by geography	Asia			29%	29.5%	
401-1	Employees by geography	The Americas			28%	28.5%	
401-1	Hires	Number	496	1,005	1,047	975	
401-1	Departures	Number	172	573	562	599	
401-1	Turnover	%	6.8%	11.1%	10.3%	10.6%	
403-8	Absenteeism	%	4.0%	2.6%	2.2%	2.1%	<4%
403-8	Sites being certified OHSAS 18001	%			20%	21%	
403-9	Workplace accidents with leave	Number	69	76	67	71	
403-9	Frequency rate for workplace accidents with leave	Rate	15	7.8	6.3	6.4	10.2
403-9	Reduction of the frequency rate for workplace accidents with leave compared to 2009	%		-49%	-59%	-58%	-33%
403-9	Occupational diseases	Number	0	0	0	0	
404-1	Training hours	Hours		87,784	107,024	108,826	
404-1	Training hours by employee	H / empl		17	20	19	
404-2	Employees taking at least one training programme over the course of the year	%		89%	88%	93%	80%
404-3	Employees participating in an interview or assessment over the course of the year	%	77%	80%	85%	89%	80%
404-3	Candidates hired through internal mobility	Number				263	
407-1	Proportion of employees covered by collective bargaining agreements	%				40%	



## 3.4 PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN



At MANE, we believe growth is only sustainable if it is shared. Contributing to the local development of the areas in which the Group operates is a responsibility MANE takes very seriously. MANE is committed to building lasting relationships with local partners all over the world based on a balance of interests, trust and mutual commitments in terms of CSR.

Along our value creation chain, our approach to promoting CSR is based on the following axes which are applied within the company:

- Integrate CSR into customer relationship
- Guarantee and encourage responsible purchasing practices
- Contribute to the sustainable socio-economic development of the regions in which the Group operates by creating direct and indirect jobs and developing skills.

## RELATIONSHIPS WITH CUSTOMERS

### THE CSR IN CUSTOMER RELATIONS

Exchanges with our customers are a source of progress. The Group thus responds to the questionnaires of its customers who also audit its production sites, as well as to the Self-Assessment Questionnaire (SAQ) from SEDEX, to the Climate Change and Water Security questionnaires from the CDP and to the questionnaire for the CSR assessment carried out by ECOVADIS.

The use of these collaborative platforms brings unity and transparency in the monitoring of our ethical, social and environmental commitment and gives us the opportunity to highlight our CSR approach with our customers.

Since 2012, we have shared our CSR scorecard (via ECOVADIS) with 51 of our customers, our SAQ and SMETA information (via SEDEX) with more than a hundred customers, and our CDP scores with 4 customers. In recent years, CSR has also become a full-fledged scoring criterion in the annual assessments of our customers, along with purchasing, quality, logistics and innovation.

The CSR approach as well as the supplier risk management methodology that we have implemented for several years (recognised by independent third parties) has enabled MANE to position itself quite honourably in the CSR category of the scorecards of its main customers.

Exchange meetings on the CSR approach at MANE or more specifically the management of supplier-related risks are also regularly organised with our customers in order to jointly decide on actions to be implemented according to their requirements and our proposals.

### CUSTOMER SATISFACTION

MANE is committed to a close and trusting relationship with its customers. As previously described in the "Consumer health and safety" chapter, offering them ever healthier, safer and quality products is a challenge that is based on the following axes:

- Food safety for flavours
- Assessing product safety (toxicology)
- REACH compliance
- Sustainable consumption.

See chapter "Consumer health and safety " for more details.



### HEALTHY AND SAFE PRODUCTS

# 89%

**of our customers are satisfied  
across the Group**

Customer satisfaction reveals the degree of attention paid by MANE to customer needs and preferences and is essential to the sustainability of its success. Each year, as part of the ISO 9001 quality management systems implemented by the various Group entities, a satisfaction survey is sent to a representative panel of customers. The objective of these surveys is to determine customer satisfaction in the following areas:

- Business relationship
- Order processing and follow-up
- Delivery conformity
- Quality
- Focus on technical sheets
- MANE's key solutions and expertise
- CSR approach.

CSR is therefore also one of the subjects on which our customers are questioned in addition to the other more traditional criteria. Satisfaction surveys completed by customers are reported by Commercial Services and analysed by Quality Services who, if necessary, will provide internal feedback to the departments concerned and to customers if necessary. The Quality departments produce a quantified assessment of the results of these surveys which is presented each year in a Quality management review. For the EMEA region, for example, out of more than 2,200 Flavours and Fragrances customers surveyed in 2019, the overall satisfaction rate measured is 80% (average calculated for customers who responded to the survey), and 100% on the theme of CSR (for customers who have provided an opinion on the subject). At Group level, the overall level of satisfaction is estimated at 89%.



## RELATIONSHIPS WITH SUPPLIERS

### RESPONSIBLE PURCHASING APPROACH

Our activities are mainly linked to the purchasing of raw materials and packaging. The quality of MANE's relationships with its suppliers helps to sustain its supply chains in the long term. In this way, MANE is committed to building lasting relationships with suppliers all around the world based on balancing individual interests, trust, and reciprocal CSR commitments.

The Group believes it has a responsibility to influence the actions of its suppliers in terms of both environmental and socio-economic impact. This ambition aims to incorporate CSR as a key selection criterion for our suppliers, alongside aspects such as quality, cost and deadlines.

For this reason, our responsible purchasing policy is an integral part of our CSR strategy. We expect our suppliers to adhere to the Group's ethical and CSR principles. To achieve this aim, we ensure suppliers are linked to a CSR policy and provide support to assess their practices and carry out on-site audits (for suppliers identified as being at risk).

MANE's responsible purchasing policy involves:

- **a Code of Ethics** for Group buyers that commits buyers to behaving in an ethical manner to build fair relationships with our suppliers, not engage in discriminatory practices and ensure the transparency of any transactions
- **awareness-raising and training for buyers** to prevent and detect acts of corruption (see chapter "Anti-corruption")
- **purchasing and Sustainable Development Charter for MANE suppliers**, to present our sustainable development policy and encourage them to respect our six basic principles of human rights, working standards, environment, responsible purchasing and anti-corruption
- **a methodology to assess potential CSR risks** linked to countries of origin, categories of suppliers or raw materials

- **training for MANE's internal auditors** and buyers to perform on-site CSR audits for suppliers
- **a CSR assessment process for suppliers.**

### SUPPLIER CSR COMMITMENT

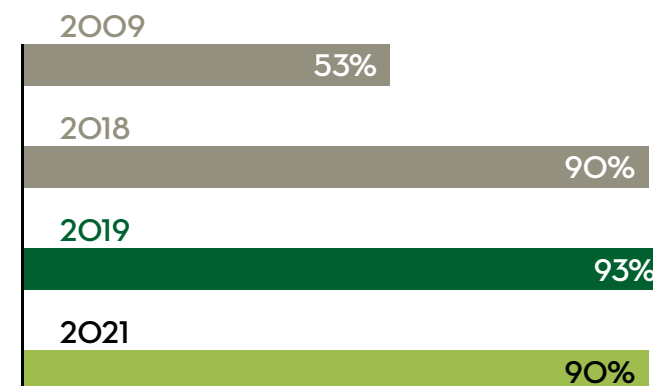
MANE involves its suppliers in its CSR policy, especially suppliers considered "significant" for the Group. A supplier is considered "significant" if they are one of the strategic suppliers who are important to the Group and/or if they pose a potential risk linked to CSR. In 2019, the panel of "significant" suppliers represented 93% of the total amount of raw materials purchased and packaged at its head office (Bar-Sur-Loup).

**72%**  
of the Group's global suppliers  
committed to a CSR policy

As an extension of our own Sustainable Development Policy, we ask all our significant suppliers to sign MANE's Purchasing and Sustainable Development Charter, formalising what the Group expects of its suppliers in terms of CSR. By signing it, suppliers undertake to respect the principles of CSR with a view to continuous improvement.

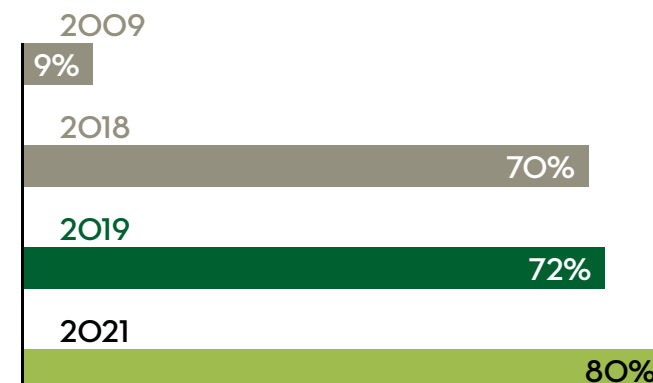
Although only 53% of our purchases were made from suppliers committed to a CSR policy in 2009, we have set a target to increase this to 90% by 2021. In 2019, two years before this deadline, we have already reached and exceeded this objective. 93% of head office purchases are made from suppliers committed to a CSR policy.

**Share of the total amount of purchases made from suppliers committed to a CSR policy\***



\* Committed to a CSR policy through the signing of our Purchasing and Sustainable Development Charter or via a CSR approach communicated publicly and recognised by an independent third party if they did not wish to sign our Charter

**Suppliers engaged in a CSR policy across the Group**



## RELATIONSHIPS WITH SUPPLIERS

### CSR ASSESSMENT OF OUR SUPPLIERS

**47%**  
of significant suppliers assessed  
on their CSR

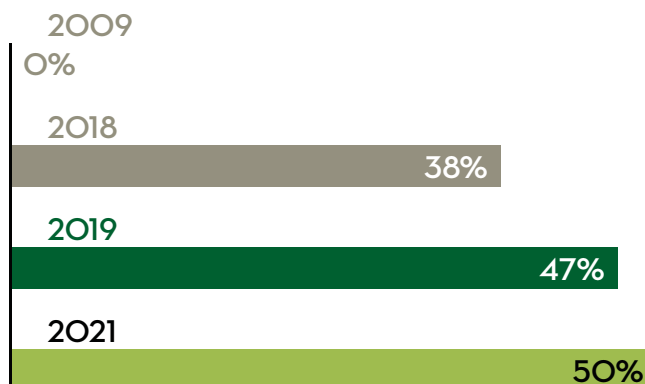
In order to ensure respect for the CSR principles set out in the Guidelines signed by our suppliers, we have developed a two-stage approach.

Firstly, we provide our suppliers with a self-assessment tool for their CSR practices to help them identify their significant CSR challenges and build their CSR action plan, if necessary (particularly for Small and Medium-sized Enterprises, or SMEs). We also ask them about the geographical origin of their raw materials and the type of supply chain (direct origin with no intermediaries, or indirect via one or more intermediaries).

As the MANE Group is a member of the EcoVadis and Sedex platforms, we also offer the option for suppliers to give us access to their EcoVadis scorecard or SMETA audit report as an alternative. This first phase of study gives us an initial overview of the supplier's level of responsibility and allows us to determine whether they are potentially "at risk" in terms of CSR.

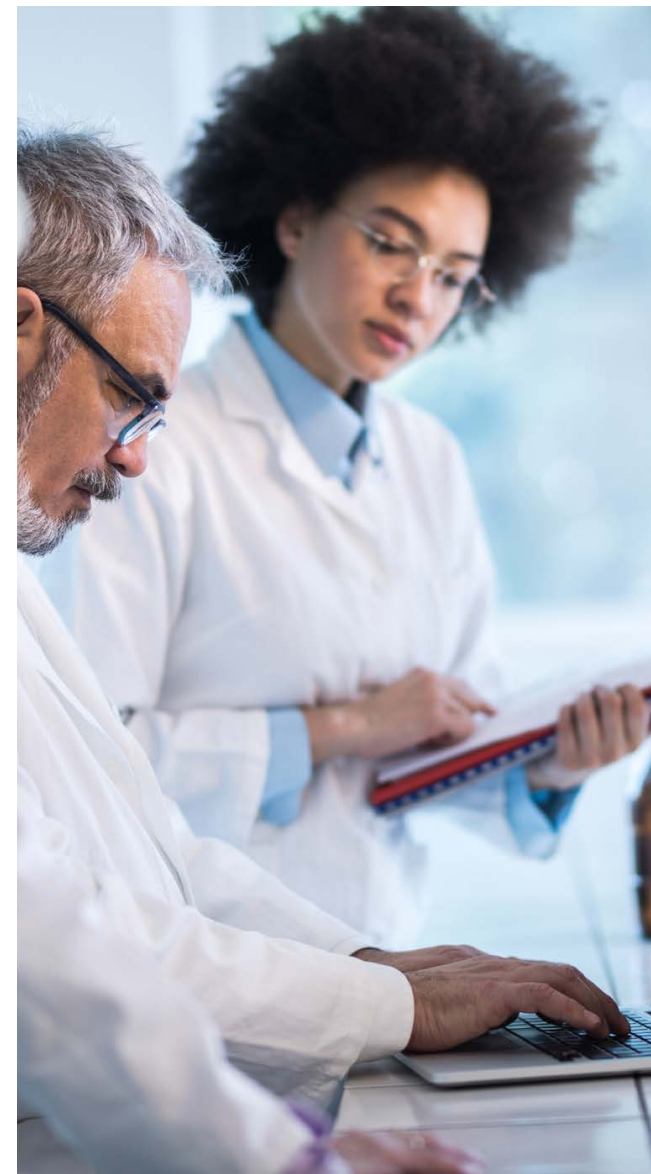
Secondly, we strive to assess, as a priority and in more detail, suppliers whom we have identified as being potentially at risk. To that end, we have several options: plan a CSR audit carried out on site by MANE, have the supplier assessed by EcoVadis, or ask the supplier to undergo an audit by an independent third-party organisation (for example, according to the SMETA benchmark or the Ecocert Fair for Life & For Life standards). At the end of 2019, 47% of our significant suppliers were assessed on their CSR compared to our 2021 target of 50%. We are therefore on track to achieve this target over the next two years.

#### Share of significant suppliers assessed on their CSR\*



CSR assessment of our suppliers	From 2009 to 2019	2019
Suppliers audited on site by MANE on their CSR	52	5
Suppliers assessed by ECOVADIS	62	36
Suppliers subject to a SMETA audit	57	20
Suppliers who have undergone another type of CSR audit carried out by an independent third party	13	2

\* On-site audits carried out by MANE or by an independent third party or evaluations carried out by ECOVADIS





## RELATIONSHIPS WITH SUPPLIERS

### RAW MATERIALS TRACEABILITY

#### GEOGRAPHIC ORIGIN

The traceability of raw materials of natural origin is an essential component of the analysis of the risks inherent in supply chains. It identifies the different stages involved throughout supply chains, including information on the geographic origin of the places where the plant is grown or collected.

Knowledge of this origin is indeed essential information in order to be able to ensure the conformity of purchased and finished products with national regulations on access and benefit-sharing (ABS) within the framework of the Nagoya Protocol (see chapter "Biodiversity").



For the implementation of the Nagoya Protocol within its organisation, MANE has developed its information system in order to integrate all the geographical origins of all the raw materials of natural origin purchased.

A certificate of origin has been requested from all the suppliers concerned and already present in our database, and this request for information is now an integral part of the process of introducing new products.

#### SUPPLY CHAIN RISK ASSESSMENT

Traceability to the level of places where the plant is grown or collected also allows us to identify the potential risks that may relate to the stages upstream of the natural ingredient supply chains. To better take them into account in our responsible purchasing approach, we have implemented a risk analysis approach relating to the exposure risks linked to countries. This requires initial work to identify and classify potential risks through a dedicated map. Here are some examples of indices to which we refer to quantify the potential risks according to the country:

- the Corruption Perception Index (IPC), published annually by the NGO Transparency International
- the Human Freedom Index established every year since 2008 by a consortium of think-tanks including the CATO Institute, the Fraser Institute and the Friedrich Naumann Foundation for Freedom
- the Living Forests report by the NGO WWF which, in the last chapter 5, identifies the fronts of deforestation where efforts to stop deforestation must be concentrated.

This analysis then allows us to couple the potential risks identified with the level of CSR performance of suppliers in order to calculate a level of risk known as "residual". And it is on the basis of this level of residual risk that we establish our priorities in the management of suppliers and their supply chains. We estimate around 10% of the share of supply chains with a risk identified as moderate or high. It is therefore on these supply chains that we give priority to our follow-up actions with the suppliers concerned. For this, we use the sending of more complete questionnaires making it possible to draw up an inventory at the level of the supply chain, or the planning of on-site audits if necessary. Our methodology was audited in 2018 by ECOCERT which recognised it as being robust (formalised and documented). Certain areas of progress have been identified which we have since taken into account as areas for improvement.



## RELATIONSHIPS WITH SUPPLIERS

### SUSTAINABLE PALM OIL

Palm oil is a product of the oil palm. It is the most widely produced, consumed and sold vegetable oil on the planet. Between 1994 and 2014, palm oil production quadrupled, reaching 65 million tonnes. Production is concentrated in Indonesia and Malaysia, which produce 85% of the world's palm oil. By 2030, the Food and Agriculture Organisation of the United Nations (FAO) estimates that total production will be double what it was in 2000.

The growth of oil palm plantations is one of the main contributing factors to deforestation in Indonesia and Malaysia, threatening natural species and habitats, destroying peat bogs and contributing to global warming. The increase in palm oil consumption is also threatening natural tropical forests in Papua New Guinea, Africa and South America.

In this context, it is important that the use of palm oil complies with certain environmental guarantees. One solution is the use of palm oil certified from sustainable sources according to the principles and criteria of the Roundtable on Sustainable Palm Oil (RSPO).

RSPO certification means that palm oil has been produced, processed and used in products that meet RSPO sustainability criteria and that the products are traceable throughout the supply chain.

### PALM OIL AT MANE

**<350 tonnes**  
of palm oil in our products

At MANE, we use very little palm oil in our products (less than 350 tonnes per year). This represents less than 0.001% of world production. The Group primarily buys palm oil derivatives (from the fruit) or palm kernel oil (from the kernel) such as medium chain triglyceride (MCT), glycerine, and certain fatty acids.

Although MANE's consumption of palm oil remains very small compared to the world market, we believe the Group can play a role in promoting the production of sustainable palm oil.



### MANE'S COMMITMENTS

As part of our programme of Corporate Social Responsibility (CSR), in 2009 we set up a responsible purchasing policy in order to raise awareness of CSR among our suppliers and to support them in assessing and improving their CSR performance.

In this context, MANE is working closely with its palm oil and palm oil derivative suppliers to ensure a gradual transition towards certified sustainable product sourcing in accordance with RSPO criteria.

To achieve this goal, we have set the following targets:

- MANE sources only palm oil products and derivatives from RSPO member suppliers, or from suppliers delivering products purchased from RSPO member suppliers since 2018.
- MANE commits to ensuring that all palm oil used directly in its products will be RSPO-certified using the Mass Balance traceability model, as a minimum requirement, by 2019.
- MANE commits to ensuring that all palm oil products and derivatives used directly in its products will be RSPO-certified using the Mass Balance traceability model, as a minimum requirement, by 2021.

At the end of 2019, MANE reached the first two commitments of its sustainable palm oil purchasing policy.

## RELATIONSHIPS WITH SUPPLIERS

### SUSTAINABLE SOURCING PROJECTS

#### CLOSE RELATIONSHIPS WITH LOCAL PRODUCERS OF PERFUME PLANTS



MANE's head office is located at Bar-sur-Loup, near the birthplace of the perfume industry, Grasse. Flower production in the Grasse region is part of our history and heritage. These are the flowers, expertly showcased by perfumers, that have written our history, sculpted our landscape and contributed to the economic success of Grasse and the perfume industry.

However, this French speciality is gradually disappearing, overtaken by urbanisation, relocation of plantations and competition from cheaper synthetic materials. For this reason, MANE decided to get involved in preserving and restoring its plantations in the Grasse region. For several years now, as part of its responsible purchasing policy, MANE has been committed to building special relationships with small growers of perfume plants from Grasse and Provence (narcissus, jasmine, Centifolia rose, mimosa, lavandin, cypress, etc.).

#### VIRTUOUS VANILLA SUPPLY (MADAGASCAR)

**10,000**  
malagasy farmers  
affected by our vanilla purchases

Vanilla beans processed by MANE come from Madagascar. Our supply chain, in place for over forty years, was reinforced twenty years ago with the creation of a local structure to help producers improve their farming practices and export vanilla beans. Our partner, FLORIBIS, represents MANE's interests locally with farmers, cooperatives and gatherers. For example, FLORIBIS's agricultural extension workers teach farmers how to improve cultivation and preparation. This work significantly improves the quality of the vanilla beans. Farmers are encouraged by the results. MANE also deals directly with cooperatives to guarantee a minimum purchase price and with NGOs aiming to protect biodiversity.

With FLORIBIS, MANE has developed strong ties with local communities and endeavours to constantly create shared value with all stakeholders involved in the vanilla supply chain. Building on initiatives in place since 2009 to support the FITAMA cooperative to produce fair trade-certified vanilla, MANE renewed its commitment by signing a tripartite agreement with the NGO FANAMBY and FLORIBIS in May 2014. The aim was to implement an entirely traceable vanilla supply, from pollination to the flavour stage, in order to:

- Ensure a stable supply of vanilla beans
- Guarantee complete traceability along the supply chain
- Ensure quality control of vanilla beans from farming communities in Vohemar, one of the four main villages in the vanilla-producing region known as "SAVA" (Sambava, Andapa, Vohemar, Antalaha) in north-western Madagascar

- Guarantee sustainable and responsible purchasing that complies with ethical and social standards.

FLORIBIS manages the plantation and quality control of all MANE purchases in Madagascar and the NGO FANAMBY provides its support and expertise in management and training to the vanilla communities that partner MANE.

A critical issue for local communities is ensuring food storage and supply for periods where there are no crops to meet basic needs. MANE therefore provided funding to build a rice granary and to purchase initial stocks of rice. The first stone was laid in July 2014, and the granary was completed in February 2015.

In social terms, the vanilla purchased by MANE has an impact on 10,000 farmers in Madagascar. MANE and FLORIBIS have implemented a payment system for farmers so that they can earn extra income for higher quality vanilla beans (500 farm labourers and 280 farmers benefit from this system). We provide training and guidelines for harvesting beans that have reached full maturity (good pollination, growing and care practices).

From an environmental perspective, deforestation is a significant cause of biodiversity loss in Madagascar. Plantation areas are often expanded so they encroach on forests. The NGO FANAMBY and FLORIBIS are working on mapping domains to limit forest destruction and have implemented a 5-year reforestation programme in a protected area. FANAMBY is also managing the creation of a national park in Daraina, where farmers who supply vanilla beans to MANE and FLORIBIS are located. This region in Madagascar is unique and precious in terms of biodiversity and the national park will soon be listed as a UNESCO World Heritage Site. In 2018, MANE continued to expand its vanilla supply sources in Madagascar and optimise monitoring of the traceability of vanilla.



## RELATIONSHIPS WITH SUPPLIERS

We are increasing our partnerships with vanilla producing communities in order to meet demand from our customers for natural vanilla. MANE has thereby developed 25% extra capacity by increasing partnerships with farming communities. We are also developing our offer in terms of quality, particularly the opening of a new community around fair trade. All our traceability processes are certified and audited by ECOCERT.

To ensure the everyday traceability of vanilla from farming communities, we have formalised oversight of farming communities in the form of agreements including the establishment of pollination records, indexing all pollinated flowers (then green pods) by plot and by week. This year, we also have a new and very simple yet effective traceability tool: a mobile app called METAJUA, which allows you to record data on farming communities and share it with various partners. For each farmer, the app tracks information on their plantation, the flowering of vanilla plants (log, statistics, estimated harvest date, etc.) and the purchase of green vanilla or vanilla prepared by the farmer (date, delivery person, quantity, price, quality, etc.).

This tool also allows us to assess the potential and performance of each plantation and each farming community, which is very important to continue selecting the best vanilla pods. Analysing the data collected is vital to encourage farmers and put in place corrective action.

We are also continuing our initiatives aimed at creating shared value, as defined in the MANE 2018-2021 plan to support Madagascar vanilla, particularly in terms of health with the funding of the Vohemar hospital and through various investments to improve daily hygiene. Education is also a priority of this plan. To fight against illiteracy, we provide access to education to as many people as possible in these farming communities and beyond.





## RELATIONSHIPS WITH SUPPLIERS

### SUSTAINABLE VETIVER PRODUCTION (MADAGASCAR)

Vetiver is a remarkable plant currently grown for its roots. It is very tolerant of drought, and has been used in the past for the construction of roofs, to make brushes, to protect furniture and linen and to protect soil against erosion.

Vetiver has also always been used for its essential oil, extracted from its roots. Since the 80s, vetiver growing in Madagascar has stopped due to lack of interest from Madagascan farmers. Devastating hurricanes in Haiti have also led to a bad harvest of this source, causing prices to rocket.

Seven years ago, in collaboration with the communities involved in MANE's vanilla supply chain in Madagascar, MANE reintroduced the cultivation of Bourbon vetiver in Madagascar. Production of precious roots has now intensified and the quality of the essential oil is stable. This project has two effects on local communities: it generates a second source of income (after vanilla) and, because the crop is grown on a plot at Voehemar airport, it contributes to the maintenance of the regional airport.

Vetiver is grown on poor soil with no additives or additional watering. The crops are planted section by section to allow farmers to harvest all year round. The roots reach maturity after one year, a time period which is very important for ensuring the olfactory quality of the Bourbon vetiver. On our plantation, farmers are trained by FLORIBIS to follow good harvesting practices to ensure constant quality.

### GERANIUM BOURBON SOURCING (MADAGASCAR)

With its experience and its privileged links in Madagascar, MANE participated in the development of a Geranium Bourbon supply chain, in the south of the country, in the Ihorombe region, thus confirming a little more the potential of this country in terms of cultivation of fragrant and aromatic plants.

In fact, since 2017, in partnership with other local players, MANE has encouraged the return of this historical culture of Bourbon quality, which has been decreasing since the 1970s. The locally distilled essential oil thus offers a specific olfactory profile much appreciated by perfumers. Cultivation and distillation activities encourage the use of surrounding populations and employ 15 permanent and 70 temporary staff. On the other hand, the environmental aspect was also taken into account with for example, the planting of hedges to fight against wind erosion, the practice of association and rotation of crops for soil preservation.

In addition to its supply of geranium essential oil, MANE wanted to partner with the NGO "Terres en Mêlées" to support it in its "Rugby Academy Ihorombe" project. The objective of this project is to break the isolation of populations neighbouring the Bourbon geranium cultures and contribute to the civic education of young people through rugby, thus aiming at their personal development and their social and even professional integration. The tripartite partnership established with the NGO and the local partner has enabled the construction of a rugby field, the establishment of training sessions (benefiting 346 young people each week, 52% of whom are girls) and a regional and national championship. It also favoured the training of educators, raising awareness of sustainable agriculture through the operation of shared vegetable gardens as well as the integration of young people from the Academy into agricultural professions, driving machines and agronomy.

### A SUSTAINABLE SUPPLY CHAIN FOR TIMUR BERRIES (NEPAL)

Also known as Timut pepper, Timur berries are used as a spice in Chinese, Tibetan, Nepalese and Indian cooking and in traditional Chinese medicine due to their active properties.

They develop an unusual aroma, with clear citrus (lemon, grapefruit), plant and woody notes, and provide interesting olfactory properties to perfumes. The berries grow on small thorny trees of the *Zanthoxylum armatum* species which, in the wild, is native to the mountains of Surkhet in the middle mountains region (known as the hill region) of Nepal, between 1,000 and 2,000m in altitude. The berries are generally picked by disadvantaged, low-caste, rural communities that depend on farming to survive. Women do the bulk of the production and harvesting while the men go to look for work in India. For this reason, the berries are often their only source of income. Given their place in the value chain, the women are vulnerable to price fluctuations and are therefore unable to guarantee a stable income for themselves.

As part of the HVAP (High Value Agriculture Project) programme created by the Nepalese government, and under the supervision of two local NGOs, MANE is actively participating in the development of a sustainable supply chain for Timur berries with the Kuvindedaha community in the Salyan district. MANE has signed a trade agreement which aims to increase income and stabilise demand for farmers while ensuring quality and traceability for customers. 75 households (around 300 people) will benefit from the economic effects of this supply chain. The sale of Timur berries is an incredible opportunity to empower local women. By increasing their income, the women will now be able to fix their homes, educate their children and send them to good schools. In some cases, it can also help to limit the rural exodus of men from the community who generally travel for several years at a time to the big cities in India or Qatar to find work. MANE is also investing in the community to encourage social development, specifically by building rain water reservoirs and rolling out an educational programme for women. In 2014, a nursery was set up to supply Timur plants to farmers and support the creation of plantations, as a complement to picking wild berries.

## RELATIONSHIPS WITH LOCAL COMMUNITIES

MANE not only contributes to the sustainable socio-economic development of the regions in which it operates through direct and indirect job creation and skills development (recruitment and training of local employees, knowledge transfer, purchasing local goods and services, revitalising local manufacturing networks) but also through the social investment decisions it makes (e.g. developing infrastructure, improving access to healthcare, drinking water and appropriate sanitary facilities).

**€290,000**  
paid to Community projects

We aim to: ensure that our activities and our social commitment create value for the communities with whom we are involved.

In addition to its social responsibility linked directly to its manufacturing activities, MANE's involvement in local regional development includes support for general interest initiatives. In 2019, the amount of these various donations amounted to more than €290,000. Here are some examples:

### INDONESIA

#### SUPPORT FOR THE NGO YAYASAN EMMANUEL

For over 12 years, MANE Indonesia has supported the Outreach programme run by the NGO Yayasan Emmanuel, which provides sponsorship and study grants. To date, 250 children have been sponsored by MANE. Not only do we pay their school fees, we also provide social support to help the children succeed and make the most of their studies.

We have, for example, organised factory visits for some of the children to introduce them to the world of work and broaden their horizons to include new employment opportunities. We have also helped some of the children go on to complete university degrees. Some will be offered jobs with us. In September 2019, for the second year running, several MANE Indonesia employees participated in the Run to Give event, an annual 5K charity run in Jakarta. Our employees ran on behalf of Yayasan Emmanuel's Food Rescue programme.

This programme aims to recover uneaten meals from around forty 4 and 5-star hotels in Jakarta to redistribute this food to undernourished people in local communities. Since it was founded in August 2003, this programme has collected 433 tonnes of food and provided meals to more than 1.4 million people in 371,000 families.

#### ENTREPRENEURSHIP TRAINING

MANE Indonesia continuously supports SMK AL – AMIN (vocational school around the Cikarang region) by providing students with entrepreneurial skills. This activity received a very positive response from the school because the students can then develop this capacity for their future life.

On February 22, July 26 and October 10, 2019, PTMI employees shared their sewing skills with students on how to make handbags (Tote-bags) and neck cushions (travel pillows).

On August 9 and September 20, 2019, a collaborator from the Sales Administration of PTMI also shared her skills with the students on how to make a bouquet of flowers from flannel fabric. Nowadays, people tend to give this kind of bouquet of flowers as an alternative to real flowers.

On September 20 and November 15, 2019, a person from the Fragrance Marketing department of PTMI shared his skills on the manufacture of ginger powder by applying a simple process.

#### HEALTH SERVICE FOR CHILDREN

PTMI maintains and encourages 3 groups of health services for toddlers by providing healthy food aid, through collaboration with the Pos Pelayan Terpadu (or Posyandu) clinics which provide vaccines and nutritional supplements to children and pregnant women. This activity is carried out every month in 3 clinics in the Cikarang region: Posyandu Cempaka 1, Posyandu Aster 3 and Posyandu Aster 4.

#### VISIT OF STUDENTS FROM IPB UNIVERSITY

On March 28, 2019, 20 master's students (postgraduate) of the food science programme of the IPB University (Bogor Agricultural) who are taking the sensory analysis course made an industrial visit to the Cibitung site. Through this visit, their objective was to broaden their knowledge in terms of the application of sensory science in flavour and fragrances companies, especially in the "Coffee: Emotional sensory mapping" category.

## RELATIONSHIPS WITH LOCAL COMMUNITIES

### VISIT TO THE FRENCH HIGH SCHOOL IN JAKARTA

On June 21, 2019, 45 students aged 12 to 13 from the French lycée in Jakarta accompanied by 5 adults (teachers and parents) visited the Cibitung factory to discover the professional world. The visit consisted of a presentation of the MANE Group and MANE Indonesia by our Asia-Pacific Director, followed by a factory visit. PTMI also introduced fragrances to the students. During this session, visitors could smell different types of perfumes with an organised quiz where 5 groups could compete by associating the right perfume with several photos.

### VISIT OF YOUNG PEOPLE FROM THE LP4Y ASSOCIATION

On August 2, 2019, the association Life Project For Youth (LP4Y) came to PTMI Cibitung with 21 young people (between 17 and 21 years old). The tour started with a presentation of MANE and then continued with a tour of the Cibitung production plant. The young people also had the chance to spend some time in our flavour application laboratory to make cookies with flavours made by MANE.

The agenda was then followed by another presentation by the Fragrance Marketing Manager who shared her own experience and encouraged young people to seek, find and develop their talents to become a force for their future life. A person from the Human Resources Department also shared very useful tips for preparing for a job interview, followed by a short interview simulation.

The visit ended with a presentation in English on LP4Y by two young people.

### VISIT OF THE FRENCH INSTITUTE IN INDONESIA

On September 25, 2019, around 40 people (between 20 and 35 years old) studying the French language at the French Institute in Indonesia (Institut Français d'Indonésie) visited the Cibitung factory as part of a programme organised by the French Institute in Indonesia to motivate their students to learn French and make them discover the possibility of going to study in France and working in a French company one day. The entire event was conducted in French and included a presentation of MANE, the factory tour and a question and answer session.

#### BRAZIL

### FORESTRY PROJECT WITH THE NGO ONDA VERDE

Since 2016, MANE Do Brazil and the Brazilian NGO Onda Verde have participated in a forestry project aimed at restoring areas degraded by agricultural activities by planting trees indigenous to Nova Iguaçu on the banks of the Ana Felicia river. As part of this partnership, MANE will financially support the planting of seedlings, including maintenance, for at least 3 years.

### MANE TEACHES WOMEN HOW TO MAKE PERFUME

In 2019, MANE do Brasil has launched 'Mulheres que perfumam', a project to teach low-income women how to make perfume to help them become financially independent. MANE has carefully selected communities and NGOs from a slum called "Cidade de Deus", one of Rio's most impoverished neighbourhoods located near the factory in Jacarepaguá. The principal aim of this project is to help women gain financial independence, provide an income stream and encourage entrepreneurship to help them overcome extreme poverty.

How?

- MANE do Brasil held training workshops on transforming flower essences manufactured by MANE into home fragrance sprays and reed diffusers, colognes and perfumes, packaged in bottles.
- MANE do Brasil organised entrepreneurial seminars.
- MANE do Brasil helped set up a cooperative to give them more market access for selling the products they make.
- MANE do Brasil donated the initial materials (aromatic essences, alcohol and bottles) to help them launch their business.

#### CHINA

Since 2013, MANE Shanghai has supported The Children of Madaifu association. This association looks after children from poor families in the impoverished Chinese provinces of Gansu and Shaanxi whose parents have disappeared or passed away. As part of a 5-year commitment, MANE provides The Children of Madaifu with the financial support needed to fund living expenses and tuition for 15 students until they enter the job market. MANE also offers internships to those students who are interested.

Every year, MANE Shanghai also runs the Love Apples operation, in partnership with The Children of Madaifu. MANE buys apples from the association and the profits from this sale are used to fund the association's activities, especially the Orphanage without walls programme allowing children to go to school and continue their studies while staying with close family.



## RELATIONSHIPS WITH LOCAL COMMUNITIES

### COLOMBIA

Each year, MANE Colombia donates money received from the sale of recycled waste and packaging to several foundations that support education and food for disadvantaged children.



### FRANCE

MANE makes yearly donations to several organisations. For example, in 2019, it donated to:

- CEW, whose beauty centres provide free beauty treatments to hospital patients
- Les Amis Des Enfants (ADE), which supports children in Sudan
- La Fondation Motrice, which supports research into cerebral palsy
- the Departmental Committee of Adaptive Sport of Alpes Maritimes (Défi sport entreprises Handi-Valide
- SolidarSport, which promotes respect in all its forms through sport and cultural activities with schools
- to the association Le Rêve de Rose
- to the Society of Friends of the Osmotheque
- to the association Les Enfants de Madaifu (in China)
- the Préalpes d'Azur Regional Natural Park
- the congregation of the Petites Sœurs des Pauvres
- at the Catholic University of Lyon.

### INDIA

KANCOR-MANE has implemented a CSR policy focusing on social engagement and investment in the communities where the company does business. This policy is focused on the following three priorities:

- Supporting sustainable purchasing through programmes that aim to support KANCOR-MANE farmers and suppliers in improving farming practices and post-harvest processing in order to minimise the carbon footprint of their supply chain (training, awareness, supply of clean packaging)
- Supporting access to key health services and clean water as well as appropriate sanitary facilities to improve hygiene conditions and comfort for local populations (e.g. in schools and neighbouring villages)
- Supporting education through funding to meet the needs of schoolchildren (books, shoes, school kits, uniforms) in the areas in which KANCOR-MANE is located.

In 2019, KANCOR-MANE has developed a support programme for farmers in the mint and lemongrass growing areas of Bareilly and Orissa, to help them improve their post-harvest processes (notably through the supply of clean packaging allowing them to deliver safe and clean products on the market). KANCOR-MANE also funded the installation of girls' toilets at Puliyanam public school.

Difficulties in accessing adequate sanitation can be a major obstacle to education because the lack of separate toilets for girls and boys can be an obstacle to educating girls, or children can often miss school due to hygiene-related illnesses. KANCOR-MANE provided high mast lighting and solar lamps to the villagers of Mottebennur for the centre of the village.

## RELATIONSHIPS WITH LOCAL COMMUNITIES

### SOUTH AFRICA

For 6 years now, MANE South Africa has been supporting the Children's Hospital Trust, which raises funds for the War Memorial Children's Hospital, the largest children's hospital in sub-Saharan Africa. A child requiring intensive care is a harrowing experience for the whole family. It is therefore important for hospitals to create a comfortable and welcoming space for families, and just as important to create an environment that complies with the highest standards so that the intensive care department can provide advanced treatments for children whose symptoms require careful monitoring.

Since its creation, the Trust has helped the hospital modernise its buildings, buy vital equipment and fund essential research and training programmes. After several years in planning and construction, the first of three intensive care units opened its doors in August 2016, while a second unit providing facilities for patients, families and staff opened in November 2017 and a third unit providing neonatal intensive care will open in February 2018.

In November 2018, MANE South Africa employees (Johannesburg, Cape Town and DELI SPICES) donated 110 personalised shoeboxes filled with gifts as part of the Santa Shoebox Project. The Santa Shoebox Project began in Cape Town in 2006 with 180 modest shoeboxes.

In 12 years, the number of Santa shoeboxes donated has reached 762,594 units. The project's success is attributed to its personal nature: donors know the names, ages and gender of the children who will receive their gifts. The project is supported by a vast network of volunteers in South Africa and Namibia – volunteers who devote their time, energy, and know-how and receive no financial compensation in return. The project is also made possible due to the generous support of several company sponsors who provide financial backing or other types of aid.



## 3.4 PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN

### PERFORMANCE TABLE

GRI	Indicator	Unit	2009	2017	2018	2019	2021 objective
102-43	Customer satisfaction rate	%				89%	
204-1	Supplier average payment term	Days				50	
308-1	Share of the total amount of purchases made from suppliers committed to a CSR policy	%	53%	93%	90%	93%	90%
308-1	Share of global suppliers committed to a CSR policy	%	9%	56%	70%	72%	80%
308-1	Share of significant suppliers assessed on their CSR (On-site audits or by ECOVADIS assessment)	%	0%	27%	38%	47%	50%



# 4

## PERFORMANCE





## 4.1 REPORTING PROTOCOL

The published non-financial information included in this report covers the period from 1 January to 31 December 2019.

We have been publishing annual reports on our CSR approach since 2009. Our most recent report, on 2019 data, was published in 2019.

### SCOPE OF CONSOLIDATION

The scope of consolidation for the social, environmental and societal information referred to in this report concerns all of the Group's sites in France - including its head office - and in Switzerland, the United States, Indonesia, India, South Africa, Mexico, China, Brazil, Spain, Thailand, Colombia and Japan. These sites contributed 97% of the Group's consolidated turnover in 2019. Sites not included in the report are commercial buildings.

### CHANGES AND REFORMULATION

No major changes occurred during the period.

### GRI DECLARATION PRINCIPLES

These reporting principles are essential for achieving a high-quality sustainable development report. Each reporting principle comprises a requirement, along with guidelines on methods of applying the principle. To ensure an approach to quality that meets GRI expectations on the standards, the organisation is assured that the tests indicated for each principle by MATERIALITY-Reporting, GRI data partner for France, are applied.



MATERIALITY-Reporting, GRI data partner for France, checked the GRI-standards reporting principles, while both carrying out a critical analysis and auditing the general compliance of the GRI-content index. Reporting and data-processing tools have been improved and optimised for greater reliability and ownership.

### OUR CLAIM OF GRI COMPLIANCE

MANE Group follows the GRI Sustainability Reporting Standards and applies their principles (GRI 101). The 2019 reporting has been prepared in accordance with the GRI Standards: Core option.

### SUSTAINABLE DEVELOPMENT GOALS

MANE also supports the United Nations Sustainable Development Goals and the UN Global Compact.



### WE SUPPORT



## 4.2 DPEF CROSS-REFERENCE TABLE

CROSS-REFERENCE TABLE FOR THE NON-FINANCIAL INFORMATION STATEMENT

Articles L. 225-102-1 and R. 225-105 of the French Commercial Code (Code de commerce)

ITEMS	LOCATION IN THE REPORT	
Company business model	1.3	BUSINESS MODEL
Description of the main risks	2.3	EXTRA-FINANCIAL RISKS OF THE GROUP
Description of policies	2.3	EXTRA-FINANCIAL RISKS OF THE GROUP
Key Performance indicators	3.	DEPLOYMENT OF OUR CSR COMMITMENTS
Human Rights issues	3.1	ACT AND OPERATE ETHICALLY AND RESPONSIVELY / HUMAN RIGHTS
Anticorruption	3.1	ACT AND OPERATE ETHICALLY AND RESPONSIVELY / ETHICS AND ANTI-CORRUPTION
Climate change	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / CLIMATE CHANGE
Circular Economy	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / SUSTAINABLE USE OF RESOURCES
Food waste	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / SUSTAINABLE USE OF RESOURCES
Sustainable consumption	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS / CONSUMER HEALTH AND SAFETY
Collective bargaining agreements	3.3	CARE ABOUT OUR COLLABORATORS
Non-discrimination and Diversity	3.3	CARE ABOUT OUR COLLABORATORS
Social issues	3.3	CARE ABOUT OUR COLLABORATORS
	3.4	PROMOTE SUSTAINABILITY ALONG OUR VALUE CHAIN
Environmental issues	3.2	ENSURE RESPONSIBLE MANAGEMENT OF OUR PRODUCTS

## 4.3 GRI CONTENT INDEX

MANE Group follows the GRI Sustainability Reporting Standards and applies their principles (GRI 101). The 2019 reporting has been prepared in accordance with the GRI Standards: Core option.

Standards	Category	Standard	Name	Location in 2019 CSR REPORT	Page
<b>GRI 101 FOUNDATION – 2016 REPORTING PRINCIPLES</b>					
<b>GENERAL DISCLOSURES</b>					
GRI 102 : General information 2016	Profile	102-1	Name of the organisation	About this report	3
		102-2	Activities, brands, products, and services	Group profile	6
		102-3	Location of headquarters	Group profile	6
		102-4	Location of operations	Group profile	6
		102-5	Ownership and legal form	Group profile	6
		102-6	Markets served	Group profile	6
		102-7	Scale of the organisation	Group profile	6
		102-8	Information on employees and other workers	Care about our collaborators	60
		102-9	Supply chain	Promote sustainability along our value chain	73
		102-10	Significant changes to the organisation and its supply chain	Group profile	6
		102-11	Precautionary Principle or approach	Act and operate ethically and responsibly	34
		102-12	External initiatives	External commitments	15
		102-13	Membership of associations	External commitments	15
	Strategy	102-14	Statement from senior decision-maker	A word from the President	5
	Ethics and integrity	102-16	Values, principles, standards, and norms of behaviour	Act and operate ethically and responsibly	34
	Governance	102-18	Governance structure	Group profile	6
	Stakeholder engagement	102-40	List of stakeholder groups	Dialogue with stakeholders	28
		102-41	Collective bargaining agreements	Care about our collaborators	60
		102-42	Identifying and selecting stakeholders	Dialogue with stakeholders	28
		102-43	Approach to stakeholder engagement	Dialogue with stakeholders	28
		102-44	Key topics and concerns raised	Dialogue with stakeholders	28
	Reporting practice	102-45	Entities included in the consolidated financial statements	Reporting protocol	88
		102-46	Defining report content and topic Boundaries	Materiality	30
		102-47	List of material topics	Materiality	30
		102-48	Restatements of information	Reporting protocol	88
		102-49	Changes in reporting	Reporting protocol	88
		102-50	Reporting period	Reporting protocol	88
		102-51	Date of most recent report	Reporting protocol	88
		102-52	Reporting cycle	Reporting protocol	88
		102-53	Contact point for questions regarding the report	About this report	3
		102-54	Claims of reporting in accordance with the GRI Standards	GRI content index	90
		102-55	GRI content index	GRI content index	90
		102-56	External assurance	External verification	96

## 4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2019 CSR REPORT	Page
<b>SPECIFIC DISCLOSURES</b>					
<b>GRI 200 - ECONOMIC STANDARDS</b>					
GRI 103 : Management approach - 2016		103-1	Explanation of the material topic and its Boundary	Materiality	30
		103-2	The management approach and its components	Sustainable environment policy	34
		103-3	Evaluation of the management approach	Performance indicators	38
GRI 201 : Economic performance - 2016	Economic performance	201-1	Direct economic value generated and distributed	Promote sustainability along our value chain	73
		201-2	Financial implications and other risks and opportunities due to climate change	Promote sustainability along our value chain	73
GRI 202 : Market presence - 2016	Market presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Promote sustainability along our value chain	73
GRI 203 : Indirect Economic Impacts - 2016	Indirect Economic Impacts	203-2	Significant indirect economic impacts	Promote sustainability along our value chain	73
GRI 204 : Procurement practices - 2016	Procurement practices	204-1	Proportion of spending on local suppliers	Promote sustainability along our value chain	73
GRI 205 : Anti-corruption - 2016	Anti-corruption	205-1	Operations assessed for risks related to corruption	Act and operate ethically and responsibly	36
		205-2	Communication and training about anti-corruption policies and procedures	Act and operate ethically and responsibly	36
		205-3	Confirmed incidents of corruption and actions taken	Act and operate ethically and responsibly	36
GRI 206 : Anti-competitive - 2016	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Act and operate ethically and responsibly	36
GRI 207 : Tax - 2019	Tax policy	207-1	Tax approach	Act and operate ethically and responsibly	36
	Strategy	207-2	Tax governance and risk control	Act and operate ethically and responsibly	35
<b>GRI 300 ENVIRONMENTAL STANDARDS</b>					
GRI 103 : Management approach - 2016	Materials	103-1	Explanation of the material topic and its Boundary	Materiality	30
		103-2	The management approach and its components	Sustainable environment policy	39
		103-3	Evaluation of the management approach	Performance indicators	73
GRI 301 : Materials - 2016		301-1	Materials used by weight or volume	Ensure responsible management of our products	49
		301-2	Recycled input materials used	Ensure responsible management of our products	46
		301-3	Reclaimed products and their packaging materials	Ensure responsible management of our products	45
GRI 302 : Energy - 2016	Energy	302-1	Energy consumption within the organization	Ensure responsible management of our products	50
		302-3	Energy consumption outside of the organization	Ensure responsible management of our products	50
		302-4	Energy intensity	Ensure responsible management of our products	50
		302-5	Reduction of energy consumption	Ensure responsible management of our products	50
		303-1	Reductions in energy requirements of products and services	Ensure responsible management of our products	49
GRI 303 : Water and effluents - 2018	Water and effluents	303-2	Water withdrawal by source	Ensure responsible management of our products	49
		303-3	Water withdrawal	Ensure responsible management of our products	49
		303-4	Water discharge	Ensure responsible management of our products	49
		303-5	Water consumption	Ensure responsible management of our products	49



## 4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2019 CSR REPORT	Page
SPECIFIC DISCLOSURES					
GRI 300 ENVIRONMENTAL STANDARDS					
GRI 304 : Biodiversity – 2016	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ensure responsible management of our products	56
		304-2	Significant impacts of activities, products, and services on biodiversity	Ensure responsible management of our products	56
		304-3	Habitats protected or restored	Ensure responsible management of our products	78
		304-4	IUCN Red List species and national conservation list species with habitats in areas af- fected by operations	Ensure responsible management of our products	78
GRI 305 : Emissions – 2016	Emissions	305-1	Direct (Scope 1) GHG emissions	Ensure responsible management of our products	53
		305-2	Energy indirect (Scope 2) GHG emissions	Ensure responsible management of our products	53
		305-3	Other indirect (Scope 3) GHG emissions	Ensure responsible management of our products	54
		305-4	GHG emissions intensity	Ensure responsible management of our products	53
		305-5	Reduction of GHG emissions	Ensure responsible management of our products	53
		305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Ensure responsible management of our products	43
		GRI 306 : Effluents and Waste – 2016	Effluents and Waste	306-1	Water discharge by quality and destination
306-2	Waste by type and disposal method			Ensure responsible management of our products	45
306-3	Significant spills			Ensure responsible management of our products	45
306-4	Transport of hazardous waste			Ensure responsible management of our products	45
306-5	Water bodies affected by water discharges and/or runoff			Ensure responsible management of our products	44
GRI 307 : Environmental compliance – 2016	Environmental compliance	307-1	Non-compliance with environmental laws and regulations	Ensure responsible management of our products	40
GRI 308 : Supplier Environmental Assessment – 2016	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Ensure responsible management of our products	75
		308-2	Negative environmental impacts in the supply chain and action taken	Ensure responsible management of our products	25
GRI 400 SOCIAL STANDARDS					
GRI 103 : Management approach – 2016	Employment	103-1	Explanation of the material topic and its Boundary	Materiality	30
		103-2	The management approach and its components	Sustainable environment policy	60-74
		103-3	Evaluation of the management approach	Performance indicators	73-86
		401-1	New employee hires and employee turnover	Care about our collaborators	62
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Care about our collaborators	68
GRI 403 : Occupational Health and Safety – 2018	Occupational Health and Safety	403-1	Occupational health and safety management system	Care about our collaborators	69
		403-2	Hazard identification, risk assessment, and incident investigation	Care about our collaborators	69

## 4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2019 CSR REPORT	Page
<b>SPECIFIC DISCLOSURES</b>					
<b>GRI 400 SOCIAL STANDARDS</b>					
GRI 404 : Training and Education – 2016	Training and Education	403-3	Occupational health services	Care about our collaborators	82
		403-4	Worker participation, consultation, and communication on occupational health and safety	Care about our collaborators	69
		403-5	Worker training on occupational health and safety	Care about our collaborators	69
		403-6	Promotion of worker health	Care about our collaborators	69
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Care about our collaborators	69
		403-8	Workers covered by an occupational health and safety management system	Care about our collaborators	69
		403-9	Work-related injuries	Care about our collaborators	68
		403-10	Work-related ill health	Care about our collaborators	68
		404-1	Average hours of training per year per employee	Care about our collaborators	63
		404-2	Programmes for upgrading employee skills and transition assistance programmes	Care about our collaborators	63
GRI 406 : Non-discrimination – 2016	Non-discrimination	404-3	Percentage of employees receiving regular performance and career development reviews	Care about our collaborators	63
		406-1	Incidents of discrimination and corrective actions taken	Care about our collaborators	66
GRI 407 : Freedom of Association and Collective Bargaining – 2016	Freedom of Association and Collective Bargaining	407-1	Operations in which the right to freedom of association and collective bargaining may be at risk	Care about our collaborators	37
GRI 408 : Child Labour – 2016	Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Promote sustainability along our value chain	37
GRI 409 : Forced or Compulsory Labour – 2016	Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Promote sustainability along our value chain	37
GRI 412 : Human Rights Assessment – 2016	Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Promote sustainability along our value chain	37
		412-2	Employee training on human rights policies or procedures	Promote sustainability along our value chain	37
		413-1	Operations with local community engagement, impact assessments, and development programmes	Promote sustainability along our value chain	82
GRI 413 : Local Communities – 2016	Local Communities	413-2	Operations with significant actual and potential negative impacts on local communities	Promote sustainability along our value chain	82
GRI 414 : Supplier Social Assessment – 2016	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Promote sustainability along our value chain	75
		414-2	Negative social impacts in the supply chain and actions taken	Promote sustainability along our value chain	75
GRI 416 : Customer Health and Safety – 2016	Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	Ensure responsible management of our products	57

## 4.3 GRI CONTENT INDEX

Standards	Category	Standard	Name	Location in 2019 CSR REPORT	Page
<b>SPECIFIC DISCLOSURES</b>					
<b>GRI 400 SOCIAL STANDARDS</b>					
GRI 417 : Marketing and Labelling - 2016	Marketing and Labelling	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Ensure responsible management of our products	57
		417-1	Requirements for product and service information and labelling	Ensure responsible management of our products	57
		417-2	Incidents of non-compliance concerning product and service information and labelling	Ensure responsible management of our products	57
GRI 418 : Customer Privacy- 2016	Customer Privacy	417-3	Incidents of non-compliance concerning marketing communications	Ensure responsible management of our products	57
		418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Ensure responsible management of our products	57
GRI 419 : Socioeconomic Compliance - 2016	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Act and operate ethically and responsively	57

## 4.4 TCFD CROSS-REFERENCE TABLE

We apply the Climate-related Financial Disclosures (TCFD) reporting framework through a table is crossing with the GRI Standards (see GRI CONTENT INDEX).

CATEGORIES	DESCRIPTION	Recommendations	METRICS AND TARGETS
GOVERNANCE	Management and the Board's role in assessing, managing, and overseeing climate-related risks and opportunities	a. Describe the board's oversight of climate-related risks and opportunities.	GRI 102: General Disclosures 102-18, 102-19, 102-20, 102-26, 102-27, 102-29, 102-31, 102-32
		b. Describe management's role in assessing and managing climate-related risks and opportunities.	GRI 102: General Disclosures 102-29, 102-31, 102-32
STRATEGY	Approach to risks and opportunities, including how they could impact your business model	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	GRI 102: General Disclosures 102-15
		b. Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning.	GRI 201: Economic Performance 201-2
		c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate change
RISK MANAGEMENT	How risks are identified and managed	a. Describe the organisation's processes for identifying and assessing climate-related risks.	Climate change
		b. Describe the organisation's processes for managing climate-related risks.	GRI 201: Economic Performance 201-2
		c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Climate change
METRICS AND TARGETS	Metrics and targets used to assess strategy and risk	a. Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.	GRI 102: General Disclosures 102-30
		b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	GRI 102: General Disclosures 102-29, 102-30
		c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Climate change



## 4.5 EXTERNAL VERIFICATION



**V. MANE Fils SAS**

Registered office : 620, Route de Grasse,  
06620, Le Bar-sur-Loup

**Report by one of the Statutory Auditors, appointed as independent third party on the consolidated non-financial statement**

*This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

For the year ended 31 December 2019

To the general assembly,

In our capacity as statutory auditor appointed as independent third party of your V. MANE Fils SAS (hereinafter the "entity"), accredited by the French Accreditation Committee (Comité Français d'Accréditation or COFRAC) under number 3-1049, we hereby report to you on the consolidated non-financial performance statement for the year ended December 31st 2019 (hereinafter the "Statement"), included in the Group Management Report pursuant to the requirements of articles L.225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

### Responsibility of the entity

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

### Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

### Responsibility of the Statutory Auditor appointed as independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code
- the fairness of the information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

Our responsibility is also to provide a report expressing, at the request of the entity and outside of the scope of accreditation, a reasonable assurance conclusion that information selected by the entity, presented in Appendix and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, nor on the compliance of products and services with the applicable regulations.

### Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements and with ISAE 3000<sup>2</sup>

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate ;
- We verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L.225-102-1 III, paragraph 2 of the French Commercial Code
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks

1 Accreditation scope available at [www.cofrac.fr](http://www.cofrac.fr)

2 ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information.

## 4.5 EXTERNAL VERIFICATION

– We referred to documentary sources and conducted interviews to:

- assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented
- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risks (Human rights, Anti-corruption, Raw material supply, Consumer health and safety, IT Security), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>3</sup>.

– We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement

– We obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information

– For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:

- analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data
- tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 31% and 100% of the consolidated data selected for these tests

We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

### Means and resources

Our work was carried out by a team of five people between January and May 2020 and took a total of three weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted a dozen of interviews with the people responsible for preparing the Statement.

### Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

### Reasonable assurance report on a selection of non-financial information

#### Nature and scope of our work

With regard to the information selected by the entity presented in Appendix and identified with the symbol √ in the Statement, we conducted the same procedures as those described in the paragraph “Nature and scope of our work” (for the most important non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents between 56% and 67% of the information identified with the symbol √.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol √.

### Conclusion

In our opinion, the information selected by the entity and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

Paris-La Défense, on 29 mai 2020

KPMG S.A.



Fanny Houlliot

Partner  
Sustainability Services



Philippe Levert

Partner

3 V. MANE FILS S.A. Bar-sur-Loup (France), MANE Inc. (USA), MANE Mexico (Mexico).

## 4.5 EXTERNAL VERIFICATION

### Appendix

#### Qualitative information (actions and results) considered most important

Proportion of collaborators benefiting from an interview or assessment over the course of the year
Gender Equality European & International Standard score
Gender pay gap
Signed agreements relating to equal opportunity and work-life balance
Talent Development trainings
Sites being certified OHSAS 18001 and ISO 14001
Green Motion™ Programme to reduce the environmental footprint of products
Industrial Risk Management and Pollution Prevention Programmes
Initiatives to reduce greenhouse gas emissions
Anti-corruption arrangements and results
Raw material traceability methodology and commitment to certification palm oil
Customer satisfaction rate
Information systems security audits

#### Key performance indicators and other quantitative results considered most important

#### Level of assurance

Total Headcount and Distribution by gender	Limited
Hires and Departures	Limited
Turnover	Limited
Proportion of collaborators benefiting from training over the course of the year	Limited
Frequency rate for workplace accidents with leave	Limited
Energy consumption per ton of product	Reasonable
Water consumption by ton of product	Reasonable
Scopes 1 and 2 CO <sub>2</sub> e emissions	Reasonable
Scopes 1 and 2 CO <sub>2</sub> e emissions by ton of product	
Scope 3 CO <sub>2</sub> e emissions	Limited
Hazardous waste produced per ton of product	Limited
Share of significant suppliers assessed on their CSR	Limited

## 4.5 EXTERNAL VERIFICATION

### V. MANE FILS SAS

#### Assurance report of one of the Statutory Auditors on the Greenhouse gas emissions declared to the CDP

Civil year 2019

Following your request, in our capacity as statutory auditors of V. MANE & FILS SAS (the "Company"), we hereby report to you on the data reported by the Company to the CDP for the civil year 2019 presented in Appendix (the "Data").

The conclusion below is limited to the Data and does not cover the overall declaration to the CDP.

#### Company's responsibility

The Data were prepared under the responsibility of Mr Carrière, Environmental Manager at V. MANE FILS, in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020". The quantification of these gases has an inherent uncertainty due to incomplete scientific knowledge used to determine emission factors and values needed in order to combine the emissions of various gases.

#### Independence and quality control

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

#### Statutory Auditor's responsibility

On the basis of our work, our responsibility is to provide a report expressing:

- a limited assurance conclusion that greenhouse gas ("GHG") emissions scope 3, presented in Appendix, taken as a whole, is presented fairly in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020"
- a reasonable assurance conclusion that GHG emissions broken down by Scope 1 and Scope 2 Data, presented in Appendix, has been prepared, in all material respects, in accordance with the CDP

reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020".

#### Limited assurance report on GHG emissions scope 3

##### Nature and scope of our work

The work described below was performed in accordance with the International Standard for Assurance Engagements (ISAE) 34101 and with the professional standards applicable in France.

The work was conducted by Raffaele Gambino, Manager and Audrey Kraskowski, Auditor, from the Sustainability Services department of the Firm. The work was based on a review of the existing documentation as well as interviews with the persons in charge of the greenhouse gas reporting of V. MANE FILS. In order to provide our assurance conclusions we conducted the following procedures:

- We reviewed the current reporting system and its organisation, including the procedures for collecting, consolidating and controlling the greenhouse gas emissions Data,
- We interviewed the people in charge of monitoring and reporting the greenhouse gas emissions,
- We ensured that the monitoring and quantification of emissions were performed in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020",
- Analytical procedures to verify the proper consolidation of the Data collected and the consistency of any changes in those Data;
- Tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the Data with the supporting documents. This work was carried out on a selection of contributing entities<sup>2</sup> and covers 31 % of scope 3

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

#### Unqualified limited conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the GHG emission scope 3

Data reported to the CDP, taken as a whole, is not presented fairly in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020", in all material respects. We believe that the sampling methods and sample sizes we have used, based on our professional judgment, are sufficient to provide a basis for our assurance conclusions.

#### Reasonable assurance report on GHG emissions broken down by Scope 1 and Scope 2

##### Nature and scope of our work

With regard to GHG emissions broken down by scope 1 and scope 2 Data, we conducted the same procedures as those described in the paragraph Nature and scope of our work<sup>1</sup>. However, these procedures were more in depth, particularly regarding the number of tests.

Consequently, the selected sample covers 65% of scope 1 Data and 48% of scope 2 Data.

We believe that the procedures and sample sizes used, based on our professional judgment, are sufficient to provide a basis for our assurance conclusions.

#### Unqualified limited conclusion

In our opinion, the scope 1 and scope 2 Data declared to the CDP has been prepared, in all material respects, in accordance with the CDP reporting guidelines, with respect to scope and methodological limits as described in the "Response CDP Climate Change Questionnaire 2020".

Paris-La Défense and Valbonne, July 16th 2020

KPMG S.A.



Fanny Houlliot  
Partner  
Sustainability Services



Philippe Levert  
Partner

<sup>1</sup> SAE 3410 – Assurance Engagements on Greenhouse Gas Statements.

<sup>2</sup> Le Bar-sur-Loup Headquarters (France), MANE Mexico (Mexico) and MANE Inc. (USA).



## 4.5 EXTERNAL VERIFICATION

### ASSURANCE REPORT OF ONE OF THE STATUTORY AUDITORS ON THE WATER INDICATORS DECLARED TO THE CDP

The Directors  
V. MANE Fils SAS  
620, Route de Grasse  
06620, Le Bar-sur-Loup

15 July 2020

To whom it may concern,

The purpose of this letter is to clarify matters set out in the assurance report. It is not an assurance report and is not a substitute for the assurance report.

This letter and the verifier's assurance report, including the opinion, are addressed to you and are solely for your benefit in accordance with the terms of the contract. We consent to the release of this letter by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this letter or our assurance report.

In accordance with our engagement contract with you dated 06.01.2020 (the "contract") and for the avoidance of doubt, we confirm that our Report by one of the Statutory Auditors, appointed as independent third party on the consolidated non-financial statement report to you dated 29.05.2020 (the "assurance report") incorporated the following matters:

#### 1. Boundaries of the reporting company covered by the assurance report and any known exclusions.

Some representative offices and some small R&D centres are not included in the disclosure because their water needs and risks are not significant.

5 production sites have been excluded due to their very limited materiality: these account for less than 2% of the group's total water withdrawal.

#### 2. Water consumption data verified; option to include other relevant data that has been verified with figures.

Total water withdrawals: 749,88 megaliters  
(page 48 of V. MANE & Fils "2019 CSR report")

#### 3. Period covered (e.g. '12 months to DD MM YY')

12 months to 31.12.2019

#### 4. Verification standard used

ISAE 3000 – Assurance engagements other than audits or reviews of historical financial information

Article A.225-1 et seq. of the French Commercial Code Professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements

#### 5. Assurance opinion (incl. level of assurance and any qualifications)

Reasonable assurance

No qualifications

#### 6. Verification provider and accreditations (if relevant)

KPMG S.A.

Accreditation Cofrac Inspection, number 3-1049, scope available at [www.cofrac.fr](http://www.cofrac.fr)

#### 7. Lead verifier name and relevant accreditations/professional membership (if relevant)

Fanny Houlliot, Partner, Sustainability Services

#### 8. This letter should be prepared on the verifier's letterhead or include the signature of the lead verifier (or authorised signatory/ organisation responsible for issuing the assurance report / statement) in the box below.

Fanny Houlliot, Partner, Sustainability Services



WE  
CAPTURE  
WHAT  
MOVES



**PHOTO CREDITS :** DAVID MORGANTI, GÉRARD UFÉRAS,  
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**IMAGE BANKS :** PEXEL, ISTOCKPHOTO, SHUTTERSTOCK,  
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